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Samoa - Small Business Evaluation

Social and Economic Impact
Assessment of

Women in Business Development
Incorporation

January 2009

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Social and Economic Impact Assessment of
Women in Business Development Incorporation

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Executive summary

Background

Women in Business Development Inc (WIBDI) is a Samoa based non-profit development organisation established to address the issues of cash poverty and reliance on remittances, in rural Samoa, by finding opportunities for families to earn an income where they live. It is achieving this by identifying niches within the agriculture and handicraft sectors as having the potential to achieve income generation.

WIBDI is now active in over 200 villages across Samoa and supports a range of activities including fine mat and handicraft production, organic farming, coconut oil production, a disaster relief program and a microfinance / savings program.

Methodology

A team of three consultants undertook the evaluation of WIBDI (two New Zealand-based and one Samoan based consultants) to assess the social and economic impacts WIBDI operations and recommend a future strategy. The evaluation involved in-depth interviews with WIBDI staff, clients and stakeholders in both Upolu and Savaii in October and December 2008. A questionnaire survey of 84 WIBDI assisted families (clients) on both islands produced quantitative and qualitative data as an indication of social and economic impacts at the village-national levels. A range of non-WIBDI clients (10 in total) were also interviewed to form a baseline against which WIBDI social and economic impacts were evaluated.

The evaluation team reviewed key documents and held a number of interviews with WIBDI staff. Staff took opportunities to provide feedback on key findings. The enthusiasm and commitment of the entire WIBDI team is impressive and is a strength of the organisation.

WIBDI's approach to working with target beneficiaries

WIBDI's approach has evolved over the nearly 20 years it has been providing services to the rural poor in Samoa. The NGO's experience and understanding of Samoan culture has meant that its approach has moved from working with communities to working directly with individual families. The evaluation team can verify that this approach is producing significant economic, social and cultural benefits for those families that WIBDI is able to work closely with. The families approach also benefits communities given that the family unit is an important part of Samoan communities.

Changes in the services provided by WIBDI to clients include: an increased involvement in the marketing of organic products; and non-specific targeting of women and vulnerable groups (i.e. HIV sufferers, disaffected youths) within communities. These changes need

to be reflected in a recommended review of the organisation's Monitoring, Evaluation and Learning (MEL) Framework.

The market driven approach to economic development adopted by WIBDI is delivering economic and social impacts to targeted families and is a more sustainable approach than the provision of inputs and grants to stimulate economic activity. WIBDI's services are likely to result in long-term economic impacts where it is able to actively support families to provide private sector buyers with valued products.

Impacts of services on the Samoan local and national economy

Cost-benefit analysis was used to identify the economic costs and benefits associated with the program to date (available data since 1994) and forecast future program costs and benefits over the next 15 years. The results of the cost-benefit analysis show a Net Present Value (NPV) of SAT \$1.5 million. Alternatively, for every Tala that donors invest in WIBDI, economic benefits of SAT\$1.10 are generated for the Samoan economy, a very positive impact for the economy. When the analysis is expressed in terms of the total economic benefits compared to NZAID and Government of Samoa (GoS) funding, the results show an impact of \$5.06 and \$38.31 respectively over a 30 year period. This demonstrates the leveraging benefit of partnership funding.

WIBDI-attributable export earnings over the past 15 years equate to approximately SAT\$2.0 million in the noni and coconut oil sectors. Analysis of the survey results show that individual families have also benefited significantly through their involvement with WIBDI with *increased* net income ranging from \$0 to over \$12,000 per year. The average of the surveyed families was \$2,300 per year. At a village level, the impact equates to an average of SAT\$95,000 per village (over 15 years) or SAT \$19,000 per family.

We estimate that currently between 10-40 percent of WIBDI organically certified clients benefit through increased income and most of these by around \$1,000 per year. The challenge for WIBDI is to increase the proportion of farmers benefiting from organic certification. Total economic impact over the past 15 years is less than expected future impacts and is understandable given that the past work in organics should be considered as an investment in future benefits. Past economic benefits equate to around \$1.5 million at the village level and \$600,000 in the private sector.

Engagement with the private sector

WIBDI facilitated linkages between rural families and buyers for high value niche products are good examples of market-driven rural development. The success of the relationship with Body Shop UK is the most high profile of these arrangements. The volumes of virgin coconut oil (VCO) to date are small (10-12 tonnes from six families) although the attention that this draws from interested stakeholders provides valuable leverage for WIBDI's advocacy work in the region and potential future funding.

The macroeconomic impacts to date of the Body Shop relationship are significantly less than the impacts of certified organic nonu products mainly due to the scale with which the private sector was able to collect and export nonu. Future economic impacts may be greater for VCO due to the size of the resource although appropriate private sector engagement would be essential to realise these benefits.

The economic impacts of WIBDI services on the Samoan private sector to date have been limited to a successful relationship with Nonu Samoa Emprises Ltd. WIBDI has supported clients to provide fruit collected and paid for by Nonu Samoa. A joint venture relationship with a New Zealand investor in the coconut oil processing sector failed (see section 4) and highlights some of the risks for WIBDI in pursuing further trading initiatives. Future economic impacts for the private sector are likely to be greater if WIBDI focuses on improving the supply base of organic products that have processing potential. A recommendation is made on how WIBDI donors can improve impacts by working more closely with the private sector.

Challenges, risks and opportunities for continued economic impacts

NZAID should continue to provide funding and technical assistance support to WIBDI. It is our view that the level of economic benefits shown in the cashflow is impressive given that WIBDI has been operating as a relatively small NGO primarily working to generate economic and social benefits in what has been an underperforming and declining sector (agriculture).

A number of issues have been identified during the review and the evaluation team recommends that the next 5-10 years of development should concentrate on:

- a) Addressing and improving internal financial management issues including administrative and the causes of budget deficits;
- b) Working with the WIBDI board to address the succession issues that exist in WIBDI to ensure that existing services are maintained;
- c) Improving the quality of communication between WIBDI staff and clients by consolidating activities to core services of food security and disaster mitigation, working with vulnerable families and working on production issues in the organics sector;
- d) Continue to develop a supply base for organic products in Samoa with a focus on products that can be processed in Samoa. This approach should involve SAME (Samoan Association of Manufacturers and Exporters) to develop opportunities, exporting fresh organic products is high risk and Samoa doesn't have the infrastructure nor the bio-security measures to provide long-term support ;
- e) Current economic benefits are received by a small number of clients. WIBDI needs to increase the number of clients and distribution of benefits from the sale of organic produce by developing markets with the private sector;

- f) Continue to build on food security and disaster mitigation programme and look to expand this with organic agriculture in other parts of the Pacific.

Social and cultural impacts

WIBDI's work has generated a number of social benefits to individual families, these include the ability to generate additional money for education and health needs, improved ability to contribute to church and cultural obligations, improved status within the village and the positive effects of improved self-esteem and feeling of independence when families are less reliant on overseas remittances for basic needs.

Important and lasting cultural impacts generated by WIBDI activities include the establishment of the fine mat weaving program, cultural benefits that have been recognised by the GoS (by the Prime Minister) and now funded by Ministry for Women, Culture and Social Development (MWCSD).

Assessment of WIBDI operations:

The success of WIBDI's promotion and facilitation of the organic farming sector has led to rapid growth in the number of certified organic farmers in Samoa. This rapid growth has also led to pressure on staff and financial resources. The nature of WIBDI's training and advisory services are informal compared to training and services provided by other NGOs and GoS Ministries. This one-on-one approach requires significant time commitments from staff and has also led to communication issues.

One of the most concerning operational issue raised relates to an apparent breakdown in communications between WIBDI and some of the clients surveyed and the need for more transparency in its actions particularly in accounting for fee deductions from client earnings and savings balances. While most of the operational issues are capable of being improved, thought is required as to how to more effectively service the increasing client numbers without becoming too remote from the individual families seeking ongoing mentoring and support. These issues are recognised by WIBDI. The recommendations made on identifying core services and a review of the MEL framework will help resolve these issues.

It is recommended that future core services focus on providing basic food security, micro-finance training and on-farm technical support to the most vulnerable rural poor. This move will require a redefinition of WIBDI's mission and objectives. Recommended strategies to improve liaison between producers and buyers include focusing on the more resourced/ motivated families (which meet the WIBDI criteria) with the ability to participate in income generating activities, such as organic food production. This strategic review of core services should be undertaken over the next 12 months and have input from key donors such as Oxfam NZ and NZAID. Input from a marketing expert with development country experience would add value to this process. The local private sector

should be the primary beneficiary of marketing expertise so that they are able to utilise raw materials sourced from WIBDI clients.

WIBDI interaction with other agencies

Capable leadership from the Executive Director (ED) has ensured that WIBDI has recently attracted support from government, donors and private sector stakeholders, but relationships with government Ministries, although improving, have not been strong in the past. NZAID's assistance to continue to improve government relations, given the GoS policy of proactively driving development, is crucial for success over the next 5-10 years. NZAID Post needs to be proactive both at a board level and as a donor to ensure that government relations continue to improve.

WIBDI organic field officers are currently stretched to support organic farmer clients with training on organic farming methods and also lack a source of information on organic farming methods. Well targeted collaboration with the Ministry for Agriculture and Fisheries (MAF) has the potential to improve the quality and delivery of advisory services to farming families. Over the next 5-10 years WIBDI should continue to work more closely with MAF so that skills and expertise can be shared. Over the next 5-10 years a gradual move to providing more strategic advice in the organic sector while actively facilitating upskilling of the MAF Crops Division extension arm would allow WIBDI to focus efforts on market development (by working with the local private sector) and regional development of organics. This outcome requires improved relations with MAF.

WIBDI has encountered problems in finding crops suitable to the Samoan way of life (e.g., a lack of interest in hand pollinating vanilla flowers). Greater gains could be made with crops that suit Samoan culture with improved understanding of Samoa specific farming needs. Technical expertise and knowledge in this area needs development. It is recommended that NZAID provide funding and assistance to work with MAF to establish an organics demonstration farm over the next five years.

WIBDI's future funding and preparedness to develop a for profit arm

Rapid expansion of WIBDI's operations and continued support from Oxfam NZ means that the organisation is becoming increasingly dependent on Oxfam NZ as a funding partner, representing around 50% of funding. The proposed trading arm will require significant funding in the first few years. Reallocating budgeted Oxfam NZ funding of \$490,000 to the provision of core services will avoid expected deficits and realise some of the potential economic and social impacts created by earlier work.

The concept of developing a commercial trading arm is currently being investigated as a means of funding ongoing activities. The constraints, challenges and risks in relation to developing a for profit trading arm for organic produce and handicraft are significant. They include:

- The significant risks of compromising the existing core services and excellent client relationships in becoming a "trader" of clients' products- an area that WIBDI acknowledges is not a core competence;
- WIBDI services will have more economic impact if they facilitate private sector engagement with organic producers and focus on supporting producers to supply products;
- In establishing a trading arm, capital investment will be required for equipment and export facilities- it is questionable whether donor funding should be used in this way, particularly when negative cashflows are likely in the first few years;
- Becoming an organisation with a commercial interest in the success of organic products from Samoa would compromise the integrity of consultancy and regional advocacy activities;

Given the current positive economic and social benefits generated by existing core WIBDI activities (despite operational issues) and the considerable risks entailed in establishing a for-profit trading arm, it is questionable whether establishing trading profit arm to achieve financially sustainable is a worthy goal.

Within the key focus areas the following are the evaluation teams recommended direction over the next five to 10 years is:

1. Income generation targeted at better resourced and capable families (the current strategy). The focus should be on developing existing organic products, a priority being VCO by increasing the number of producers and developing new markets. A goal of 50 producers would provide enough volume for an industry, the justify investment in equipment and private sector interest.
2. Food security targeted at the most vulnerable families. Continue to collaborate with other organisations on disaster mitigation; develop a clear client target profile (numbers, demographics, location etc); and develop monitoring and evaluation measures that measure actual impacts.

Summary of Recommendations

- 1 That WIBDI work with the private sector to find additional markets for VCO products so that the economic and social benefits can be captured by a larger group of rural families and market risk is reduced. WIBDI's recommended role is to assist the private sector. With Oxfam NZ's focus on developing market opportunities for WIBDI clients, it should assist WIBDI with marketing expertise over a three year period. In this process WIBDI needs to retain its focus on working directly with clients so that a marketable product (and volume) is produced and act as a liaison with the private sector. Linkages with the Tindall Foundation would also assist here. An important first step should be a mediation process used to resolve differences between WIBDI and so that further markets are available to VCO producers and quality standards are not compromised.

9(2)(b)(ii)

- 2 That WIBDI reviews its policy on equipment ownership and assists client to access small business loans through the Small Business Enterprise Centre (SSEC), the Development Bank of Samoa (DBS) or South Pacific Business Development (SPBD) micro-finance, to finance the purchase of VCO processing equipment. This move will facilitate a better understanding of financial management, and importantly reduce capital costs of expansion for WIBDI.
- 3 That WIBDI continues to work with the private sector in the non-ag industry to provide a liaison point between growers and buyers. All investment in buying infrastructure and trading of products should be left with the private sector.
- 4 That WIBDI board and staff evaluate the organics program to determine inputs versus impacts for commercial and non-commercial clients to ensure effective use of funds. The outcome should be an assessment of how increased funding for the organics program (given its rapid growth needs additional resources) will benefit clients. The economic analysis outlined in this report will assist with understanding the current and future economic impacts of growth in the organics sector.
- 5 That donor assistance be sought to develop the handicraft and fine mat website so that an increased volumes of handicraft and fine mats are sold for WIBDI clients. This assistance should include donor TA funding for a web marketing/design specialist to work with WIBDI staff to understand needs and also provide training on managing the site. This assistance would require initial funding for the web specialist and a further investment for follow-up training and assistance over a 12 month period.
- 6 That WIBDI continues to develop its Disaster Mitigation Program in accordance with its current plans.
- 7 That the current microfinance scheme be reviewed by a team (including WIBDI staff, MoF a DBS representative and a microfinance specialist) to clearly define the goals of the scheme, to maximise the learning potential and ensure the administration and operational processes are effective and efficient.
- 8 That a thorough consultative process be undertaken with all WIBDI stake holders to discuss and develop an appropriate "Fair Trade/Community Trade" model for WIBDI clients. Participants should include WIBDI staff and board members, producer families, WIBDI funding partners (Oxfam, NZAID), Fair Trade Labelling organisation (FLO) representatives, WIBDI partner organisations (Food and Agriculture Organisation (FAO), Samoa Umbrella for NGOs (SUNGO) etc) and a Community Trade representative (BSI). Issues to be discussed should include (but not be limited to).

- Key economic outcomes sought for WIBDI clients
 - Identification of the clients most likely to benefit from the model
 - Requirements to maintain supply chain transparency.
- 9 That WIBDI leadership review the MEL Framework by clearly defining their target sector and consider the appropriateness of the organisations stated strategic focus to more accurately reflect their target group. An analysis of core services and projects and how they fit with the mission and objectives should be undertaken in conjunction with NZAID, GoS, Oxfam NZ and other key donors so that the stated outcomes still match donor priorities. NZAID should have a key role in driving this review with the WIBDI board, taking place over the next six months.
- 10 That field officers undertake training in the recording and collection of data, to obtain a clear understanding of what is to be recorded, why it is being recorded and how it measures progress towards objectives within the MEL framework.
- 11 That NZAID continues to support WIBDI with funding and technical assistance in the area of improving linkages with the private sector to expand markets for organic products (so that benefits are received by a larger group); and for increased capacity to support clients with advice on organic farming methods. NZAID should seek to increase its current funding from SAT\$100,000 to \$200,000 over two years then review future funding needs. Most of this funding should be allocated to technical advice on the production of organic produce- for example in the following proportions (33% on running of organic demonstration farm, 33% on external organic farming expertise, 33% on marketing expertise to improve assistance to private sector.
- 12 That WIBDI address budgeted funding shortfalls by reallocating planned expenditure on the for-profit trading arm to core services that will improve delivery of services to existing clients and contribute to realising potential economic impacts through growth in markets for organic products.
- 13 That a thorough review of the financial management system is undertaken with the aim to fully integrate all systems and ensure all information is accurately and promptly processed. This should be undertaken by a team consisting of an accountant/business systems specialist (with a thorough knowledge of MYOB (Mind Your Own Business- accounting package), Excel and Access databases) and a WIBDI staff member. The outcome should be a more efficient use of staff resources and accuracy in financial recording.

14 That future training challenges be resolved by:

- NZAID engage an organic farming specialist to work with WIBDI and MAF Crops Division to establish an organic demonstration farm that would develop trials and act as a resource for WIBDI staff and clients over the next 5-10 years;
- NZAID Post staff actively working over the next 5-10 years to facilitate stronger relationships between WIBDI and MAF so that MAF Crops Division field officers can gain training and that the success of the organics program does not rely solely on WIBDI organic field officers.

15 That NZAID work with the WIBDI board and senior staff to ensure that regional activities do not compromise the quality and effectiveness of WIBDI's core services in Samoa. This could be done by discussing FAO's proposal for regional replication of the development of organic farming and providing additional resources to ensure that Samoan activities are well supported.

1 Introduction

WIBDI was formed as an NGO in 1991 originally under the name Women in Business Foundation (WIBF) with the vision *"to promote and advance the economic and business status of the women of Samoa."* After the devastating hurricanes of 1990 and 1991 and the further devastation to the rural sector from the taro leaf blight in 1993, WIBF changed its focus to *"sustainable livelihoods,"* to cater to the many families in rural Samoa with few food or income generating options.

In 1994 WIBF became WIBDI with the broader vision: *"That women, youth, people with disabilities and their families in Samoa are able to contribute fully to the development of themselves, their families and their country through income generation, job creation and participation in the rural economy."*

WIBDI activities focus on achieving *"sustainable livelihoods"* and cover two distinct areas: income generation and food security. Membership of WIBDI is open to individuals and groups within Samoa with a membership fee of ST\$5 per person per annum.

Income generation focuses on supporting income generating activities in the villages reducing the families' dependence on remittances and includes fine mat and handicraft production, organic farming, coconut oil production and bee-keeping.

Food security includes a number of activities aimed at reducing the impact of natural disasters and improving the capacity to produce food. Activities under the food security program also include a micro-finance/savings scheme, initiatives to assist families to grow a wide range of vegetables and a disaster mitigation program.

In the past five years WIBDI has been instrumental in gaining organic certification for its members (including farmers and processors) and for leading the development of Pacific wide standards in organics. Today, its role in the Samoan organics sector (increasingly becoming a regional role) is the most high profile of WIBDI activities and has attracted a lot of attention and support for the organisation.

WIBDI's vision and goals are closely linked to the goals of the AusAID, NZAID and Government of Samoa Joint Samoa Program Strategy (2006-2010) (JSPS). The JSPS states that its goal is *"To enhance people's choices through improved social and economic development"*. WIBDI's vision and goals directly align to the objectives under Strategic Objective 1 in the JSPS; that is, to *"Facilitate community level income and small business opportunities"*.

WIBDI's vision and objectives are also closely aligned with the vision set out in the Strategy for Development of Samoa (2008 - 2012). In particular they are consistent with two goals under the SDS that cover: Community development (Goal 5); and Environmental sustainability and disaster risk reduction (Goal 7).

WIBDI has received long-term financial assistance through the NZAID bilateral program to Samoa since 1995 and through the Kaihono hei Oranga Hapori o te Ao (KOHA) Partnership for International Community Development (PICD) (KOHA PICD) in partnership with Oxfam NZ since 2000. WIBDI has identified these long-term core and program funding commitments as critical to the success of their projects.

1.1 An Overview of the agricultural sector in Samoa

Rural families are the primary target for WIBDI interventions and with these families all active to some extent in agricultural activities (including at a subsistence level). WIBDI has identified niches within the agriculture sector with the potential to improve income generation opportunities and food security for rural families.

As a sector agriculture has not performed well in Samoa with contribution towards GDP declining from over 15% to less than 7% over the past decade. The history of agricultural development in Samoa has a number of examples where rapid growth was followed by even more rapid decline, due mainly to a lack of proper information and understanding of the markets and a lack of supply chain investment to support them.

Agricultural development (encompassing crops, livestock, forestry and fisheries) is one of the six key focal areas for the Strategy for the Development of Samoa (SDS). This is considered a key focal area as over 70% of Samoan households are considered to be agriculturally active. Further, the agriculture sector offers some of the best opportunities for Samoa's development. There is increasing interest and profitability in commercial farming and agri-processing, but there is decline in traditional areas of production, particularly coconut and cocoa. Encouragingly subsistence agriculture has continued to make a significant contribution to food security and meeting shelter needs.

Recent agricultural development has been characterised by new crops, new markets and new products emerging. At the same time the producers of the traditional crops are becoming more active in seeking alternative markets and new uses for their products. A considerable challenge for Samoa is to provide the necessary support services such as banking, research, extension, marketing and education to support participants develop opportunities, an area where WIBDI has been engaged. Also farming is not seen as a preferred or profitable occupation for school leavers adding to the lack of skills and labour for the industry.

WIBDI has identified there are significant opportunities within the agricultural sector and the development of market driven income generation opportunities for client families is a key to achieving success. Organic farming lifts many of the traditional crops from the subsistence/ commodity level to niche crops with premium prices as the demand for organic products continues to grow worldwide (generally within the Fair Trade framework) and consumers are prepared to pay a significant organic/Fair Trade premium (often 25% above non-organic prices).

The private sector has generally been reluctant to engage with WIBDI clients as volumes are currently small and supply inconsistent making the costs of handling and marketing products unattractive to commercial operators. Nonu is the exception, as significant volumes were available (nonu grew uncultivated around most people's homes) and the product was able to be processed, stored and shipped and was known in the market place.

Many barriers exist to the development of niche agricultural products and to improving food security. These issues are discussed in the following section.

1.2 Barriers to "Sustainable Livelihoods"

Approximately 75% of the Samoan population of 185,000 lives in rural communities. While there is no official figure for the level of poverty in Samoa, a number of groups are identified as the most vulnerable to hardship including the unemployed (especially unskilled youth), single income households, isolated rural households and families with many children¹.

WIBDI's activities are largely focused on addressing the many barriers to income generation in rural villages. The goal of income generation is to create jobs that utilise traditional skills and on developing market-driven opportunities to produce and sell both traditional and new products. With weak village economies it is important that while the income generating projects are located in the villages, sales and subsequent income are obtained outside the village. WIBDI's income generation activities focus on finding opportunities in niche local and export markets and developing these opportunities.

Discussions with WIBDI key stakeholders and a review of relevant development documents indicate that the main barriers to income generation in Samoan rural communities are:

- The regular occurrence of natural disasters (cyclones, drought, fires) destroying trees and plants;
- Limited size of local markets as a constraint to demand for products;
- Access to finance for business development;
- Distance from profitable markets resulting in high transport costs and difficulties in exporting (especially fresh produce);
- Lack of knowledge of alternative crops or processing techniques;
- Lack of basic market knowledge such as desired quality standards and prices;
- Lack of a regular supply and low volume of crops making the establishment of markets or processing facilities difficult;
- The problems that high rates of emigration can pose to establishing income generating activities (in one year three of the four WIBDI fine mat weavers immigrated to NZ)

¹ "Strategy For the Development of Samoa" 2008 - 2012 "Ensuring Sustainable Economic and Social Progress"

- Family and church obligations can make commitment to income generation activities difficult;
- A lack of motivation to generate income when remittances are available;
- Difficulties in achieving consistent quality standards from a range of small producers

Discussions with private sector companies revealed the following issues as important to them in achieving commercial success:

- There is strong and reliable demand for products in export markets;
- Products can be transported to market by sea, reducing freight costs;
- There is a reliable supply base from growers willing to meet quality requirements;
- A system can be developed to pay producers in the village upon collection of products;
- Production can be tailored to fit in with peak demands for cash from producers and producers are motivated to supply product;
- Products are able to be processed for added value and surpluses stored (reducing waste);
- Product quality is determined off farm at one site achieving consistency of quality.

WIBDI has encountered many of these barriers and additional issues over the years. An example is WIBDI's involvement in coconut oil production. WIBDI's involvement started in 1998 with nine producers, however only two of these remain producing in 2008. WIBDI has identified the key issues that constrain the development of family-based income generation as:

- "Fia fia puu puu", the Samoan tendency to lose interest in any new activity after a very short time;
- Families becoming dependent on remittance payments and losing motivation to work;
- Some families are not motivated by the prospect of additional income;
- Church commitments can often limit family members' time available to work on income generating activities;
- Limited labour availability for production processes and reluctance to working longer hours on income generation activities.

WIBDI has also identified securing markets for produce as a key constraint to improving rural family incomes.

Food security for individual families also presents many challenges and WIBDI has identified a range of issues that lead to food insecurity. These include:

- Lack of water in some rural villages;
- Lack of planting material/ seeds for a broader crop range;
- Lack of knowledge on cultivation of new crops;
- An increased dependence on imported foods such as rice;
- Many traditional crops being susceptible to cyclone damage; and

- Lack of knowledge on how to prepare traditional crops for consumption.

Other NGO's, GoS Ministries and the private sector have had mixed success in finding workable solutions to address food security and income generation issues. Through trial and error and perseverance WIBDI has succeeded in putting a number of practical solutions to the issues in place.

WIBDI has also found that finding markets for produce as a key constraint to improving rural family incomes. After a number of attempts to market produce (e.g., the PCOC partnership), WIBDI has sought assistance (in early 2008) from the Tindall Foundation to develop a marketing arm that would operate on a commercial basis (for profit) - details are explained in Sections Three and Five.

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2 Evaluation Methodology

2.1 Rationale for the Evaluation

WIBDI is increasingly gaining recognition of its work nationally and internationally. There is an opportunity to engage the GoS and WIBDI's primary donor partners in discussion regarding core financial support needed to further WIBDI's program of work over the next five to ten years. Crucial to this endeavour will be the ability of WIBDI to demonstrate both qualitatively and quantitatively, the cumulative social and economic impact of its program and services on its target beneficiaries, the village economy, and on the wider Samoa economy.

A review of the organisation together with updated analytical and statistical information is sought to determine the value of and need for ongoing support.

The objectives of the evaluation are to:

- 1 Review WIBDI's approach to working with target beneficiaries;
- 2 Assess its program of services and the extent of its impact on the local and national economy;
- 3 Assess WIBDI's preparedness to develop a for profit arm
- 4 Provide a set of recommendations on the way forward for the agency over the next five to ten years

The full terms of reference are included in Appendix Seven.

2.2 Review Team Composition

A team of three consultants undertook the WIBDI evaluation (two New Zealand-based and one Samoan based consultants) which included visits to WIBDI clients and stakeholders in both Upolu and Savaii in October 2008, and an in-depth survey of the stakeholders and clients of WIBDI to assess the social and economic impacts the NGO is having on a national basis.

2.3 WIBDI Client Sample Survey

A questionnaire survey of 34 families on both Upolu and Savaii during the in-country mission in October 2008 produced quantitative and qualitative data as an indication of village level and national impacts. A range of non WIBDI clients (10 in total) were also interviewed to form a baseline against which WIBDI impacts were measured. The findings of these interviews are also presented in the appendices.

The responses from 31 interviews were included in the analysis of economic and social impacts. The evaluation team had a number of one-on-one discussions with WIBDI staff that sought the views of staff on both strategic and operational issues.

The evaluation also included a follow-up visit from one of the New Zealand based consultants to address comments from the draft report and verify data and recommendations. WIBDI staff were interviewed during both visits and the feedback that was received was incorporated as appropriate into the report.

The process of gathering operational and strategic information also included a half-day staff workshop held in the WIBDI Apia office on October 14th. This session used small groups to gather staff views on various strengths, weaknesses, opportunities and threats that WIBDI faced at a strategic level. It also drilled down to the causes and effects of key issues that affected the delivery of core services and achievement of desired outcomes. The WIBDI Monitoring, Evaluation and Learning (MEL) Framework was a key point of reference in this process. Other issues were also discussed in the session through a SWOT analysis approach.

A large number of interested stakeholders were also interviewed including members of WIBDI's Board of Trustees and members of other government departments as detailed in the list of persons met in Appendix Eight.

A representative sample of WIBDI clients was selected to cover the range of services offered by WIBDI, rural sector/product and number of years of involvement with WIBDI. WIBDI staff assisted the evaluation team by contacting and introducing the client to the team but were not involved in the interview process. It was important that WIBDI staff were not involved in the actual interview to maintain independent client responses (WIBDI field staff understood the need for unconstrained responses). Where the evaluation team needed to find further clients to cover the range of sectors and services, it selected and made contact with clients independently. The evaluation team was involved in selecting the sample of clients to ensure that the selection was free of potential staff bias.

Interviewed WIBDI clients covered the sectors and services in the table below (some families covered more than one sector). While there are large numbers of clients on the WIBDI databases only a small proportion of these are currently involved in income generating activities. A number of families benefiting from the food security program were also interviewed and the results are included in the social impact assessment. Table 1 shows the clients interviewed by the evaluation team.

Table 1: Interviewed WIBDI Clients (used in analysis)

Client Type	Number of WIBDI interviewed		
	Upolu	Savaii	Total
Organic farmers- mainly coconut oil	4	1	5
Organic farmers- mainly vegetables and other	9	6	15
Organic farmers-nonu	6		6
Fine mat weavers	2	5	7
Handicraft producers	1	1	2
Retail shop keepers	1		1
Tourism operators	1		1
Total	24	13	37

Table 2 below contains data from the WIBDI database and shows the actual number of WIBDI clients involved in an income generating activity. The evaluation team was able to interview over one third of WIBDI clients involved in income generation.

Table 2: WIBDI Clients Involved In Income Generating Activities

Client Type	Number of WIBDI Clients		
	Upolu	Savaii	Total
Organic farmers- mainly coconut oil	3	2	5
Organic farmers- mainly vegetables and other	9	6	15
Organic farmers-nonu	27	30	57
Fine mat weavers	2	8	10
Handicraft producers	2	8	10
Retail shop keepers	1		1
Tourism operators	2		2
Total	46	54	100

2.4 Survey Questionnaire

A survey questionnaire was developed to gather primary data for the economic and social impact of a sample of client's involvement with WIBDI. The evaluation team developed the questionnaire and the questionnaire was tested in two interviews before changes were made to the final questionnaire. The WIBDI ED also had an opportunity to review the questionnaire prior to the survey and the feedback was noted². The questionnaire was used to guide the discussion with clients although the evaluation team was flexible in the order in which questions were answered.

² The feedback from WIBDI was that the questions seemed negative. The evaluation team discussed this feedback with WIBDI and felt that the questions needed to seek answers that identified the actual impact prior to and after WIBDI engagement. The majority of responses were positive.

The following areas were covered in the interview and a copy of the questionnaire is in Appendix Five :

- a) Basic background information and context (position in family),
- b) Nature of the income generating activity (products/services produced);
- c) People employed/working on the income generation activity (# and who);
- d) Motivations for becoming involved with WIBDI and length of time;
- e) WIBDI services provided and problem being addressed;
- f) Interviewees view on the quality of WIBDI services;
- g) Sources and value of income and costs before and after WIBDI engagement;
- h) Future expectations and intentions for income generation activity;
- i) Utilisation of the additional income;
- j) Social and community benefits of client's income generation activity and involvement with WIBDI;
- k) Any negative impacts of client's income generation activity and involvement with WIBDI.

A similar questionnaire was used for non-WIBDI clients and this sought to understand the impact of WIBDI activities against a baseline of services and support offered by other comparable NGOs and government departments (e.g., MAF and MWCSO).

The survey results were collated into tables and analysed to provide an estimate of the economic impact of WIBDI services across the sample clients. The analysis of questionnaire survey is included in the analysis of economic and social impacts outlined in Sections Five and Six.

Case Studies: The evaluation team also wrote-up three case studies based on the responses from clients involved in income generating activities and 8 short case studies that represent a range of non-WIBDI clients. The objective of the case studies was to provide a basis for key findings or comments included in the evaluation report. The WIBDI case studies chosen were representative of findings from a larger number of WIBDI clients and are referred to periodically in the evaluation report.

2.5 Social and economic impacts

An assessment of social impacts were derived from the results of the questionnaire survey, further details are outlined in Section Six. The evaluation team sought to understand the most significant social impacts that WIBDI's clients had experienced as a direct result of their involvement with WIBDI. Discussions with key stakeholders, WIBDI staff and WIBDI prepared material was also used to assess social impacts.

Macroeconomic data for the assessment of economic impact was gathered during the in-country mission and analysed with the results of the client questionnaire survey. Results of economic impact assessment provide an estimate of the level of economic impact per dollar of funding in 2008 values. Details of how this analysis was undertaken are provided in Section Five.

2.6 Final stakeholder presentation

The draft findings of the evaluation were presented to a group of WIBDI and SBEC stakeholders and staff in Apia on October 21st. All the major findings, conclusions and recommendations presented to the stakeholder group were discussed with senior WIBDI staff and NZAID prior to the final presentation. WIBDI staff appreciated the opportunity to provide feedback on findings and recommendations to the evaluation team prior to the final presentation and this feedback was incorporated into the Apia presentation and this report.

2.7 Limitations

The review team was constrained in making a full review of organisational operations and documents (as requested in the TOR) due to lack of information and data available from the WIBDI databases (an area of weakness acknowledged by WIBDI).

The economic impact assessment was also not able to compare benefits against national economic indicators due to a lack of comparable data from Ministry of Finance or Samoan Bureau of Statistics.

The review team also encountered a particularly busy period for WIBDI staff (a regional forum and visit from Body Shop UK) in the main October visit. It was unfortunate that the Assistant ED was not in country (although available by email) during either the October visit or the December follow-up.

2.8 Previous review

Samoa NGO Support Fund - A Review for NZAID

A review of the Samoa NGO Support Fund in 2005 by Mary-Jane Rivers and Ruta Fita Sinclair included WIBDI as a case study NGO. The review found that WIBDI's work is significant especially at the family and village base by providing technical, moral and quality assurance support through regular visits. The review found these aspects were "spontaneously and frequently" identified to the review team as the essential ingredient by families and villages leaders.

The review also explored different types of accountability and evaluation and concluded that the Monitoring, Evaluation and Learning system (MEL) used by WIBDI is relevant to Samoa, effective for identifying impacts and for contributing to organisational learning.

The review supported the need for an external impact assessment of WIBDI's activities and identified a number of developmental issues particularly marketing and expansion that needed investigation.

3 WIBDI's Program of Services

3.1 WIBDI Client Growth

From modest beginnings, WIBDI has grown significantly and is now active in over 200 villages across Samoa. WIBDI has an office in Apia and employs 14 staff. Growth in client numbers has been rapid particularly since the development of the organics program. Table 3 shows how client numbers have increased over the past eight years. As well as certified organic producers, the large number of farmers on the waiting list and those expressing interest in the organic program indicate the demand for WIBDI services is growing. In 2008 there were 15 farmers in the conversion process, 75 on the waiting list and 178 "interested" farmers.

Table 3: WIBDI client by program

Year	Certified Organic	Handicraft	Mat weaving	Micro-finance clients
2000				53
2001	3			122
2002	8		81	194
2003	16			305
2004	23			378
2005	58			462
2006	145			512
2007	192			553
2008	197	8	187 ³	600

Note: Figures are not available for all years.

3.2 Income Generation Activities

3.2.1 Coconut Oil

Organic virgin coconut oil production was prompted by the decline in the price for copra, the traditional major product derived from coconut, and the overall poor state of the coconut industry. Farmers were getting little income from this established resource and WIBDI saw the Direct Micro Expulsion (DME) technology as being perfect for use in rural villages⁴. This process is a small-scale technology allowing on farm production of high quality virgin coconut oil (VCO). The DME is a simple process and requires very little

³ Mat weavers in this group include course and fine, course mat weavers are not part of the WIBDI fine mat weaving income generation program.

⁴ Direct Micro Expulsion is a process where oil producers take dried copra (dried on open ovens in the village) and press virgin coconut oil using a simple hand wound press that expels oil through a filter in to a bucket. DME is a low cost system ideal for village oil production.

training to use. The oil produced is a very high grade and WIBDI believed with organic certification the oil would obtain a premium in the market place.

Full organic certification for five family farms was achieved through NASAA (National Association of Sustainable Agriculture, Australia) in 2001 and exports to Australia rose significantly from one to three tons per month and further markets opened in Germany and New Zealand. A total of 14 tonnes was exported in 2001.

The early attempt to export VCO was compromised by a number of serious issues including insufficient quantities to meet orders and a lack of marketing expertise to secure organic product premiums. At one point WIBDI had paid farmers for oil that then did not meet the buyer quality standards and was faced with a serious financial shortfall. The purchase of a shareholding in...

avoided a major financial crisis.

Recommendation 1

That WIBDI work with the private sector to find additional markets for VCO products so that the economic and social benefits can be captured by a larger group of rural families and market risk is reduced. WIBDI's recommended role is to assist the private sector. With Oxfam NZ's focus on developing market opportunities for WIBDI clients, it should assist WIBDI with marketing expertise over a three year period. In this process WIBDI needs to retain its focus on working directly with clients so that a marketable product (and volume) is produced and act as a liaison with the private sector. Linkages with the Tindall Foundation would also assist here.

An important first step should be a mediation process is used to resolve differences between WIBDI and [redacted] so that further markets are available to VCO producers and quality standards are not compromised.

In 2007 the breakthrough came when The Body Shop (UK) indicated it was interested in buying product and establishing a link with Samoan oil producers through its Community Trade Scheme. WIBDI was instrumental in developing this opportunity as there are no active grower organisations capable of co-ordinating supply from growers and acting as an intermediary to ensure orders are filled and quality is maintained.

9(2)(b)(ii)

9(2)(b)(ii)

9(2)(b)(ii)

RELEASED UNDER THE OFFICIAL INFORMATION ACT

WIBDI has assisted at all stages of the production, packaging and distribution process. Key activities have included the identification and assessment of potential families to commit to regular VCO production, supplying the processing equipment and assisting with installation, providing training on the production process, monitoring quality, encouraging and supporting families in their new venture, collecting the product from the farm gate and paying growers on collection. WIBDI is also responsible for further decanting, amalgamating oil for export, packing and shipping the product. The relationship with Bodyshop UK has also been excellent for WIBDI's profile in the Pacific which is being leveraged for regional organic sector development.

Income generation from VCO production can be significant for those families motivated to work and to commit to supplying orders. A production cycle is typically four days with one day for nut collection and three days for processing. Production from a typical producer is approximately 36kg of oil per day and at the current price of SAT\$6 per kg, a gross income of SAT\$648 is achieved from a four day production cycle. Labour costs for three people for four days at SAT\$20 per day are SAT\$240. A margin of over SAT\$400 is available for overheads (power, vehicle costs etc) and to repay any loans needed to establish the processing facility.

To date, two families that are committed to oil production have generated significant income in the last 12 months (SAT\$25,000 and SAT\$10,000) while another 12 producers (since 2003) have earned anything from a few hundred to SAT\$3,000 - \$4,000. VCO growers spoken to indicated their biggest concern was development of a variety of markets and WIBDI staff indicated that achieving consistent supply, quality of product and market development are their biggest challenges.

To manage these challenges WIBDI has now developed criteria for its VCO activities that it feels will help mitigate buyer and farmer concerns. These include:

- Families approaching WIBDI rather than WIBDI approaching families (to secure committed families) as way to ensure only motivated families become involved;
- Families having 3-5 paid workers available;
- Being organically certified;
- Committed to only supplying WIBDI and The Body Shop;
- The family must pay for the drier, the building, stainless top and construction (approximately SAT\$600);
- WIBDI retains ownership of the press and graters so if standards or terms of the contract are not met, equipment can be removed and installed elsewhere (important to maintain volumes for buyers).
- Clear quality standards, with payment dependant on these standards being met.

Coconut oil production meets many of the criteria that are the basis for a successful industry. These include:

- Raw product is readily available;
- Processing can be carried out when the family wants to work (requires cash);
- Product is non-perishable and can be held to supply orders;
- Transport to market can be by sea, minimising freight costs;
- Organic oil is sold in a niche market and obtains a price premium;
- Processing infrastructure is inexpensive;
- Oil production is financially viable;

The findings of the evaluation indicate that the current VCO production, processing and marketing model for rural income generation is providing excellent benefits for the small number of families (five) currently involved.

Recommendation 2

That WIBDI reviews its policy on equipment ownership and assists client to access small business loans through SBEC, the Development Bank of Samoa or SPBD micro-finance, to finance the purchase of VCO processing equipment. By encouraging clients to access small business loans through SBEC, the Development Bank of Samoa or SPBD micro-finance, clients will have a greater incentive to produce VCO (to repay loans). Also it will facilitate a better understanding of financial management, and importantly reduce capital costs of expansion for WIBDI.

3.2.2 Nonu

Nonu products have long been known for their health benefits and a surge in demand has led to a growth in nonu production, processing and marketing enterprises in the Pacific and South East Asia. As a traditional and easy care crop, nonu, as an income generating activity, also fits well with the Samoan way of life, other strengths include:

- Product grows naturally and fruits prolifically with few pests or diseases
- Product is processed so can be stored for shipping and marketing
- Processors pick up at farm gate and farmers paid on pick-up
- Farmers can decide how much to collect depending on their cash requirements and motivation.
- A range of markets are available and a premium exists for organically certified product

The private sector has led the development of the Nonu industry as prices have been achieved that warrant investment in infrastructure and supply of product and demand from markets has been consistent. While the market has since collapsed to less than half the 2005 levels, farmers were able to take advantage of the boom in the nonu industry and achieve incomes of up to SAT\$200 per week. For the 54 organic nonu growers in the peak of 2005 an additional average of SAT\$1,600⁵ per week was received due to organic status.

⁵ WIBDI database 2008

Currently a smaller number of farmers (20-30) receive SAT\$20-\$100 per week. WIBDI farmers achieve a farm gate premium of approximately 25 percent above non-certified organic nonu.

WIBDI staff worked with local processors and growers in a facilitative role to secure and maintain organic certification and act as a facilitator in price negotiations with the private sector. Private sector processors are responsible for collecting, grading and paying growers at the farm gate.

In reviewing the case of the nonu industry, this industry produced economic benefits during this period because it had the core elements needed for industry success in Samoa (see Section 1.2). The outlook for the industry is for consolidation after a boom bust period.

The private companies involved in the industry have considerable commercial expertise and have made significant investment in infrastructure (trucks, forklifts etc). This commercial expertise and investment could be leveraged for the benefit of WIBDI clients with the private sector providing handling logistics on a contract basis and WIBDI coordinating supply and buyers.

Recommendation 3

That WIBDI continues to work with the private sector in the nonu industry to provide a liaison point between growers and buyers. All investment in buying infrastructure and trading of products should be left with the private sector. The current trading arm business plan should factor in the risks involved in WIBDI moving to a commercial trading arm. These risks include negative effects on WIBDI's current excellent relationship with growers as current technical support role is very different to buyer role.

WIBDI should aim to have a firm view on its role with growers (all growers) by mid 2009, having considered the analysis of the Business Plan and received input from the Tindall Foundation sponsored marketing expert. It should also consider view of potential buyers (e.g. All Good Organics NZ).

9(2)(b)(i)

3.2.3 Organic Production

The potential for organic produce and the demand for coconut oil from The Body Shop are creating high demand for WIBDI's services. A major driver for the expansion of the organics program was the interest farmers expressed in supplying organic nonu. There are currently 204 certified organic farms with 75 on the waiting list for certification and a further 178 farmers expressing interest in joining the program. Coconut oil production is projected to go from 7.5 tonnes in the 2007/08 year to over 18t in the 2008/09 year with the number of processors increasing from the current 5 to over 15.

Development of the organics program is continuing with vanilla, misiluki bananas, ginger, coffee and cocoa all identified as having market potential. Twenty farmers have over 1,500 vanilla plants with the current season producing the first significant flowering and subsequent beans. Planning is currently underway to send the first shipment of

organic bananas to New Zealand and development of the other crops is continuing with preferred varieties identified, planting material being distributed and farmers advised on crop production techniques. A local market has been developed for organic vegetables with around 15-20 growers achieving a premium for their products at the monthly organic market and for mixed baskets supplied weekly for prearranged orders.

At this stage limited financial analysis has been undertaken for the proposed new crops. While some products are high value niche products many of the new crops are commodity products and a lack of risk and market analysis (demand and supply profiles) for these crops highlights a deficiency in the way WIBDI has operated in assessing new products. The evaluation team supports the comments from Chris Morrison (All Good Organics) in his "WIBDI Business Plan - Market Perspective" paper that "the products produced by WIBDI need to be competitive with similar certified organic products on the market" and that WIBDI "Focus on the production of the raw products and leave the remainder of the supply chain to larger commercial organisations".

Current focus of the organics program is on the VCO project and WIBDI staff assist in all stages of the VCO process to ensure production is undertaken and orders are met. This includes helping families collect nuts from plantations, transporting oil to a central facility in Apia and amalgamating shipments (at this stage by hand in buckets). This is an incredibly resource intensive operation for what to date has been modest output.

While the number of certified organic farms has increased rapidly only a portion of these are estimated to be in an income generating activity and discussions with WIBDI staff and non-WIBDI clients (see non-WIBDI client case studies) indicate many families see the benefits of organic production but are not wanting to engage commercially. WIBDI now rank client applications for certification and prioritise those who will engage in a commercial activity. Estimated numbers of farms for the next 5 years are presented as follows:

Table 4: WIBDI Forecast certified farms

Product	2008	2009	2010	2011	2012	2013
Vanilla	20	30	50	100	150	250
Coffee	5	10	15	20	50	80
Ginger	10	20	35	50	80	150
VCO	5	15				
Nonu	37	37	37	37	37	37
Vegetables	10	15	20	20	20	20
Total:	87	127	157	227	337	537

Many farms will produce multiple crops with total numbers of commercial farmers likely to be 20-30% of the certified organic producers and this observation is taken into account for the estimation of economic impact.

The evaluation team believes the work WIBDI does with clients producing organic produce on a subsistence level only is significant for improving the livelihoods of rural families. By comparison a joint FAO/Red Cross project targets 200 families and 32 families targeted as part of the GEF vegetable garden project. These projects have defined targets (most vulnerable families) and offer an intervention that fits the Samoan culture.

Recommendation 4

That WIBDI board and staff evaluate the organics program to determine inputs versus impacts for commercial and non-commercial clients to ensure effective use of funds. The outcome should be an assessment of how increased funding for the organics program (given its rapid growth needs additional resources) will benefit clients. The economic analysis outlined in this report will assist with understanding the current and future economic impacts of growth in the organic sector.

WIBDI should engage with MAF and the private sector over the next twelve months to focus on how their input to encouraging the organic production is most effectively used. NZAID should work with WIBDI to ensure that the activities and indicators outlined in the MEL framework accurately reflect efforts to improve the organic farming sector.

3.2.4 Handicrafts

The traditional Samoan handicrafts of baskets, hats, mats, tapa, coconut and seashell jewellery, carvings and coconut products were identified as having potential to earn income if they could be sold outside the villages. WIBDI assisted with identifying market requirements for products, updating skills if needed and assisting with quality control. A market was also identified for raw products used to make handicrafts and WIBDI now includes rolls of pandanus leaf, coconut fibre, plain tapa and wood for carving in its product range.

Markets were found in Apia, Hawaii, New Zealand and Australia and WIBDI continues to act as a facilitator in sales of handicrafts with buyers placing orders through the WIBDI office. WIBDI arranges production and shipping, ensures quality standards are met and pays the families for their products. Buyers pay WIBDI who retain a 10% administration fee. Currently eight families benefit from this project generating a combined total income of SAT\$10,500 per year. Individual family income ranges from a few hundred to SAT\$6,000 tala. The most successful family has high quality standards (for tapa) and is motivated to produce whenever product is required. Access to markets and access to raw materials (tapa) are seen as the biggest barriers to increased income generation.

This situation highlights the key issues to income generation; access to markets and motivation to commit to an income generation activity. In this instance motivation is high and markets are limiting production. Marketing to date has mainly been through personal contacts of WIBDI and Trade Promotions. A recent appointment of a Fair Trade officer by WIBDI will help alleviate marketing constraints. However WIBDI staff and the evaluation team agreed that the development of the WIBDI website to a stage where products can be marketed and purchased on-line would be the logical next step to improve marketing reach and increase sales in this area.

3.2.5 Fine Mats

The Fine Mat Project began in 1998 with WIBDI recognising that traditional skills in weaving mats and the demand for fine mats could be combined to form an income generating opportunity for rural families. WIBDI also recognised that the traditional knowledge of fine mat (ie sae) weaving was in danger of being lost for future generations.

WIBDI staff assisted in all stages of the fine mat weaving process including training and, most critically, finding sponsors who would buy the mats. A fair price was developed that reflected the time and skill needed to create the mats and standard size and quality parameters were set. WIBDI identified that the critical issue in weaving fine mats for income generation was the time taken to weave a mat (often 6-8 months). To address this WIBDI brokered an arrangement whereby sponsors pay a weekly "wage" (SAT\$140) to WIBDI over the length of the project and WIBDI retain SAT\$20 for administration with the weavers receiving SAT\$120 per week or on completion of a certain length. The Executive Director Adimaimalaga Tafuna'i and her husband sponsored the first mat and since then sponsors have joined the project largely through word of mouth. The women involved feel they have a "proper job" and are able to contribute significantly to their family's welfare and to village and fa'alavelave commitments.

From 1998 to 2002 almost ST\$140,000 was earned by weavers with funds going directly into rural villages. In 2002 there were 81 weavers earning a weekly wage and earning 40-100 tala per week. A total of SAT\$50,000 was paid to rural families and a total of 273 fine mats were woven in this period, of which 35 were the highly prized ie sae.

In 2004 the focus changed to ie sae alone. By this stage there were just 14 weavers earning a regular income from the high quality fine mat the lesser quality coarse mats. Fine mats were bought by two Governor Generals of NZ and regular buyers in Tonga (including the royal family). By 2005 25 weavers were on the program all at different levels of weaving quality with four reaching the higher levels of weaving required for the ie sae.

This project has become a national project, supported by the Prime Minister and the GoS. WIBDI remains an integral part of this project, being a member of the Fine Mat Steering Committee and assisting with ongoing training, weaver support and quality monitoring.

The Ministry of Women, Culture and Social Development now supports weavers by assisting with sales and providing a SAT\$1,000 prize to the top weavers (10 prizes are offered each year). Of the 10 prizes offered, WIBDI weavers have taken all but one prize in the last two years. WIBDI's concept of a weekly wage remains popular and 32 weavers are currently waiting for sponsors.

⁶ Fa'alavelave are church and village obligations

There are currently eight weavers producing sponsored mats, generating an income for their families of SAT\$2,500 - 4,900 over a 30-40 week production cycle. For these families this is a significant income and all weavers spoken to spoke positively of the changes that occurred in their lives.

While the economic impact of fine mat weaving is currently limited to eight families the social impact and changes in mat weaving protocol that has resulted from WIBDI's work is hugely important for Samoa. Previously hard mats were woven and used in the traditional "exchange" of gifts that occurs for weddings, funerals etc. The Prime Minister has indicated that fine mats should be used for these exchanges and with WIBDI support and training fine mats are now being woven in 102 villages on Upolu and 85 villages on Savaii. Some of these mats are also being sold through personal contacts however WIBDI staff and the evaluation team agree that the website development would assist in increasing the number of weavers producing sponsored mats.

Recommendation 5

That donor assistance be sought to develop the handicraft and fine mat website so that an increased volumes of handicraft and fine mats are sold for WIBDI clients. This assistance should include donor TA funding for a web marketing/design specialist to work with WIBDI staff to understand needs and also provide training on managing the site. This assistance would require initial funding for the web specialist and a further investment for follow-up training and assistance over a 12 month period.

3.3 Disaster Mitigation Program

WIBDI's recognition of the impact that natural disasters (particularly tropical cyclones) can have on villages economic and social well being has lead to the development of the Disaster Mitigation Program. This program focuses on a broad range of issues including immediate disaster recovery (supplying new planting materials and seedlings for affected crops), land management (permaculture techniques, choice of crops, selection of planting areas etc) establishment of a seedling bank, food security programs and the sustainability of organic farming. This is a key focus area for WIBDI moving forward and ties many of the current activities together and by facilitating links with other organisations leverages WIBDI's current skills and client contacts.

A Disaster Management Project Officer has recently been appointed and has been instrumental in establishing significant new projects. Including:

Traditional methods for food preservation

This program involves interviewing 12 elderly farmers and ensuring that knowledge of traditional techniques of food preservation is not lost.

Sustainable healthy lifestyle

WIBDI assists with the collection of information for TV programmes that promote the use of local ingredients for a healthy lifestyle.

Vegetable garden project and drought action plans

WIBDI is encouraging families to grow more vegetables for home consumption. The benefits are reduced food costs and the future potential for income generation.

YWCA Women's Rehabilitation Pilot Project, Tafa'igata Prison

WIBDI assists with the "Sustainable Futures" - income generation / employment skills program for inmates. WIBDI staff will tutor on creating money, cooking, gardening and weaving.

To support its disaster mitigation program, WIBDI has also developed strategic partnerships with the following and this is a very positive aspect of WIBDI's operations:

- **Disaster Management Office (DMO)** of the Ministry of Natural Resources and Environment (MNRE). WIBDI is now included in all communications sent out by DMO, and DMO staff participate in all WIBDI training activities, including staff training.
- **Samoa Red Cross.** - The Red Cross work in collaboration with WIBDI on FAO programmes aimed at vulnerable families. The Disaster Mitigation Officer is working with Red Cross staff in preparing for this FAO Emergency Program. WIBDI also collaborate with the Red Cross in preparing lists of vulnerable families needing water tanks/catchment systems.
- **Government Fire and Emergency Services.** - Communication is ongoing with the Government agency and a link has been established with their rural outreach sector. Banana seedlings were supplied after the bushfires occurred in Asau and Aopo.
- **UNDP** -Working together researching information on Preparing for Disaster and in Poverty Reduction program.
- **Ministry of Agriculture** - WIBDI works in conjunction with Crops Division on research and assistance with planting materials and provision of seedlings (took 100 bananas for Asau after Bushfire).
- **FAO** - Food Security Program for vulnerable families. This is a working partnership to provide vulnerable families with agricultural inputs. This program aims to improve the sustainability of food crops and piggeries and secondly to help generate income and lessen reliance on remittances. WIBDI will also monitor and evaluate the program and implement the dispersal of agricultural inputs.
- **Ministry of Natural Resources and Environment.** - Working together on program related to climate change and food crops/ disasters.
- **Field visits to the Solomon Islands**- on Strengthening Capacity in Farmers Organization (food security, Seed Saving, food crisis, healthy and food safety standard (codex, standard exports,)

Recommendation 6: That WIBDI continues to develop its Disaster Mitigation Program in accordance with its current plans.

3.4 Micro-finance

Rural families in Samoa have traditionally had little exposure to a cash economy. The slow move away from reliance on a semi-subsistence lifestyle to more reliance on remittances from overseas family and cash earned from selling surplus crops has meant new skills are needed to deal with cash transactions.

A micro-finance project was established to help teach families basic cash management in terms they could understand and that was available to them where they lived. The program has evolved to the current model that provides and encourages a savings regime and assists with small loans for personal needs. From 2004 to 2007 a loan guarantee scheme that provided up to SAT\$5,000 was run in conjunction with ADB. The purpose of the ADB program was to support income generating activities. Problems arose when it was found that most loans were being advanced to meet personal expenses. WIBDI realised this was not in their clients best interests and withdrew from the program.

WIBDI field staff visit clients and collect small amounts (2-3 tala) that is recorded in the clients savings book. Currently the scheme has 505 clients with total saving of SAT\$37,000 and 53 clients have loans totalling SAT\$14,000. Average loan is SAT\$188. Only 3 loans are listed as for business purposes with the rest for personal expenses. Savings have reduced the vulnerability of families to the shock of fluctuations in income and/or unanticipated expenses.

The program is an innovative model for rural families and has succeeded in providing assistance to a large number of WIBDI clients. It succeeds because WIBDI staff visit the families, encourage them to save and discuss household finances and management. The collection of savings from the villages could not be achieved under a traditional banking model (cost of collection of the small amounts is very high) and is a key factor in the program's success.

However the present system should be further developed as a hands-on cash management learning tool and not just as a savings and loan scheme. To achieve this, clients need to have better records of their savings and loan balances. Currently, no records are left with the client apart from a receipt for the current transaction and several clients indicated that they were unable to get accurate information on savings balances.

It is important that WIBDI improves their documentation so that clients hold records of saving and loan balances at home both as a learning tool and for transparency. While WIBDI staff indicate that people will likely lose their documentation, experience elsewhere with well run micro-finance schemes would suggest that this need not be so.

The issue was discussed with WIBDI staff who agreed that some form of paper record (even a photocopy of the saving book) left regularly would assist in the learning process for the client.

Office handling of transactions needs improving and WIBDI staff are aware of the various issues raised by clients - ie that client deposits are not always banked promptly, savings

book totals and financial records do not always balance and that the audit trail is substandard. This must be addressed and clearer objectives and operational policy for the scheme formulated to avoid loss of client confidence.

Resource issues particularly in system design and staff training to improve efficiency are seen by WIBDI staff and the evaluation team as key areas that need addressing.

Table 5: Savings and Loan Scheme

As at July 2008	Total	# Clients	Av. Amount	Range
Savings	\$37,000	505	\$73.27	\$1-\$2,700
Loans	\$14,000	52	\$269.23	\$2 - \$3,850
Total Loans 1999-2008	\$93,000			

Recommendation 7:

That the current microfinance scheme be reviewed by a team (including WIBDI staff, MoF a DBS representative and a microfinance specialist) to clearly define the goals of the scheme, to maximise the learning potential and ensure the administration and operational processes are effective and efficient.

3.5 Fair/Community Trade

With an increasing emphasis on finding markets for products, a Fair Trade⁷ officer has been appointed. Responsibilities include coordinating Fair Trade activities and ensuring prospective clients are appropriately trained and supported. This role also includes preparing training materials and coordinating training on Fair Trade principles.

In the next 12 months the focus will be on managing the application for certification to the FLO (Fair Trade Labelling Organisation) for bananas and other products and liaising with related Fair Trade bodies to identify markets and capacity building resources.

Many organisations adhere to the general principles of Fair Trade but operate outside the international certifying body (FLO). The current arrangement with the Body Shop is an example of this, with the trade conducted within the parameters of their "Community Trade" model. At this stage of development WIBDI staff feel this type of arrangement may be more appropriate and is currently successful. WIBDI view the following as positive aspects of the Body Shop relationship are:

- allowing the production unit to be a family unit rather than a cooperative, while WIBDI acts as link to growers;

⁷ Fair trade is a trading partnership, based on dialogue, transparency and respect, that seeks greater equity in international trade. It contributes to sustainable development by offering better trading conditions to, and securing the rights of, marginalised producers and workers

- Flexibility in how the 'Fair Trade premium' is used (e.g., with approval at the WIBDI AGM, the premium can be used to extend programmes to new clients and expand the range of opportunities offered rather than community infrastructure;
- WIBDI staff felt that given the geographical spread of their clients, the 'traditional' model of fair trade premium distribution is not appropriate⁸.

It is not known yet whether FLO will accept the concept of an NGO intermediary managing the distribution of the Fair Trade Premium. If not accepted by FLO WIBDI will continue to work on 'private' fair trade relationships (i.e., with Body Shop) and expand this concept. It is envisaged that the concept could be expanded to the regional level through the Regional Organic Task Force to look at formalising and further developing a "Pacific model". OXFAM could then be approached for assistance with this and in marketing the 'brand' when it was developed.

The distribution of the Fair Trade premium outside the community (in this case the family) where it is generated is a major philosophical shift from traditional Fair Trade principles. The evaluation team has concerns as to whether the WIBDI AGM is the appropriate place to make this decision when the majority of members are not involved in income generating activities and won't be involved in the activity generating the income. Complete transparency is a key Fair Trade principle and it will be vital that the use of all funds is clearly identified to all members.

Recommendation 8:

That a thorough consultative process be undertaken with all WIBDI stake holders to discuss and develop an appropriate 'Fair Trade/Community Trade' model for WIBDI clients. Participants should include WIBDI staff and board members, producer families, WIBDI funding partners (Oxfam, NZAID), FL representatives, WIBDI partner organisations FAO, SUNGO etc) and a Community Trade representative (BSI). Issues to be discussed should include (but not be limited to):

- *Key economic outcomes sought for WIBDI clients*
- *Identification of the clients most likely to benefit from the model*
- *Requirements to maintain supply chain transparency.*

⁸ The traditional model would have the premium go back to a cooperative that is located in a close geographical area to the producer so the premium could be used for something for the common good such as a health centre, school, school fees etc.

4 WIBDI's Strategic Focus, Governance and MEL Framework

4.1 Strategic Focus

While WIBDI's vision statement and objectives are aligned with national development goals, operations and observed impacts are not so clearly linked.

WIBDI has undergone a period of rapid growth and as it has encountered obstacles to achieving its objectives the focus of activities and objectives themselves have evolved. Impacts have varied across sectors and the evaluation teams' observations of achievement against objectives are detailed in the MEL framework section.

As WIBDI has evolved it has learnt that the key unit in the village is the family and that to get support and ownership of projects the family needs to be the focal point for interventions.

WIBDI's vision *"That women, youth, people with disabilities and their families in Samoa are able to contribute fully to the development of themselves, their families and their country through income generation, job creation and participation in the rural economy"* is supported with three key objectives:

- 1) Work with families and all Samoans to strengthen their capacity to generate and manage income and lessen dependence on remittances for their daily needs.
- 2) Work with industry groups to create sustainable support networks and export pathways
- 3) Work with targeted government departments and agencies to create opportunities

With the clear focus now on the family, review of the WIBDI mission statement would be appropriate. WIBDI staff acknowledges the shift in emphasis and indicated that a review would be considered at the next staff retreat. The mission should acknowledge that WIBDI works towards the vision (which includes women, youth and people with disabilities), but that it does this by targeting rural families in particular ways.

4.2 Governance

The WIBDI Board of Trustees is elected every two years and is made up of a President and six Board members including two non-voting staff members. One member is elected from rural Savaii or Upolu and this position is currently held by a fine mat weaver from Falealupo. Other current board members include local business people, the CEO of SBEC (President), the New Zealand High Commissioner (as an honorary member) and other local business people and qualified locals as honorary advisers to the board.

The Board meets every two months, or as required, with the Trust Deed defining the functions and powers of the Board as "facilitating and overseeing all operations of the organisation making sure that they are in compliance with its aims and objectives".

As an NGO with constraints on funding and limited senior staff, the Board is involved in operational activities to a much greater extent than would occur in a commercial environment. However in this context this is appropriate especially as issues of succession and development are as yet unresolved.

Key issues the Board feels are important include funding, relationships with government departments and staffing issues (in the context that the goals are big and effectively the whole country is the client).

Reporting to the Board includes reports on what activities have been undertaken but outcomes are not compared with objectives. Current issues are itemised and the current financial situation is presented.

While the Board appears involved in operational issues key strategic decisions do not always appear to be based on Board input. As WIBDI has grown no review of effectiveness has been implemented by the board and the level of analysis conducted for new products/services is limited. An economic/feasibility analysis has been prepared for VCO production but for no other new crops that are being promoted and the Board has not been presented with analysis of benefits and strategic fit of the proposed commercial trading arm.

Recommendation 9

That WIBDI leadership review the MEL Framework by clearly defining their target sector and consider the appropriateness of the organisations stated strategic focus to more accurately reflect their target group. An analysis of core services and projects and how they fit with the mission and objectives should be undertaken in conjunction with NZAID, GoS, Oxfam NZ and other key donors so that the stated outcomes still match donor priorities.

NZAID should have a key role in driving this review with the WIBDI board, taking place over the next six months.

4.3 MEL Framework

WIBDI uses a Monitoring Evaluation and Learning (MEL) framework for monitoring outcomes. A program logic sheet is prepared that lists objectives, desired impact at the community level, desired practice changes and changes in Knowledge, Attitudes, Skills, Aspiration and Confidence (KASA). WIBDI activities that will achieve these changes are then itemised for each objective.

While the evaluation team found the MEL framework represented significant progress for the organisation, end outcomes are not clearly linked to outputs and indicators that measure progress towards goals. As WIBDI has developed the distinction between core services and projects and how they fit with the mission and objectives has become unclear. Many of the reporting issues that arise with the MEL framework are a result of

the lack of cohesion between target groups, end outcomes and strategies to achieving key objectives.

WIBDI leadership define their target sector as the most vulnerable rural families however this group is not well defined and the group's dynamics are not considered when activities are planned. For example, the VCO project and micro-finance scheme initially struggled as WIBDI found that models for activities developed in other countries were not appropriate for Samoa. As the dynamics of the vulnerable families became clear WIBDI has been able to modify its activities and this has been a key to its success. Both activities and the target group have evolved and this makes service design, setting of objectives and the vision statement difficult to reconcile. To ensure a reasonable level of success in income generating activities, WIBDI has targeted families better resourced and capable of meeting market requirements and managing production systems.

The target group for food security programmes is still the most vulnerable families and current programmes with FAO and Red Cross clearly target this group (200 families are identified). The organics program also clearly targets this group at a subsistence level. However the activities in support of VCO production, fine mat weaving and nonu growing has shown that few in this target group will move up to an income generating level primarily because of deep seated cultural issues identified by WIBDI in Section 1.2.

WIBDI has provided excellent support to the families that do wish to graduate to income generation but as resources become stretched clear definition of target groups, end outcomes and strategies to achieving objectives is needed.

Current emphasis is on the organic project and yet this area is barely mentioned in the MEL framework. The distinction needs to be made between core services and the projects that will assist with achieving the stated outcomes of core services. Organic production and technical advice may be a key objective in its own right however this needs to be integrated into the MEL framework.

The evaluation team identified the following deficiencies in the current MEL framework:

- the vision statement, objectives and current activities are not clearly aligned
- target beneficiary group is poorly defined
- end outcomes are not clearly linked to outputs and indicators that measure progress towards goals;
- reporting does not uniformly include gender disaggregated information or specific reference to youth or people with disabilities (this may become inappropriate);
- the family as the target requires integration into the ME framework
- day to day activities are not guided by targets and indicators in the MEL framework;
- not all staff appear familiar with how the MEL framework should be used and indicators are not part of staff performance reviews.

Reviews of both six monthly reporting journals and supporting input tables indicate that information reported does not always provide a reliable picture of progress towards

objectives. The collection and analysis of economic data in particular is proving challenging for WIBDI field officers.

With only a small number of WIBDI clients involved in income generation and many WIBDI clients operating at a basic cash handling level the purpose of collecting data is unclear both to the field officers and the evaluation team. For example, personal income and expenses are not separated in the income generation figures and items that should be recorded as income are recorded in the expense section. Consequently figures produced from this report are not an accurate indicator of impact.

It is also noted that a report to the Board (2007) indicates that the purpose of gathering income and expenditure data is not well understood by staff or clients and that income and expense records are inconsistent and inaccurate. Further staff training was recommended but it is not apparent that this has occurred. The six monthly reporting journals do not include historical data and this would facilitate an understanding of progress over time.

Most Significant Change (MSC) reporting is also used and is a valuable tool for reporting changes from a client perspective and very effective as a marketing tool. Despite this as a measure of change over a number of years, no specific details are given that show economic impact and social impacts are described very broadly. An analysis of the MEL Framework is included in the Appendix Two.

Recommendation 10

That field officers undertake training in the recording and collection of data, to obtain a clear understanding of what is to be recorded, why it is being recorded and how it measures progress towards objectives within the MEL framework.

5 WIBDI Funding, Financial Systems and Resources

5.1 Sources of Funding

NZAID (SAT\$100,000) and Oxfam (SAT\$490,000) are WIBDI's main donor partners. WIBDI has received long-term financial assistance through the NZAID bilateral program to Samoa since 1995 and through the Kaihono hei Oranga Hapori o te Ao (KOHAN) Partnership for International Community Development (PICD) (KOHAN PICD) in partnership with OXFAM NZ since 2000. NZAID funds are through the NGO support facility and funds are used for core operating costs. However WIBDI's growth and the cut in funds from the support facility means that WIBDI core costs are only partially funded and would not be covered without the support of Oxfam NZ. Oxfam is committed to a long term relationship with WIBDI providing both financial and non-financial support. Funding is on a yearly or project basis formalised by a letter of agreement but the use of funds is a flexible arrangement and WIBDI can transfer money between projects as needed. Shortfalls in budgets can be managed with this flexibility.

Oxfam NZ (SAT\$490,000) is the major contributor with NZAID (SAT\$100,000) in providing core funding towards the total WIBDI operations budget of SAT\$1,004,540 (2009 financial year). WIBDI operates four vehicles funded by Canada Fund, ADB Small Business Development Project and Oxfam New Zealand. Capable leadership from the Executive Director (ED) has ensured that WIBDI has recently attracted support from government, donors and private sector stakeholders.

These long-term core funding commitments have been critical to the success of WIBDI projects. The table on the next page shows that WIBDI is forecasting budget deficits. This situation needs to be addressed given that WIBDI's operations expanding quickly and the organisation is becoming increasingly dependent on Oxfam NZ as a funding partner (around 50% of funding). By isolating the proposed trading income and Oxfam NZ funding (assumed to be funding trading arm) from the budget a deficit of SAT\$40,000 and \$115,000 is forecast for 2009 and 2010¹. WIBDI should take measures address expected funding shortfalls so that it can continue its growth of services to organic producers. This could be done by re-allocating the \$490,000 budgeted from Oxfam NZ to core services. This move would reduce the need for additional funding and provide additional resource for the delivery of core services over the next five years.

Recommendation 11

That WIBDI address budgeted funding shortfalls by reallocating planned expenditure on the for-profit trading arm to core services that will improve delivery of services to existing clients and contribute to realising potential economic impacts through growth in markets for organic products.

¹ Deficits are derived by isolating the budget from the proposed trading arm activities. This is done by removing income and expenditure that is intended for the unconfirmed trading operations.

Table 7: WIBDI Budget

WIBDI PROJECTED BUDGET	Year Ending 30 June 2009	Year Ending 30 June 2010
	2009	2010
Income and Grants		
Government of Samoa (MCIL)	15,000	15,000
GOS Organic Cert	40,000	40,000
NZAID	100,000	100,000
Oxfam NZ	490,000	490,000
Consultancies	30,000	40,000
Organic farmers contribution	20,000	25,000
Trading Income	220,000	260,000
Other income	7,100	10,700
Total Income	922,100	980,700
Expenditure		
Acctg/Audit	3,500	4,500
AGM	2,000	2,000
Bank Charges	3,200	4,000
Computer R&M	4,000	4,300
Electricity	7,000	8,000
Meetings	2,500	2,500
Office Expenses	15,000	15,000
Payroll	135,510	135,510
NPF	6,775	7,208
ACC	1,355	1,442
Registration	3,000	3,000
Reimbursable Expenses	1,000	1,000
Rent	18,000	18,000
R & M Office	2,200	2,200
Telephone & Coms	5,000	5,000
Travelling Exps	5,000	5,000
Office Insurance	1,500	1,500
Total Admin Costs	216,540	220,160
Other Costs		
Transport and vehicle costs	34,000	126,000
Organic Cert Costs	40,000	40,000
OXFAM PROJECT	490,000	490,000
Consulting Expenses	4,000	4,000
Payments to craft people	10,000	10,000
Payments to oil producers	140,000	240,000
Logistic costs (shipping etc)	70,000	80,000
Total Other Costs	788,000	990,000
TOTAL EXPENDITURE	1,004,540	1,210,160
EXCESS INCOME OVER EXPENDITURE	- 82,440 -	229,460

Notes

- Oxfam NZ funds the strengthening of the organics program, Fair Trade and Disaster Mitigation programs and core operating expenses
- The organic farmers contribution was from nonu and may not have risen with current prices
- Consultancies include FAO workshops and regional work
- Trading income is from VCO and is likely to produce a net result of SAT\$10,000.
- Items not included and funded separately as specific projects through Canada Fund, Oxfam, UNDP and more recently the Tindall Foundation are the regional work in organics and the development of the marketing arm.

WIBDI is the largest NGO in Samoa and its rapid growth and wide geographical reach are stretching current funding. To maintain its level of service it is important that both funding levels and effectiveness of current programs is reviewed.

WIBDI clients are some of the most vulnerable families and as WIBDI has learnt with the VCO project and the ADB supported loan initiative these families have many issues that make income generating activities inappropriate. *Considerable funds have been spent on developing marketing arms and providing opportunities but to date only a very few families have wanted to take advantage of the opportunities that have been created.*

Conversely funds spent on Disaster Mitigation projects and collaborative projects (e.g., FAO/ Red Cross Food Security project) that provide tangible assistance to a well defined target crop may be the most effective use of funds.

While the growth of WIBDI services and range of activities has been impressive, observations made by the evaluation team and comments by staff indicate that existing and future planned funding could be more tightly focused on the delivery of core services to clients. The WIBDI Board should consider carefully whether planned activities will utilise funding for core services. If funding is used for non-core services then the Board should consider whether similar outcomes could be achieved through alternative approaches.

Recommendation 12

That NZAID continues to support WIBDI with funding and technical assistance in the area of improving linkages with the private sector to expand markets for organic products (so that benefits are received by a larger group); and for increased capacity to support clients with advice on organic farming methods. NZAID should seek to increase its current funding from SAT\$100,000 to \$200,000 over two years then review future funding needs. Most of this funding should be allocated to technical advice on the production of organic produce- for example in the following proportions (33% on running of organic demonstration farm, 33% on external organic farming expertise, 33% on marketing expertise to improve assistance to private sector).

5.2 Internal Financial Systems

WIBDI staff indicated that internal financial systems have been stretched with the rapid increase in client numbers and cut in core funding. The evaluation team found a number of shortfalls in internal financial management and agrees with WIBDI management that this area is urgently in need of a review and restructure. It should be noted that, during the evaluation, WIBDI was taking steps to address these issues by appointing a full time staff member with accounting expertise.

Operational deficiencies were noted in a number of financial procedures, these include:

- weaknesses in day to day cash management (e.g., clients savings remaining unreceipted or banked 2-3 weeks after being received);
- A new MYOB accounting package introduced but not used on a daily basis and transactions only entered up until July 2008.
- Key staff members having little understanding of what is required and no training or supervision provided;
- poor filing and paper management practices;
- loan and savings totals not reconciling with savings books;
- move from Excel based recording of savings and loan database to access database format not completed and new database not understood by staff or providing all relevant reports; and
- poor recording of payment details (cheque numbers, date paid) on invoices making any audit trail difficult.

Current resources devoted to financial management include a newly appointed accountant with senior level management experience (former GoS Ministry ACEO), an accountant's assistant and a staff member with responsibility for the microfinance program.

Current transactions are approximately 100 per month and at this level of transactional data the evaluation team believes that with improved systems and understanding of tasks, one staff member could be freed to focus on client activities. Further training is needed so that senior management and accounting personal are aware of the scope of all programs used (Excel, MYOB and Access). WIBDI's clients/families would also benefit from improved analysis and management of the large amount of client data held on record.

Recommendation 13

That a thorough review of the financial management system is undertaken with the aim to fully integrate all systems and ensure all information is accurately and promptly processed. This should be undertaken by a team consisting of an accountant / business systems specialist (with a thorough knowledge of MYOB (Mind Your Own Business) accounting package), Excel and Access databases) and a WIBDI staff member. The outcome should be a more efficient use of staff resources and accuracy in financial recording.

5.3 Administration and Operational Systems

The evaluation team had a number of interviews with key WIBDI staff and stakeholders as well as reviewing key organisation documents to review the operational performance of WIBDI. The enthusiasm and commitment of the entire WIBDI team is impressive and is a strength of the organisation.

Rapid growth in the number of certified organic farmers and the demands of pursuing market opportunities has put pressure on existing operational resources with a number of families indicating they now received only irregular visits from WIBDI staff and the staff indicating that the focus had to currently be on VCO producers to fulfil orders.

Client Training and Support Services

WIBDI training and advisory services rely on regular visits and informal support to disseminate information on organic farming methods and financial management. The resource intensive nature of regular visits (weekly or fortnightly) means that growth in the client base will require additional staff and/or innovative ways to manage the larger numbers. Achieving the existing level of social and economic benefits over the forecast larger client base (up to 2,000 over 15 years WIBDI estimate), will require the organisation to assess the effectiveness and efficiency of existing training and support services and carefully define its target for services.

Board and senior staff need to consider whether current systems of making client visits and providing training is the most effective use of staff time. Input from a training expert to improve the savings and finance and organics programmes would improve the impact of this core service. This review should also consider utilising local people with relevant expertise to reduce the time required by WIBDI staff in delivering training (e.g., retired teacher spoken to in Savaii) and requires a train the trainer program to support this. This review will clarify WIBDI's future activities with clients.

Relationships with GoS Ministries have not been strong in the past. This situation is improving and improved collaboration with the Ministry for Agriculture and Fisheries (MAF) at both industry and village levels would improve the quality and delivery of advisory services to farming families. Collaborative projects with FAO, GEF, Red Cross and UNDP are leveraging WIBDI resources to reach a large number of families.

Recommendation 14

That future training challenges be resolved by:

- NZAID engage an organic farming specialist to work with WIBDI and MAF Crops Division to establish an organic demonstration farm that would develop trials and act as a resource for WIBDI staff and clients over the next 5-10 years;
- NZAID Post staff actively working over the next 5-10 years to facilitate stronger relationships between WIBDI and MAF so that MAF Crops Division field officers can gain training and that the success of the organics program does not rely solely on WIBDI organic field officers.

5.3.1 Staffing

A key resource for WIBDI is its committed and enthusiastic staff. The ED has capably lead the organisation for over 15 years and her vision and commitment have been instrumental to WIBDI's success. Finding a successor will be a huge challenge and as yet no clear strategy is apparent to deal with this issue (although the ED and Board are mindful of the need to identify a suitable successor).

Staff turnover at the operational level has previously been high with better salaries in other sectors proving attractive. This has also caused additional training requirements. To address this salary increases have been achieved and current staff are committed and motivated. In addition, in an effort to improve efficiency, minimise travel time and cope with increasing client numbers staff are being trained across disciplines to provide a range services.

The ED, Associate Director and the Cultural Officer have undertaken a Graduate Diploma course with UNITEC New Zealand. The Program Officer has almost completed the same course (as detailed in the staff positions and qualifications table to follow). The Program Officer has almost completed the same course. These four staff members together with the Accountant and the Organic Project Officer will form a good managerial team in the next two to three years to steer the organization forward. Two other Officers (Fair Trade Officer and Disaster Management Officer- DMO) are also qualified for their positions as these are the newly created positions within WIBDI. All staff need improved training on how their roles align with objectives and outputs in the MEL framework (as stated earlier).

The nature of Windbag's service is demanding with female field officers having to collect and weigh virgin coconut oil, collect savings and pay the weavers. Field officers are also often required to work during weekends and their commitment to the organisation is impressive. While overseas trainings can be disruptive to the ongoing servicing of families, it was noted that staff believe that overseas training opportunities are a positive spin-off of their employment (at the time of the evaluation the DMO had returned from a FAO sponsored workshop in the Solomon Islands and two other staff were leaving for Japan to attend a JICA sponsored training). Improved skills and expertise in organic crop husbandry is an area that WIBDI need to develop or improve their access to.

As a small NGO, WIBDI has found retaining key staff a challenge. With its growth in the organic sector, regional advocacy role and expected expansion of activities WIBDI is likely to be in a better position to manage this challenge more effectively.

In reviewing staffing requirements and capabilities the evaluation team compiled the table contained in Appendix Three which outlines the positions and roles of all WIBDI staff.

5.4 Communication with Clients

The evaluation team acknowledges the difficulties in obtaining reliable anecdotal information in Samoa on personal and professional relationships. However, a number of interviews directly and indirectly indicated that the quality of communication between WIBDI staff and client families varied significantly. Information on final product prices, WIBDI margins and money held in trust by WIBDI for family savings was not always communicated effectively. This situation potentially compromises the positive relationships and impact of WIBDI services with families.

5.5 Potential Commercial Trading Arm

Frustrated by a lack of success with the private sector (except for the Nonu Samoa relationship¹⁰) WIBDI has continued to pursue market opportunities and the current relationship with The Body Shop is an excellent example of this. Commercial trading activities has been a steep learning curve for staff (see Coconut Oil Production) and WIBDI acknowledges that it is not their specialist area of expertise. To overcome these deficiencies WIBDI has commissioned a Business Plan to guide the development of a proposed commercial marketing and trading arm.

The evaluation team supports the need for marketing expertise but holds concerns over whether the plans for a "commercial" trading operation is appropriate. Key areas of concern are the potential damage to current excellent relationships that WIBDI has with clients and the likelihood of a trading arm operating at a loss for a number of years, using donor funds that would otherwise be used for development.

A commercial trading relationship where WIBDI is earning a margin on marketing services is substantially different to the current supportive training relationship that WIBDI has with rural families. Margins on marketing and Fair Trade premium issues will be difficult to operate transparently and to the satisfaction of all clients. The volatile nature of the markets for some high-value organic products puts current relationships at risk of breaking down in the event of market downturns.

Current volumes of product are low and while current plantings show the potential for significant increase in volumes, overhead costs are likely to be significant. The practicality and costs of collecting crops from rural villages on the Western side of Savaii to meet fresh export shipment deadlines will be both expensive and logistically challenging. Additional factors to consider include:

- the current pressure on staff and organisational resources to deliver core economic and social development services;

¹⁰ WIBDI had a successful relationship with Nonu Samoa, where WIBDI encouraged clients to harvest nonu fruit and Nonu Samoa collected, paid for and communicated the desired quality attributes to farmers.

- the risk that (with the support of donor funding) WIBDI pursues opportunities that encourage farmers into producing products that are not fully tested by the private sector and are therefore not financially sustainable.
- the risk that large volumes of product are suddenly available with insufficient infrastructure in place for handling both export and non-export grade produce,
- WIBDI's core competency lies in a sector facilitation role to identify potential opportunities and work with a range of stakeholders (including the private sector) to capitalise on these opportunities for the benefit of rural families.

The concerns identified above mean that donors run the risk of subsidising a commercial trading venture that the private sector may not otherwise become engaged in. Such a move could distort markets (by encouraging production of non-economic products) and be an inefficient use of donor funds. An alternative is for WIBDI to provide a private sector facilitation role by linking private sector buyers and processors with grower-clients and assisting clients meet supply and quality requirements.

No TOR or drafts of the proposed business plan were available to the evaluation team and no comment can be made on its scope or conclusions. However the issues that need to be fully addressed include:

- A description of the commercial opportunity for WIBDI and full justification of why WIBDI is ideally positioned to deliver the required services (i.e., what is the business case and what comparative advantage does WIBDI have over other private sector and NGO organisations)
- Whether the proposed products fit the current supply chain arrangements between farmers and processors/buyers in Samoa (Nonu, VCO, Coconut cream);
- Estimate and analysis of revenue streams, volumes and timing of supply (i.e., what factor affect supply and how can WIBDI manage related risks);
- Analysis of production, marketing and overhead costs for all potential crops.
- Market analysis of potential crops (similar to that supplied by Chris Morrison from All Good Organics for bananas)
- The required skills and resources and the potential costs and benefits for both WIBDI and clients
- Comment on WIBDI role in improving utilisation of existing local private sector infrastructure, especially in agri-processing. The private sector relationship that WIBDI has had with Nonu Samoa has worked well. With this relationship in place, Nonu Samoa was able to use its existing network to collect, grade, and pay for fruit at the farm gate. When the export market for organic and conventional nonu products collapsed, WIBDI was able to isolate itself from the negativity that can occur from the fallout of reduced sales and prices.
- A 5 year budget to determine funding requirements for both capital invested in equipment and operating expenses (including working capital) under a range of market/volume parameters;
- Explore the feasibility of linkages between the private sector and village clients. WIBDI could facilitate linkages by identifying market opportunities and linking the private sector with a grower supply base. WIBDI's role could include assisting private sector

entrepreneurs to access The Private Sector Support Facility (PSSF) funds to invest in supply chain infrastructure/equipment to develop export pathways that have direct and tangible benefits for WIBDI clients.

The potential establishment of a donor funded commercial trading arm is a decision that requires thorough analysis, particularly given the volatile nature of tropical produce. Completion of the business plan should address the issues raised above and involve a consultative process with stakeholders to determine any potential Fair/Community Trade issues and transparent distribution of premiums.

9(2)(b)(ii) The current business plan being developed by [redacted] for a commercial trading arm should be treated as a concept only and test whether this concept would deliver improved long-term development outcomes. The recent appointment of a mentor/consultant (funded by the Tindall Foundation) with experience in international marketing and logistics to work with WIBDI for a 3 month period is a hugely positive step forward and will help WIBDI address key issues.

It is the evaluation team's concern that the establishment of a commercial trading arm will compromise the provision of core advisory services to rural families and strong relationships it has with this group. Without more comprehensive analysis, future private sector engagement should focus on liaising with potential buyers in a facilitative role only.

5.6 Regional advocacy activities

WIBDI's regional advocacy work to develop the organic sector in the Pacific and potentially reduce supply-side risks for major buyers of organic products produced in the Pacific will have long-term social and economic benefits for the region. The current FAO proposal to test WIBDI's approach as a model for replication throughout the Pacific is a positive development. Increased funding in this area from FAO will also help reduce the risk that Samoan based activities are not compromised by the WIBDI resources devoted to regional activities. WIBDI staff will benefit from the interaction and experiences in other PIC countries and the regional facilitation role that WIBDI will take on will also improve the attractiveness of the NGO as an employer.

NZAIID needs to work with the WIBDI board and senior staff to ensure that regional activities do not compromise the quality and effectiveness of WIBDI's core services in Samoa. This could be done by discussing FAO's proposal for regional replication of the development of organic farming and providing additional resources to ensure that Samoan activities are well supported.

Recommendation 15

That NZAIID work with the WIBDI board and senior staff to ensure that regional activities do not compromise the quality and effectiveness of WIBDI's core services in Samoa. This could be done by discussing FAO's proposal for regional replication of the development of organic farming and providing additional resources to ensure that Samoan activities are well supported.

5.7 Collaboration with development stakeholders

Discussions with WIBDI staff and consultation with other NGOs and government stakeholders suggest that collaboration with GoS Ministries and NGOs could improve. A number of factors have inhibited collaboration in the past including a lack of willingness of stakeholders to engage with WIBDI. WIBDI also recognises the need to acknowledge the importance of collaboration with other stakeholders in improving the outcomes achieved with clients. Recently improved dialogue between the Ministry of Agriculture and Fisheries and WIBDI is a positive sign of improvement in this area. Future industry collaboration efforts by WIBDI need to include steps to improve the level of cooperation with related stakeholders. FAO, UNDP, SBEC, SPBD are organisations that could collaborate more closely with WIBDI in related areas.

6 Economic Impact Assessment

6.1 Approach

The approach taken to estimating the economic impact of WIBDI is to compare the total annual costs of the WIBDI program against the estimated quantifiable benefits in an annual cash-flow. Cost-benefit analysis was used to identify the costs and benefits associated with the program to date (available data since 1994) and forecast future program costs and benefits over the next 15 years. It is important to include both past as well as future costs and benefits of the program as this approach recognises that donors are making an investment in WIBDI on the expectation that future economic impacts will occur. Estimating the value of past and future benefits requires a number of assumptions to be made and these are included later in the section (also in the Appendices).

The costs include WIBDI operational costs funded by NZAID and other donors. The economic benefits are estimated by using survey data to describe the income generating situation that would exist for families without any intervention or provision of services from WIBDI (as baseline data) and then estimating the impact of WIBDI services against this baseline¹¹. The survey questionnaire specifically asked how had their involvement with WIBDI improved their income so that a before and after assessment of family level economic impact could be assessed. The baseline situation also takes in account potential intervention from other development programmes that increase family income. A survey of similar non-WIBDI clients/ households was also undertaken to ensure that an accurate understanding of baseline could be developed.

WIBDI database information was used to assess the impact at a village level and this information was used to verify assessment of macro-economic impact.

The costs and benefits of the program have been estimated over the lifetime of the program to produce estimated cashflows and a net-benefit of economic impact (total

¹¹ This baseline situation can also be called the "counterfactual" and is a hypothetical view of shifts in family income that would occur without any involvement from WIBDI and includes the work of other NGOs.

benefits less total costs). Central Bank inflation data has been used to present all values in 2008 Samoan tala. The Net Present Value produced also discounts the values of future costs and benefits (for the 15 years) and expresses these in 2008 tala. A discount rate of 10% is used for the cashflows.

In addition, to using survey economic impact data to develop cashflows, the analysis also evaluates the impact of organic agriculture (using export volumes and FOB values) as an estimate of sector-wide macro-economic impacts. This approach is used for crops/products with export value that create value for the wider economy. Using this approach the analysis deducts the farmgate values from the FOB export values so a net benefit is included in the cashflow (i.e., avoids double-counting the farmgate and export values).

The study also considers non-financial benefits and social impacts and these are discussed in the next section. The details of the economic analysis, including how benefits were estimating and assumptions used, are contained in Appendix Four.

6.2 Results of cost benefit analysis

The results of the cost-benefit analysis show a Net Present Value (NPV) of SAT \$1.5 million and that for every tala that donors invest in WIBDI, net economic benefits of SAT\$1.10 are generated for the Samoan economy (i.e., a total benefit to cost ratio greater than zero is positive for the economy). This is expressed in 2008 Samoan Tala and based on the cashflows of historical and future expected costs and benefits.

When the analysis is expressed in terms of the total economic benefits compared to NZAID funding and GoS only, the results show an impact of \$5.06 and \$38.31 respectively over a 30 year period (2008) dollars (see table below). The results demonstrate the leveraging benefit of partnership funding.

Table 18: Results of Cost-Benefit Analysis

	Real (2008 values)
Net Present Value (NPV) - at a discount rate of 10%	\$1.5 mill
Total Benefit / Cost ratio (total cost)	1.10
Total Benefit / Cost ratio NZAID funding only (Tala of net economic benefit per tala of NZAID funding)	5.06
Total Benefit / Cost ratio GoS funding only (Tala of net economic benefit per tala of GoS funding)	38.31

Analysis of survey results shows that the total WIBDI related export earnings over the past 15 years equate to approximately SAT\$2.0 million in the nonu and coconut oil sectors. Analysis of the survey results show that individual families have also benefited significantly through their involvement with WIBDI with *increased* net income ranging from \$0 to over \$12,000 per year, the average of the surveyed families was \$2,300 per

year. At a village level the impact equates to an average of SAT\$95,000 per village (over 15 years) or SAT \$19,000 per family.

We estimate that currently 10-40 percent of WIBDI organically certified clients benefit through increased income and most of these by around \$1,000 per year. The challenge for WIBDI is to increase the proportion of farmers benefiting from organic certification. Total economic impact over the past 15 years are less than expected future impacts and is understandable given that the work in organics should be considered as an investment in future benefits. Past economic benefits equate to around \$1.5 million at the village level and \$600,000 in the private sector.

The emergence of an organic farming sector that, with improved markets and engagement from the private sector, is likely to generate significant future economic benefits equating to SAT \$17 million in gross economic impact over the next 15 years (increased income over baseline less expenses). Approximately \$14 million of this is expected to be received at the village level (the remainder by the private sector). WIBDI estimates that it currently works in 200 villages, this impact would equate to \$70,000 per village (assuming no growth in the number of villages) over the next 15 years.

It is our view that the level of economic benefits shown in the cashflow is impressive given that WIBDI has been operating as a relatively small NGO primarily working to generate economic and social benefits in what has been an underperforming and declining sector (agriculture).

WIBDI facilitated linkages between rural families and buyers for high value niche products are good examples of market-driven rural development. The success of the relationship with Body Shop UK is the most high profile of these arrangements. The volumes of VCO to date are small (10-12 tonnes from six families) although the attention that this draws from interested stakeholders provides valuable leverage for WIBDI's advocacy work in the region and potential future funding.

The macroeconomic impacts to date of the Body Shop relationship are significantly less than the impacts of certified organic nonu products mainly due to the scale with which the private sector was able to collect and export nonu. Future economic impacts may be greater for VCO due to the size of the resource although appropriate private sector engagement would be essential to realise these benefits.

Economic benefits are obviously not the only benefits generated by the WIBDI program. The next section describes the social benefits of the WIBDI activities.

7 Social Impact Assessment

7.1 Analysis of the Survey Questionnaire

The 34 survey questionnaires were analysed by the evaluation team to draw out the key social impacts of WIBDI's work with families. The evaluation team was careful not to lead the respondent and asked open questions as to what motivated them to become involved with WIBDI and the changes that occurred for them as a result (a full copy of the questionnaire is in Appendix Five).

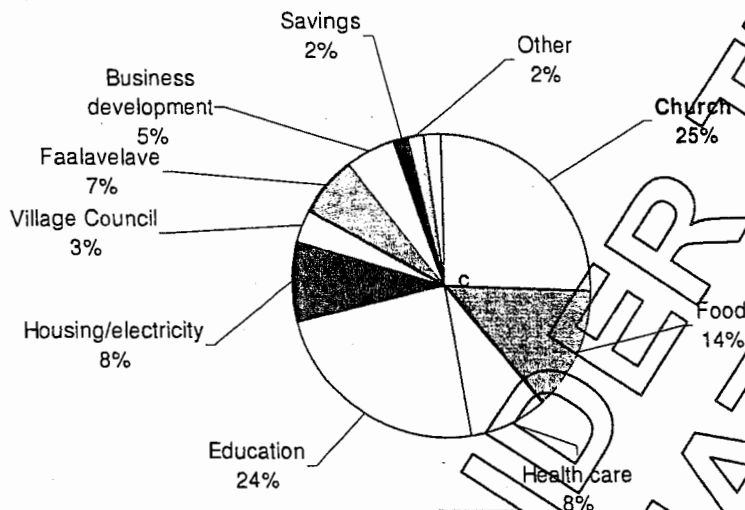
Survey findings and consultation with GoS, NGO and private sector stakeholders indicate that WIBDI activities are having a positive social and economic impact at the family level. Examples of the social impacts that have arisen due to the increased income at the village level are; improved status of women within families and families within the villages by being able to contribute more to church and cultural obligations, reduced dependence on remittances and improved health care through private physicians. Savings have also reduced the vulnerability of families to the shock of fluctuations in income and/or unanticipated expenses. This section outlines these impacts in more detail.

7.1.1 How additional money was spent

Social benefits from WIBDI services are generally those that emerged as a result of their involvement with income generation. The analysis of how families tend to spend their increased income show that traditional uses such as fa'alavelave¹² and church donations were high priorities for family spending. While to a Westerner there would seem to be more important spending priorities for the rural poor, the ability of families to contribute to the community and churches has a high social value. Cultural contributions helped to build family social capital within the context of the village.

The graph below shows the priorities for spending additional income for those families working with WIBDI. The graph below shows that nearly two thirds of additional income is spent on church donations, education and food for the family. A number of respondents mentioned the high cost of food during discussion and this is a new challenge facing families in rural areas.

¹²Fa'alavelave is the term used for traditional ceremonies and celebrations where families are obliged to provide gifts as a contribution to the event (often food and fine mats). Fa'alavelave includes funerals, weddings and other major family/community events.



7.1.2 Perceived benefits of additional money

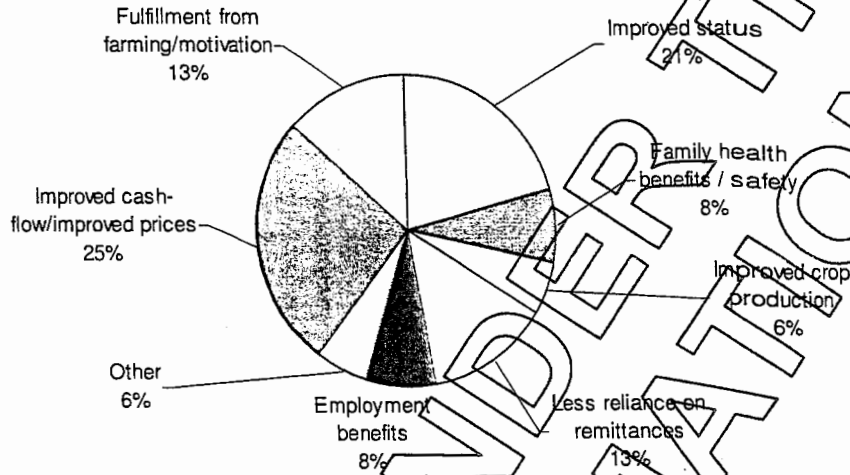
Improved household cash flow led to the following key social benefits for the families interviewed:

- extra money for children's education (uniforms, books and bus fares);
- easier access to private doctors should one of the family need specialist medical care;
- improved ability to contribute to church and cultural obligations; and
- the positive effects of improved self-esteem and feeling of independence when families are less reliant on overseas remittances for basic needs.

Other benefits more directly related to the activity of generating income for the family included:

- the development of new farming skills & knowledge;
- improved status of men and women within families and their families within villages;
- a higher feeling of satisfaction and performance that came about through producing and selling products and the motivation to continue;
- the satisfaction and excitement of meeting high profile people through the contact with WIBDI and related stakeholders;

For some families, their income generation activities had grown to a scale where they were now providing employment opportunities for family and others. This finding was also related to the feeling of improved status of families in their villages. The key benefits for families from their involvement with WIBDI are shown in the chart below.



7.1.3 Gender disaggregated impacts

As the name would suggest WIBDI's services have historically been targeted at improving the income generation ability of women in rural villages and the social benefits that this creates. The fine mat weaving program had a total of 266 weavers from nearly 50 villages during its peak. Mat weaving is an art done by women in Samoan culture. WIBDI has also been working with Women's Committees in a number of villages to establish the organic program and handicrafts are mostly undertaken by women.

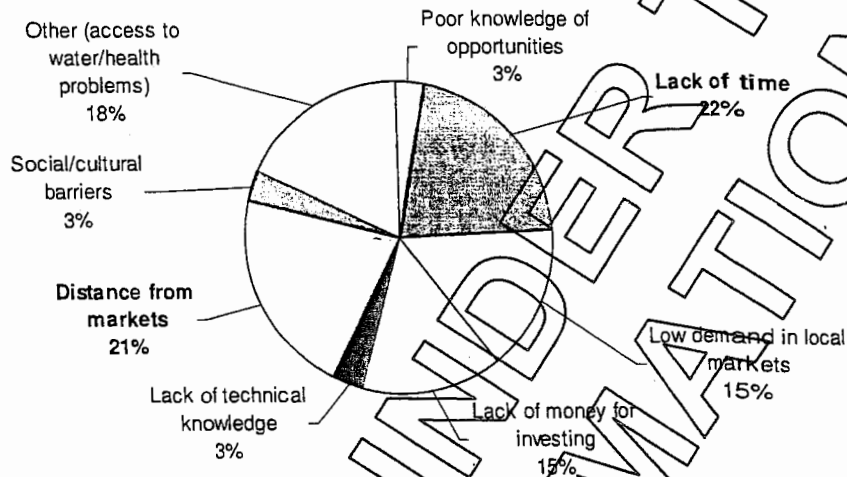
With a decline in the number of weavers in the fine mat program (most now weaving under the government program) future social and economic impacts of WIBDI are likely to be more evenly spread across men and women. This is a reality recognized by WIBDI. The emergence of organic farming as the basis for income generation will include both men and women. While gender disaggregated data will be more evident, future WIBDI services are likely to include a high proportion of women as high-value niche crops such as vanilla require careful management can be more suited to women.

WIBDI also recognize that women are no longer a target group for WIBDI activities and that their services target Samoan families benefiting all members equally. The need for a more accurate description of WIBDI's target group as; vulnerable families; and families with the potential to engage in income generating activities, is addressed in Section 4.

7.2 Other Results of the Survey Questionnaire

During the interviews, WIBDI clients were asked to comment on the most significant barriers/ challenges to generating income. This area was explored after brief introductions and exploration of background information and the context for the family. The graph below shows that isolation from profitable markets for their products, a lack of time to invest and a lack of income generation activities were the key most significant

barriers to generating income. A lack of money for investing in income generation activities was also mentioned a number of times.



When asked about any negative impacts of their involvement with WIBDI, most couldn't think of any negative impacts. A total of 12 negative impacts were mentioned during the survey interviewing. The main impact was the pressure that their income generation activity had put on their time to grow other crops, spend with family and/or leisure. The main negative impacts and number of times mentioned are below:

Table 19: Negative impacts of new income generation activity

Impact	# of responses
Lack of time	8
Jealousy from others and social problems	2
Lack of understanding on crop management	1
Health problems (e.g., sore back from weaving)	1
Total responses	12

8 Conclusions and Future Directions for WIBDI

This section summarises a number of key findings and conclusions reached during the evaluation.

8.1 WIBDI's approach to working with target beneficiaries

WIBDI's approach has evolved over the nearly 20 years that it has been providing services to the rural poor in Samoa. With this experience it has developed an in-depth understanding of how Samoan culture affects development outcomes. Over time it has changed its approach from working with communities to working directly with individual families, and staff believe this approach produces more lasting social and economic impacts. Working directly with families ensures that benefits reach individual family members, a risk (of this not occurring) in community based approaches. The families approach also benefits the wider community, given that the family unit is an important part of Samoan communities.

Changes in the services provided by WIBDI to clients include: an increased involvement in the marketing of organic products; and non-specific targeting of women and vulnerable groups (i.e., HIV sufferers, disaffected youths) within communities. These changes need to be reflected in a recommended review of the organisation's Monitoring, Evaluation and Learning (MEL) Framework.

The market driven approach to economic development adopted by WIBDI is delivering economic and social impacts to targeted families and is a more sustainable approach than the provision of inputs and grants to stimulate economic activity. WIBDI's services are likely to result in long-term economic impacts where it is able to actively support families to provide private sector buyers with valued products.

8.2 Impacts of Services on Local and National Economy

The most significant changes for clients are described in the economic and social impact sections. Analysis of survey results shows that the following key economic impacts have been generated by WIBDI services:

- The emergence of an organic farming sector that, with improved markets and engagement from the private sector, is likely to generate significant future economic benefits equating to SAT \$17 million in gross economic impact over the next 15 years (increased income over baseline less expenses). Approximately \$14 million of this is expected to be received at the village level (the remainder by the private sector).
- WIBDI estimates that it currently works in 200 villages, this impact would equate to \$70,000 per village (assuming no growth in the number of villages) over the next 15 years.
- Total WIBDI related export earnings over the past 15 years equate to approximately SAT\$2.0 million in the nonu and coconut oil sectors.
- Analysis of the survey results show that individual families have also benefited significantly through their involvement with WIBDI, helping to reduce the

poverty gap, with increased net income ranging from \$0 to over \$12,000 per year, the average of the surveyed families was \$2,300 per year.

- We estimate that currently (after shrinking of nonu markets) 50 percent of WIBDI organically certified clients benefit through increased income and most of these by around \$1,000 per year. The challenge for WIBDI is to increase the proportion of farmers benefiting from organic certification.
- Total economic impacts over the past 15 years are less than expected future impacts and is understandable given that the work in organics should be considered as an investment in future benefits. Past economic benefits equate to around \$1.5 million at the village level and \$600,000 in the private sector.

8.2.1 Private sector Engagement

WIBDI facilitated linkages between rural families and buyers for high value niche products are good examples of market-driven rural development. The success of the relationship with Body Shop UK is the most high profile of these arrangements. The volumes of virgin coconut oil (VCO) to date are small (10-12 tonnes from six families) although the attention that this draws from interested stakeholders provides valuable leverage for WIBDI's advocacy work in the region and potential future funding.

The macroeconomic impacts to date of the Body Shop relationship are significantly less than the impacts of certified organic nonu products mainly due to the scale with which the private sector was able to collect and export nonu. Future economic impacts may be greater for VCO due to the size of the resource although appropriate private sector engagement would be essential to realise these benefits.

The economic impacts of WIBDI services on the Samoan private sector to date have been limited to a successful relationship with Nonu Samoa Emprises Ltd. WIBDI has supported clients to provide fruit collected and paid for by Nonu Samoa. A joint venture relationship with a New Zealand investor in the coconut oil processing sector failed (see section 4) and highlights some of the risks for WIBDI in pursuing further trading initiatives. Future economic impacts for the private sector are likely to be greater if WIBDI focuses on improving the supply base of organic products that have processing potential. A recommendation is made on how WIBDI donors can improve impacts by working more closely with the private sector.

8.2.2 Challenges, risks and opportunities for continued economic impacts

Focus on developing processed products

NZAID should continue to provide funding and technical assistance support to WIBDI. It is uncommon to find a local NGO that can generate economic benefits (in an under-performing sector - agriculture) that cover the costs of the programme *in addition to* making a significant contribution to the social and cultural development of Samoa.

A number of issues have been identified during the review and the evaluation team recommends that the next 5-10 years of development should concentrate on:

- g) Addressing and improving internal financial management issues including administrative and the causes of budget deficits;
- h) Working with the WIBDI board to address the succession issues that exist in WIBDI to ensure that existing services are maintained;
- i) Improving the quality of communication between WIBDI staff and clients by consolidating activities to core services of food security and disaster mitigation, working with vulnerable families and working on production issues in the organics sector;
- j) Continue to develop a supply base for organic products in Samoa with a focus on products that can be processed in Samoa. This approach should involve SAME (Samoa Association of Manufacturers and Exporters) to develop opportunities, exporting fresh organic products is high risk and Samoa doesn't have the infrastructure nor the bio-security measures to provide long-term support ;
- k) Current economic benefits are received by a small number of clients. WIBDI needs to increase the number of clients and distribution of benefits from the sale of organic produce by developing markets with the private sector;
- l) Continue to build on the food security and disaster mitigation programme and look to expand organic agriculture in other parts of the Pacific.

8.3 Social and Cultural Impacts

WIBDI's work has generated a number of social benefits to individual families, these include the ability to generate additional money for education and health needs, improved ability to contribute to church and cultural obligations, improved status within the village and the positive effects of improved self-esteem and feeling of independence when families are less reliant on overseas remittances for basic needs.

Important and lasting cultural impacts generated by WIBDI activities include the establishment of the fine mat weaving program. This is a cultural benefit that has been recognised by the GoS (by the Prime Minister) and now funded by MWCSD.

8.4 WIBDI interaction with other agencies

Capable leadership from the Executive Director (ED) has ensured that WIBDI has recently attracted support from government, donors and private sector stakeholders, but relationships with government Ministries, although improving, have not always been strong. NZAID's assistance to continue to improve government relations, given the GoS policy of proactively driving development, is crucial for success over the next 5-10 years. NZAID Post needs to be proactive both at a board level and as a donor to ensure that government relations continue to improve.

WIBDI organic field officers are currently stretched to support organic farmer clients with training on organic farming methods and also lack a source of information on organic farming methods. Well targeted collaboration with the Ministry for Agriculture and Fisheries (MAF) has the potential to improve the quality and delivery of advisory services to farming families. Over the next 5-10 years WIBDI should continue to work more

closely with MAF so that skills and expertise can be shared. Over the next 5-10 years a gradual move to providing more strategic advice in the organic sector while actively facilitating upskilling of the MAF Crops Division extension arm would allow WIBDI to focus efforts on market development (by working with the private sector) and regional development of organics. This outcome requires improved relations with MAF.

WIBDI has encountered problems in finding crops suitable to Samoan way of life (e.g. a lack of interest in hand pollinating vanilla flowers). Greater gains could be made with crops that suit Samoan culture with improved understanding of Samoa specific farming needs. Technical expertise and knowledge in this area needs development. It is recommended that NZAID provide funding and assistance to work with MAF to establish an organics demonstration farm over the next five years. The benefits of an organics demonstration farm is that it would provide:

- a) a centre for WIBDI organic staff to improve their knowledge and skills in organic farming techniques for extension out to clients;
- b) a focus for visiting experts to trial farming technology and train both WIBDI staff and farmers;
- c) a centre for closer collaboration with the crops department of the MAF.

8.5 WIBDI's future funding and preparedness to develop a for profit arm

Rapid expansion of WIBDI's operations and continued support from Oxfam NZ means that the organisation is becoming increasingly dependent on Oxfam NZ as a funding partner (around 50% of funding). The proposed trading arm will require significant funding in the first few years. Reallocating budgeted Oxfam NZ funding of \$490,000 to the provision of core services will avoid expected deficits and realise some of the potential economic and social impacts created by earlier work.

The concept of developing a commercial trading arm is currently being investigated as a means of funding ongoing activities. The constraints, challenges and risks in relation to developing a for profit trading arm for organic produce and handicraft are significant. They include:

- The significant risks of compromising the existing core services and excellent client relationships in becoming a "trader" of clients' products- an area that WIBDI acknowledges is not a core competence;
- WIBDI services will have more economic impact if they facilitate private sector engagement with organic producers and focus on supporting producers to supply products;
- In establishing a trading arm, capital investment will be required for equipment and export facilities- it is questionable whether donor funding should be used in this way, particularly when negative cashflows are likely in the first few years;
- Becoming an organisation with a commercial interest in the success of organic products from Samoa would compromise the integrity of consultancy and regional advocacy activities;

Given the current positive economic and social benefits generated by existing core WIBDI activities (despite operational issues) and the considerable risks entailed in establishing a for-profit trading arm, it is questionable whether establishing trading profit arm to achieve financially sustainable is a worthy goal.

Within the key focus areas the following are the evaluation teams recommended direction over the next five to 10 years is:

1. *Income generation targeted at better resourced and capable families* (the current strategy). The focus should be on developing existing organic products a priority being VCO by increasing the number of producers and developing new markets. A goal of 50 producers would provide enough volume for an industry, the justify investment in equipment and private sector interest.
2. *Food security targeted at the most vulnerable families*. Continue to collaborate with other organisations on disaster mitigation; develop a clear client target profile (numbers, demographics, location etc); and develop monitoring and evaluation measures that measure actual impacts.

8.6 Assessment of WIBDI operations:

The success of WIBDI's promotion and facilitation of the organic farming sector has led to rapid growth in the number of certified organic farmers in Samoa. This rapid growth has also lead to pressure on staff and financial resources. The nature of WIBDI's training and advisory services are informal compared to training and services provided by other NGOs and GoS Ministries. This one-on-one approach requires significant time commitment from staff and has also lead to communication issues.

One of the most concerning operational issue raised relates to an apparent breakdown in communications between WIBDI and some of the clients surveyed and the need for more transparency in its actions, particularly in accounting for fee deductions from client earnings and savings balances. While most of the operational issues are capable of being improved, more effective use of staff time is required (e.g., reducing the duplication of visits and utilising local resources) to service the increasing client numbers. These issues are recognised by WIBDI. The recommendations made on identifying core services and a review of the MEL framework will help resolve these issues.

It is recommended that future core services focus on providing basic food security, micro-finance training and on-farm technical support to the most vulnerable rural poor. This move will require a redefinition of WIBDI's mission and objectives. Recommended strategies to improve liaison between producers and buyers include focusing on the more resourced / motivated families (which meet the WIBDI criteria) with the ability to participate in income generating activities, such as organic food production. This strategic review of core services should be undertaken over the next 12 months and have input from key donors such as Oxfam NZ and NZAID. Input from a marketing expert with development country experience would add value to this process. The local private sector should be the primary beneficiary of marketing expertise so that they are able to utilise raw materials sourced from WIBDI clients.

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Appendix 1- Glossary of Acronyms

DBS	Development Bank of Samoa
ED	Executive Director (of WIBDI)
FAO	Food and Agriculture Organisation of the United Nations
FLO	Fair Trade Labelling Organisation
GoS	Government of Samoa
JSPS	Joint Samoa Program Strategy
MAF	Ministry for Agriculture and Fisheries
MEL	Monitoring, Evaluation, Learning (Framework)
MoF	Ministry of Finance
MWCSD	Ministry for Women, Culture and Social Development
MYOB	Mind Your Own Business (Business Accounting Program)
NASAA	National Association of Sustainable Agriculture Australia
NGO	Non Government Organisation
NZAID	New Zealand Agency for International Development
9(2)(b)(ii) SAME	Samoa Association of Manufacturers and Exporters
SAT	Samoa Tala
SBEC	Samoa Business Enterprise Centre
SUNGO	Samoa Umbrella for Non-Governmental Organisations Inc.
SDS	Strategy for the Development of Samoa
SPBD	South Pacific Business Development (Microfinance organisation)
UNDP	United Nations Development Programme
VCO	Virgin Coconut Oil
WIBDI	Women in Business Development Inc.

Appendix 2- Analysis of MEL Framework

Table 6: MEL Framework Analysis

		Objective 1	Objective 2	Objective 3
Vision		<i>"That women, youth, people with disabilities and their families in Samoa are able to contribute fully to the development of themselves, their families and their country through income generation, job creation and participation in the rural economy"</i>		
Objectives		Work with families and all Samoans to strengthen their capacity to generate and manage income and lessen dependence on remittances for their daily needs.	Work with industry groups to create sustainable support networks and export pathways	Work with targeted government departments and agencies to create opportunities
Impact at community level	MEL Framework	<ul style="list-style-type: none"> - Families self sufficient - Families contribute to the village and countries economy. - Achieve their goals 	<ul style="list-style-type: none"> - Increase exports - More employment opportunities - More opportunities for all Samoans 	<ul style="list-style-type: none"> - Together we create opportunities in the village
	Evaluation team observations	Good progress with individual families, family centred approach, continual contact and market linkages work well.	Organics advocacy assists in developing industry.	Relationships with GoS Ministries and other agencies improving and future impacts expected
Practice Changes	MEL FW	<ul style="list-style-type: none"> - Small business established - Managing cash flow and saving - support and joined industry groups 	Support Groups: <ul style="list-style-type: none"> - Run efficiently and smoothly - Get new markets - Support members - Identify new employment/export opportunities 	Relevant Govt Depts and Agencies: <ul style="list-style-type: none"> - Strengthen policies and create REAL opportunities to enable micro enterprise development in the village - Working with WIBDI to develop clearly defined roles - Develop MOUs with WIBDI
	Evaluation team observations	Records kept to date do not enable impacts to be assessed	Well represented on industry groups	WIBDI's services becoming more recognised and utilised. Collaborative project with FAO will target 200 families and GEF monitoring project with 36 families

		Objective 1	Objective 2	Objective 3
Vision		<i>"That women, youth, people with disabilities and their families in Samoa are able to contribute fully to the development of themselves, their families and their country through income generation, job creation and participation in the rural economy"</i>		
Objectives		Work with families and all Samoans to strengthen their capacity to generate and manage income and lessen dependence on remittances for their daily needs.	Work with industry groups to create sustainable support networks and export pathways	Work with targeted government departments and agencies to create opportunities
Changes in: Knowledge Attitudes Skills Aspirations Confidence	MEL FW	Participating families: - Learn how to run a business - Have necessary technical skills - Have necessary management skills - Are confident they can do it	Groups gain: - Knowledge to improve quality - New skills and methods - Knowledge of export processes and opportunities	Relevant Govt Depts and Agencies: - Understand WIBDI - Develop attitude of partnership - Acknowledge and understand lack of opportunities
	Evaluation team observations	Enhanced knowledge on technical, and know how skills of families	Limited interaction with industry groups or private sector.	- Poor relationship with MAF and limited collaboration until past 12 months. Govt agencies appreciative of WIBDI's work
Reactions	MEL Framework	Participating families: - Are happy to do this - Feel empowered - Feel they can achieve their goals - Feel they can make decisions	Groups are committed	Relevant Govt. Depts. and agencies reactions: See the benefit of working with WIBDI and want to pursue and define partnerships
	Evaluation team observations	High motivation amongst closely serviced families about benefits and achievements (social and economic)	Low number of clients involved in income generating activities has meant establishment of grower groups not feasible	In general positive reactions, some earlier collaboration difficulties, further progress needed to align projects with WIBDI's core functions

Appendix 4 - WIBDI Staff Positions and Qualifications

No	Position	Key Tasks	Qualification	Length of Employment
1	Executive Director	Overall Management of office and organisation in cooperation with Associate Director, high level advocacy locally and internationally	Diploma in Radiography Diploma in Computer Programming Graduate Diploma in Management Not for Profit - UNITEC NZ	14 years
2	Associate Director	Overall management of office and organisation in cooperation with the Executive Director, Financial reporting - soon to change to Regional Program	BA Dip Ed 5 courses in International and Community Development through IDSS Melbourne Graduate Diploma in Management NFPs - UNITEC NZ	4 years
3	Accountant	Financial management and accounts administration Preparation of annual accounts for audit purposes Attend to all office administrative work and human resources	BCom Major in Accounting and Management	3 weeks
4	Program Officer - Field Coordinator	Overall coordination of field visits Responsible for other programs except organics and fair trade	Bachelor of Nursing - Undertaking Graduate diploma program NFP	3 years
5	Organics Project Officer	Coordinate and manage the organics project Facilitate all organics related trainings Main contact point with NASAA Certification and accreditation bodies	National University of Samoa - B Ed Not completed Experience working with NGOs	11 months
6	Cultural & Protocol Officer	Manage day to day cultural matters, attend to meetings and assist with trainings Represents WIBDI to GoS Ministries and other agencies	Graduate Diploma in management NFP - UNITEC NZ	11 years
7	Disaster Management Program Officer	Planning research disaster (Food Security) Facilitate trainings on disaster preparedness	Diploma in Financial & Office Management (Extramural NZ & Aust) Graduate USP Double major in Food Nutrition / Environmental Science	2 months
8	Fair-trade Officer	Promote Fair Trade to WIBDI clients Preparation of organic fair trade certification paperwork and logistics	BCA Management Victoria University	7 months

		Attends trade related meetings and trainings		
9	Fine Mat Program Officer	Field visits to weavers on handicraft producers organic and finance (Multi Tasks) for different projects	Year 12 level	6 years
10	Organics Field Officer	Undertake organic field visits Undertake trainings for organic	Certificate of Tropical Agriculture (1 year) (Polytec) Diploma in DTA (6months) MAFF short courses	2 and a half years
11	Finance Officer	Preparation of all financial transactions Assist with micro finance clients	Diploma in Business Tourism- Polytechnic	3 years
12	Admin Micro Finance	Visit Micro Finance clients Update savings account Responsible for small loans to WIBDI clients	Diploma in Business Tourism - Polytechnic Completion Certificate in Records Management Course in Rural Development - Japan	17 months
13	Organics Field Officer	Undertake field visits for Organic Project Assist in Organics Training	Private sector experience	3 years
14	Cleaner- Works twice a week			

Appendix 4- Detail from the Economic Analysis

8.7 Analysis methodology

8.7.1 Farmgate benefits

The benefit of additional net income was estimated using the survey results to estimate the benefits of WIBDI services and income generation activities that are not shown in export data. These products include organic vegetables sold on local markets, fine mats and handicrafts. Estimating these benefits required developing a profile of the farm organic certification program. The evaluation team's understanding of WIBDI's clients is outlined in the table below¹³.

Table 9: Clients in Organics Program

Client Type	2008	Assumptions used in future forecasts
Organic Farmers		
Certified	204	33% of conversion farms (3yr conversion process)
Conversion Farms	15	100% of waiting list farmers
Waiting list	75	90% of interested farmers
Interested	178	3% of all agriculturally active households
De-certified	8	1% of certified farmers
Handicraft	2	Based on existing clients
Weavers	6	Based on existing clients

The assumptions used to estimate the growth in the organics program have been discussed with the WIBDI and also with the MAF CEO (to gain another perspective). The table below shows the assumptions used for future impacts (out to 2024) and actual values since the start of the organics program in 2000.

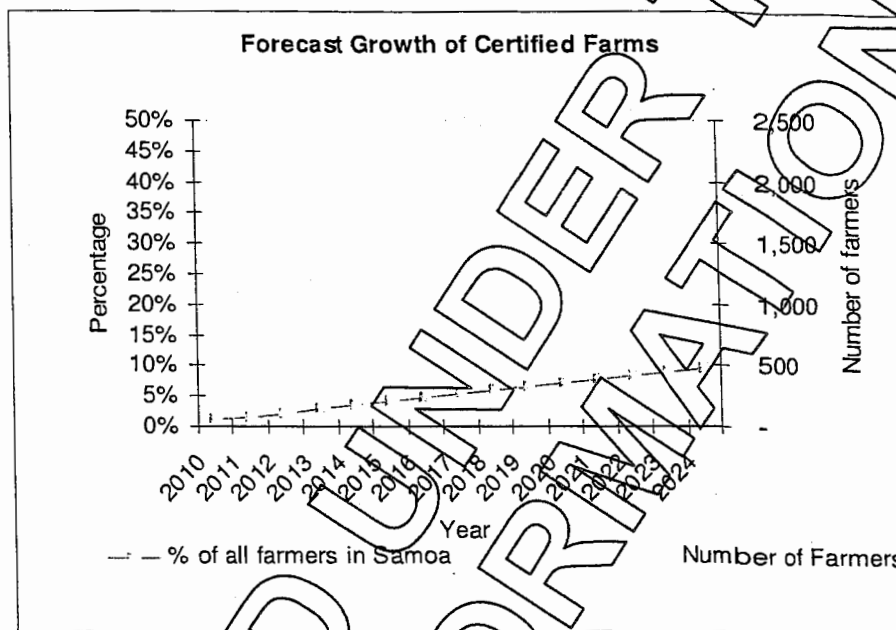
Table 10: Key Assumptions in Organics Growth

Assumption	Past	Future
Agriculturally Active Households	18,000 (2008)	21,000 (2024) ¹⁴
New interested farmers as % of all agriculturally active households (per year)	2.50%	2.50%
Annual average growth in number of certified farmers	60%	17%
Number of certified organic farmers	204 (2008)	2,000 (2024)
Number of certified organic farmers as % of Agriculturally Active households	1.5%	10.0%

¹³ Information provided by WIBDI

¹⁴ Growth in total farmers is based on historical growth of 1.8% (MAF Agricultural Census). Forecast growth is 1.0% due to ongoing constraint faced by industry.

The graph below shows how the profile and status of certified farms was forecast over the next 15 years using the existing breakdown of; fully certified, conversion process, waiting list, and interested farmers.



Estimates of the economic impact at the family unit level were then extrapolated up across all WIBDI clients and included:

- change in total income (weekly/monthly);
- change in expenses;
- people employed and wages paid;
- the benefit of savings.

It was also clear from the surveying that while a large number of farmers are certified as organic, only a small number are selling organic produce and increasing their income as a direct result of certification. The table below shows the assumptions used in estimating the farm-level economic benefits of organic produce in the future. We have used 10% as an estimate of families that will receive 100% of the increased income (survey average), 40% will receive half of the average increased income and 50% will have no change.

Table 11: Assumptions for estimating farm level impacts

Average annual impact from survey (\$SAT)	% of total	Actual # 2008	% of Avg Impact	Annual Impact
% of certified clients actively involved	10%	20	100%	\$ 2,327
% of certified clients partially involved	40%	82	50%	\$ 1,164
% of certified clients realising no benefit	50%	102	0%	\$ -

8.7.2 Industry level benefits

The benefits of exported products as a direct result of WIBDI income generation activities were estimated using a mix of primary sources of information derived from the client survey interviews and secondary economic data from a range of sources including:

- Information and data held by the Government of Samoa (Ministry of Agriculture, Ministry of Finance, Central Bank of Samoa, Ministry for Commerce Industry and Labour, Ministry for Women and Social Development);
- Client data held on the WIBDI database;
- Macroeconomic information contained in a range of government, NGO and donor country and regional reports
- Private sector information on sales of organic products, premiums paid for organic products and expectations of future market conditions.

The evaluation team considered whether WIBDI services directly resulted in a *price premium impact* (such as in the case of organic nonu) or in a *volume impact* (product that would have otherwise not have been utilised) or both. In developing cashflows of net benefits from both historic and future exports, we have considered carefully whether or not the benefits would have occurred without WIBDI services (e.g., through the work of other NGOs or GoS). In the case of organic product exports we have assumed that *price premiums would have not occurred without the work of WIBDI* in establishing a relationship with NASAA for organic certification. This work developed a program where all Samoan farms can be certified as a single group and working with individual farmers to achieve organic certification. The timing of the change in income was usually related to the timing of WIBDI marketing initiatives (e.g., the Body Shop UK Community Trade relationship) and/or certification of farms.

8.8 Costs

The costs of the WIBDI program were gathered using organisational and NZAID records. The costs of the program are split out into the contributions of major donors¹⁵. Future funding was forecast using 2009 and 2010 budget figures, although the operating costs of the WIBDI commercial trading arm was not included as this operation is not confirmed (relevant income streams are also not included).

WIBDI funding has increased at an average rate of 24 percent per annum since the 1994 and we have assumed that on going funding will increase at around 10 percent per year. This assumption accounts for the forecast increase the organics program, annual rate of inflation (5.4% over past 15 years) and equates to a budget of around SAT\$2.9 million by 2024 (from SAT\$700,000 2009). We have assumed that future funding will continue to increase as WIBDI expands its operations both within Samoa and regionally. The targets included in the benefit streams and plans of the organisation will not be achieved without

¹⁵ WIBDI financial records include donor funding and income from the sale of handicrafts, fine mats and organic products as *income*.

an increase in funding. The estimate of funding growth was analysed after the economic benefits were forecast and used as a guide only to the expected growth in donor funding.

The assumptions made on future economic impacts also account for:

- WIBDI's experience in delivering core services gained over the past 15 years;
- fluctuations in volatile added value niche markets for tropical products; and
- support from key donors such as NZAID and Oxfam NZ.

The table below provides a snapshot of the donor funding used in the cashflow in nominal values. For the purposes of the cost-benefit analysis we have treated donor funding as a *cost* of the program (as donor funding was used to generate the benefits) and trading income and village and FOB level impacts as *benefits*.

Table 12: WIBDI Donor Funding Costs (\$A T\$000's)

	Year	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0
	ending June	94	95	96	97	98	99	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Funding Costs																	
Donors																	
NZAID							144	262	210	96	198	108	88	70	100	100	100
ADB										2	26	36	34	8	8	8	
Oxfam NZ										86	91	107	130	141	216	216	490
AusAID												21	14		15	15	
GoS										18	8	21	13	13	51	51	15
Other Donors		25	25	25	25	25				63	33	4	54	100	129	129	97
Total Funding Costs		25	25	25	25	25	144	262	210	259	266	296	334	332	519	519	702

Other costs used in the cashflow include processor organic certification costs and additional costs incurred by WIBDI clients and families in the operation of WIBDI related income generation activities. These costs are included to arrive at a net-benefit.

8.9 Benefits

8.9.1 Nonu exports

A mix of SBS data on nonu juice, fruit and powder exports were used to estimate the economy wide benefits of certified organic nonu exports. The nonu industry has been through a period of market boom and downturn as new producers in Asia have entered the market (see section 6.4.2). The following sections describe how the industry benefits of organic nonu are estimated.

Price impact

The industry-wide economic impact of organic nonu exports (juice, fresh fruit and powder) is mostly captured by the volume of organic nonu exported multiplied by the premium for organic products on export markets. This approach assumes that had WIBDI not certified farmers as organic producers then they would be able to sell nearly the same volume on conventional markets (i.e., organic certification has mostly resulted in increased prices and a small increase in export volumes). Private sector consultation indicates that around 10 percent of total nonu product exports were organically certified.

Export volume impact

Based on consultation with private sector stakeholders, we have assumed that organic certification resulted in 10% additional demand (in export volumes) on export markets. This assumption is justified by the fact that prior to the entry of South-East Asian nonu producers, strong demand for nonu products meant that 90% of organic nonu would have been sold on conventional markets, had it not been sold as certified organic product.

The table below shows how the economic impact is estimated using nonu juice as the example. The two streams of benefit have been separated between price impact and volume impact so as not to double the benefits. Processing certification costs have been deducted from the benefits and farm gate payments have been deducted from FOB values). NASAA farmer certification costs are paid for by WIBDI so are captured by the donor funding costs.

Table 13: Estimating the economic impact of nonu juice exports

Year	2004	2005	2006	2007	2008
Price Impact					
Total exports (litres)	965,000	1,305,000	852,000	973,000	681,000
Organic export vol (litres-10% of total)	96,500	150,500	85,200	97,300	68,100
Organic premium (\$/l)	\$ 1.20	\$ 1.36	\$ 1.14	\$ 0.97	\$ 0.97
Price economic impact (\$FOB)	115,428	204,370	97,220	94,116	65,881
Export volume impact					
Additional exports (litres)	9,650	15,050	8,520	9,726	6,808
Export vol economic impact (\$FOB)	46,850	82,950	39,460	38,200	26,740
Combined value of nonu exports (\$FOB)	162,278	287,320	136,680	132,316	92,621

8.9.2 Future nonu sales

The following summarises information gathered from a range of sources that comment on nonu market conditions. This information as well as consultation with the private sector in Samoa is used to develop future nonu export volumes in the cashflow.

Nonu is used throughout the Pacific Islands, where it grows mostly wild. It is used as a traditional herbal medicine for a range of ailments and is popular among Western countries. A market boom has led to growth in nonu enterprises in the Pacific and producers now face competition from South East Asian countries (in particular Vietnam and Cambodia). With the plants suitability to a range of conditions found throughout the tropics and short time to maturity (one year) competition is likely to intensify over the next five years.

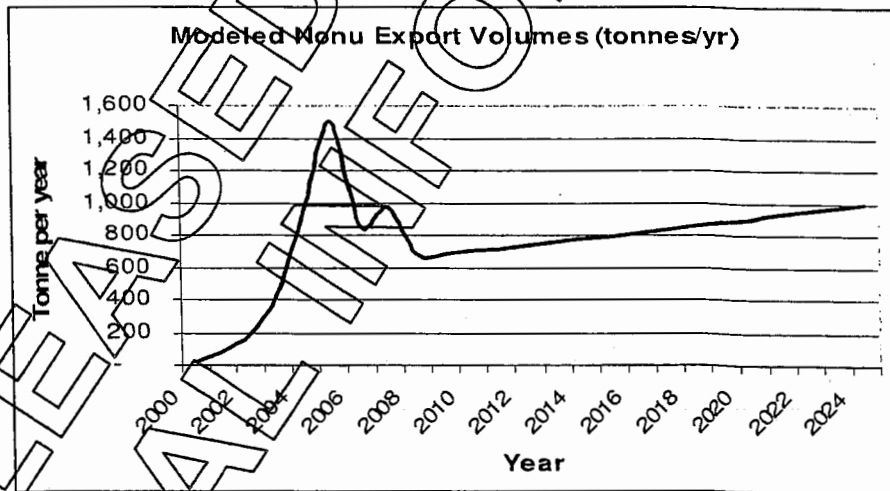
The opportunities for nonu-based products stem from the worldwide growth in demand for new herbal products in affluent countries. This demand growth is led by the United States (US). Demand is also strong in Europe and future growth will depend on acceptance of nonu juice

under the EU's Novel Food Regulation. Expansion of the US market and other markets is seriously constrained by a lack of proof of nonu's pharmacological efficacy¹⁶.

However, beyond the constraint of the Novel Food Regulation in Europe, there are indications that nonu is a fad that is taking the same course as other products produced in the Pacific unless scientific evidence to support its health claims can be produced. The 1998 kava boom and subsequent price collapse is a classic example of this cycle for herbal product fads, with aloe vera, St John's wort and ginkgo other examples. The hype is typical of most new herbal products and consumers tend to lose interest quickly. The initial burst of demand leads to a price boom that can be fuelled by speculators. However, nonu is a genuine product within the bounds of traditional claims and a scan of market studies shows that loyal consumers should provide a core market and a basis for steady growth (McGregor, A. 2005). Positively for Samoan organic producers, organic nonu will remain a niche product and may provide a point of difference from Asian producers in the short-medium term.

After consultation with Samoan nonu exporters and a review of available literature on market prospects we have assumed that the export industry will consolidate at current levels and have modelled modest recovery in export volumes for juice (as a yard stick for other products) over the cashflow period to 1,000 tonnes per year. This equates to 2.6% annual growth rate and the graph below shows how this assumption is used.

Nonu Juice Exports



Given the recent collapse of the nonu markets for Samoan exporters, and through discussion with private sector, we have assumed that prices have evened out and future economic impacts from export sales are modelled using 2008 prices.

¹⁶ AusAID (2006)- McGregor, A. Solomon Islands Smallholder Agriculture Study. Volume 3, Markets and Marketing Issues.

8.9.3 Virgin coconut oil (VCO) exports***Price and volume impacts***

The \$FOB value of organic VCO exports is used to estimate the benefits of WIBDI's activities in the coconut sector. The Samoan coconut industry has traditionally provided the backbone of the national economy. Coconuts are an integral part of the way of life for most Samoans, providing food, shelter, fuel and cash. With the collapse of world copra prices, strong competition from larger producers in Asia and the failure of successive owners of the government copra processing mill, exports of copra, coconut cream, meal and oil fell from a combined total of 15,000 tonnes in 1997 to virtually nil in 2001 and just 1,000 tonnes in 2007.

WIBDI has been a key organisation in the revival of niche coconut oil production and exports. Using macroeconomic data from the WIBDI organic sales records, Central Bank of Samoa, MAF and Samoan Bureau of Statistics (SBS) we have estimated the value of organic virgin coconut oil exports and forecast this over the future cashflow. Given the very low volumes currently being exported and the current lack of an alternative market we have assumed that the full value organic exports (from WIBDI data) are attributable to work of WIBDI (i.e., the small volumes of coconuts included in benefits would not have been collected and utilised without their intervention). The table below gives a snapshot of the values used in the cashflow.

Table 14: Organic Virgin Coconut Oil Exports

Year	2004	2005	2006	2007	2008(e)
Organic export volume	2.5	5.0	6.0	15.0	18.0
Organic export value (\$FOB)	16,875	87,500	49,500	135,000	175,500

To avoid double-counting the benefits of WIBDI's work with farmers to produce and sell organic VCO in the survey analysis of clients, we have deducted the farmgate value (volume X price) from the FOB value (see 6.4.4).

Future growth

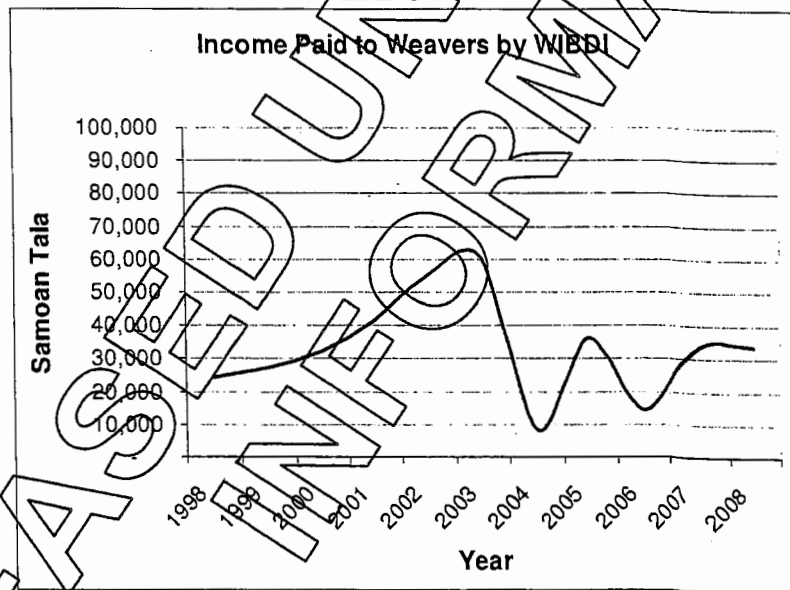
Discussions with the private sector (including the buyer for Body Shop UK) indicate that existing high value niche markets are small given the context of the total potential production of copra and oil from Samoa. Competition is also likely to emerge for the current coconut resource from emerging copra processing mills for the production of coconut for bio-fuel and other high value uses (soaps and cosmetics). Interest in bio-fuels and recent positive medical findings on the nutritional qualities of coconut oil is likely to drive the re-emergence of the coconut industry in Samoa. This trend will provide producers with options for coconut markets and is likely to improve returns to rural families.

With the strong interest shown from existing buyers we have forecast modest growth in volumes of organic virgin coconut oil at constant 2008 prices.

8.9.4 The fine mat program

WIBDI's fine mat program started in 1998 with the primary intention of reviving the traditional art of fine mat weaving. The program started with 36 weavers in 10 villages and grew to include 42 weavers in villages on both Upolu and Savaii. WIBDI provided weavers with training on how to weave the mats in the traditional style (cultural knowledge that was in danger of being lost) and also provided financial services through the savings and loans scheme. The WIBDI fine mat program has also improved access to higher value market by finding "sponsors" (buyers making pre payments) for mats so that advance weekly payments could be made to weavers.

Over SAT\$400,000 was paid to weavers over the ten years from 1998 to 2008 and as weavers improved their skills in weaving, the average value per mat increased from SAT\$700 per mat to over SAT\$4,000 for the Grade 1 fine mats. The graph below shows the amount paid to weavers through the WIBDI program.



With the success of the program the GoS, through the Ministry for Women, Community and Social Development) has recently picked up the program and began providing support to keep the tradition alive through over 100 village based Women's Committee's. the GoS pays SAT\$1,000 for the finest grade mates to encourage weavers and mats are kept by the weavers for their own use (or for fa'alavelave) rather than for sale to buyers. With the Ministry of Women, Community and Social Development taking over the program flat growth was forecast from the existing six weavers involved with WIBDI.

8.9.5 Other benefits

The table below shows the results of the questionnaire survey analysis. We have used the survey data as a guide for extrapolating the economic impact WIBDI's services for products that will not show up in export data. The questionnaire survey captures the economic benefit of:

- Fine mat weaving;
- Handicrafts;
- Organic vegetables;

The overall average net benefit of WIBDI services was an additional SA147 per week or SAT2350 per year (50 weeks of income). This estimate is based on the questionnaire survey results shown in the table below.

Table 15: Questionnaire Survey Results

Economic Impact (Survey Results)	Average	Net Annual Impact			Number
		High	Median	Low	
Organic Farm- (nonu, veges, vanilla etc)	\$ 1,947	\$ 10,000	\$ 75	-\$ 5,000	17
Organic Farm- (virgin coconut oil)	\$ 2,500	\$ 10,000	\$ 3,750	-\$ 7,500	4
Weavers	\$ 8,750	\$ 12,500	\$ 8,750	\$ 5,000	2
Handicraft	\$ 1,571	\$ 3,500	\$ 1,500	\$ 500	7
Other	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	1
					31

To forecast the number of WIBDI clients likely to be involved in selling certified organic produce we have used historical data that provides a profile of the number of clients by conversion status each year. The snapshot of the cashflow below shows the assumptions used to forecast future total numbers of organic farmers and those involved in selling organic produce that captures a premium.

Table 16: Distribution of economic impacts across certified farmers

Average annual impact from survey (\$SAT)	Actual # 2008	% of Avg Impact	Annual Impact
% of certified clients actively involved	10%	20	100% \$ 2,327
% of certified clients partially involved	40%	86	50% \$ 1,164
% of certified clients realising no benefit	50%	98	0% \$ -
Total certified farmers	204		

Other benefits included in the future cashflows are the benefits of potential pipeline products where WIBDI is currently working with the private sector to create market led income generation opportunities. The products include:

- organic fair-trade coffee exports;
- organic fresh banana exports to New Zealand; and
- organic fair-trade vanilla.

We have estimated the net economic benefits of exports for pipeline products through:

- discussions with WIBDI staff on the prospects of future product exports;
- a review of literature on world market dynamics in these products;
- a review of previous assessment of supply potential from Samoa; and

- an analysis of the average net economic benefit of the nonu industry to the economy¹⁷ in this study.

Given the uncertainty involved in forecasting future sales of these products and the challenges that other exporters have faced in securing export markets (e.g., overcoming bio-security issues in exporting fresh organic bananas to New Zealand) we have taken a conservative approach to estimating future cashflows. WIBDI staff recognise that world price volatility is likely in the vanilla industry, affecting the price of local and export sales. We have estimated the net economic benefits of pipeline products to be approximately SAT \$60,000 per year increasing at an annual rate of 5%.

Proportion of benefits attributable to WIBDI¹⁸

We have assumed that 90% of the economic benefits generated by the sale of organic produce is attributable to the efforts of WIBDI. We have assumed that 75% of the benefits generated by the fine mate program are attributable to WIBDI given the support now received by GoS.

8.10 Benefits not Quantified

8.10.1 The Microfinance program

The microfinance program began with the fine mat weaving program in 1998 and is primarily used as a training tool to encourage families to set aside a portion of the new income as savings. The microfinance program is generally not used to stimulate economic activity through improved access to finance. Once clients understand the basics of savings and interest, they are directed to other sources of development finance, such as the loan guarantee and training services offered by SBEC. In practice WIBDI clients are the most vulnerable families and rarely progress to an income generating activity. WIBDI indicated only 1-2 of their clients have reached a level where a SBEC service is appropriate.

Qualitative benefits include improved understanding and management of family income and expenses and the ability that families have to meet anticipated expenses (e.g., cultural obligations and doctors fees).

Given that its purpose is for training, the economic benefits have not been estimated. The table below shows the extent of the WIBDI microfinance program.

¹⁷ We chose not to include multiplier benefits of wages from employment impacts in the processing and export sector due to the lack of reliable economic data.

¹⁸ Apportioning less than 100% of the estimated benefits of the various programmes recognises that there are other programmes available and factors that have helped targeted families generate the economic benefits.

Table 17: WIBDI Microfinance Program

As of July 2008	Total	# of clients	Avg saving amount	Range
Savings	\$ 37,000	505	\$ 73.27	\$1 - \$2,700
Loans	\$ 14,000	52	269.23	\$2 - 3850
Total loans disbursed 1999-2008	\$ 93,000			

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Economic Impact of WIBDI Services (1st part)

Economic Impact of WIBDI Services		Cashflow - (\$000s)																
	Year ending June	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	
Average Annual rate of inflation ¹		12%	13%	8%	7%	2%	0%	1%	4%	8%	0%	16%	2%	4%	6%	3%	0%	
Inflation Index		1.91	1.70	1.75	1.66	1.55	1.52	1.52	1.50	1.45	1.34	1.34	1.15	1.13	1.09	1.03	1.00	
Donor Funding Costs																		
NZAID	PV	3,351	-	-	-	-	219	397	315	139	145	144	101	79	109	103	100	
ADB		151	-	-	-	-	-	-	-	3	35	48	39	9	9	8	-	
Oxfam NZ		8,986	-	-	-	-	-	-	-	116	122	143	149	159	235	222	490	
AusAID		76	-	-	-	-	-	-	-	-	-	28	16	-	16	15	-	
GoS		442	-	-	-	-	-	-	-	26	11	28	15	15	55	53	15	
Other Donors		3,355	48	43	44	42	39	-	-	91	44	5	62	113	141	133	97	
Total Programme Costs		15,362	48	43	44	42	39	219	397	315	374	356	396	384	374	565	535	702
Macro-economic benefits of WIBDI activities																		
Organic Nonu Exports		1,841	-	-	-	-	-	13	28	41	82	209	325	140	133	85	77	
Organic Virgin Coconut Oil Exports		6,432	-	-	-	-	-	-	-	-	10	27	52	67	176	217	360	
Total export level benefits		8,273	0	0	0	0	0	13	28	41	92	236	376	207	309	302	437	
Less farmgate payments																		
Farmgate sales of Organic Nonu Fruit (SAT\$)		444	-	-	-	-	-	1	4	9	19	42	57	31	35	23	22	
Farmgate sales of Organic VCO (SAT\$)		2,902	-	-	-	-	-	-	-	8	21	36	43	103	117	158	-	
Total farm gate payments		3,346	0	0	0	0	0	1	4	9	28	63	93	74	137	140	180	
Net Macro-economic benefits of Nonu and VCO		4,927	0	0	0	0	0	12	24	31	64	173	284	133	171	163	257	
Other village level economic benefits																		
Rural village benefits of organic farmgate sales		3,920	-	-	-	-	-	5	9	10	10	11	71	35	51	84	128	
Fine mat weaving program		651	-	-	-	-	31	35	40	82	66	67	10	34	31	29	28	
Pipeline products (Vanilla, coffee, banana)		4,571	0	0	0	0	31	35	45	62	76	77	20	45	49	82	113	
Total village level benefits		9,498	0	0	0	0	31	35	57	85	108	142	194	329	82	253	276	
Total Rural Benefits		9,498	0	0	0	0	31	35	57	85	108	142	194	329	82	253	276	
Other WIBDI generated Income/Consultancy		2,526	-	-	9	17	33	67	132	121	146	189	130	88	154	146	150	
Total Macro-economic benefits		16,951	0	0	9	48	68	136	241	263	352	565	742	403	579	584	821	
Total Net Benefits		1,589	-48	-43	-44	-32	10	-151	-261	-74	-112	-4	160	358	29	14	50	
NPV		1,589	0.30	0.30	0.30	0.22	1.25	0.31	0.34	0.76	0.70	0.99	1.40	1.33	1.08	1.02	1.09	
Net Benefit/Cost		1.10																
Net Benefit/Cost NZAID		5.06																
Net Benefit/Cost GoS		38.31																
Discount Rate		10%																

1. Underlying CPI excludes from the CPI basket those items whose prices are volatile in nature, which may be due to seasonal factors or climate change as well as items whose prices are r

Appendix Economic Impact of WIBDI Services (2nd part)

Year ending June	1 2010	2 2011	3 2012	4 2013	5 2014	6 2015	7 2016	8 2017	9 2018	10 2019	11 2020	12 2021	13 2022	14 2023	15 2024
Average Annual rate of inflation¹															
Inflation Index															
Donor Funding Costs															
NZAID	110	121	133	146	161	177	195	214	236	259	285	314	345	380	418
ADB	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oxfam NZ	539	593	652	717	789	868	955	1,050	1,155	1,271	1,398	1,538	1,692	1,861	2,047
AusAID	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GoS	17	18	20	22	24	27	29	32	35	39	43	47	52	57	63
Other Donors	107	117	129	142	156	172	189	208	229	252	277	304	335	368	405
Total Programme Costs	772	849	934	1,028	1,131	1,244	1,368	1,505	1,655	1,821	2,003	2,203	2,423	2,666	2,932
Macro-economic benefits of WIBDI activities															
Organic Nonu Exports	78	81	84	86	89	92	94	97	100	103	107	110	113	117	120
Organic Virgin Coconut Oil Exports	468	562	618	649	681	715	751	788	828	869	913	958	1,006	1,057	1,109
Total export level benefits	546	643	701	735	770	807	845	886	928	973	1,019	1,068	1,119	1,173	1,229
Less farmgate payments															
Farmgate sales of Organic Nonu Fruit (SAT\$)	23	23	24	25	25	26	27	27	28	29	30	30	31	32	33
Farmgate sales of Organic VCO (SAT\$)	205	246	270	284	298	313	329	345	362	380	399	419	440	462	485
Total farm gate payments	228	269	294	308	323	339	355	372	390	409	429	450	471	494	518
Net Macro-economic benefits of Nonu and VCO	319	373	407	426	447	468	490	514	538	564	590	619	648	679	711
Other village level economic benefits															
Rural village benefits of organic farmgate sales	126	141	173	256	340	425	509	593	677	762	846	930	1,015	1,100	1,184
Fine mat weaving program	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28
Pipeline products (Vanilla, coffee, banana)															
Total village level benefits	154	169	201	284	368	453	537	621	705	790	874	959	1,043	1,128	1,212
Total Rural Benefits	473	542	608	711	815	921	1,027	1,135	1,243	1,353	1,465	1,577	1,691	1,807	1,924
Other WIBDI generated Income/Consultancy	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150
Total Macro-economic benefits	942	1,065	1,165	1,287	1,412	1,538	1,667	1,798	1,931	2,067	2,205	2,346	2,489	2,636	2,785
Total Net Benefits	170	216	230	259	281	295	299	293	276	246	202	143	66	-30	-147
NPV	1.22	1.25	1.25	1.25	1.25	1.24	1.22	1.19	1.17	1.14	1.10	1.06	1.03	0.99	0.95
Net Benefit/Cost															
Net Benefit/Cost NZAID															
Net Benefit/Cost GoS															
Discount Rate															

Appendix 5- WIBDI Survey Questionnaire

WIBDI Survey Questionnaire - October 2008

Introduction and Background Information

Business/Farm

owner _____

Person interviewed and relevant details:

1. What is the nature of your business
 - a. Organic farming
 - b. Coconut Oil Production
 - c. Retail
 - d. Handicraft
 - e. Weaving
 - f. Tourism and services
 - g. Other

2. Status of Person Interviewed: (Please circle) Owner, Partner, Employee, Leader of Women's Group, Head of Extended Family or Leader of Youth Group

3. How many people are involved/ work in the business? _____

4. Main crops/ products & activities

5. How did you start your business? What motivated you?

6. Was WIBDI involved in this decision - how?

7. Have you been involved in any crops/ services recommended by WIBDI that you have discontinued? Yes or No. Briefly Explain

8. Have you replaced any previous crops/services with crops/services recommended by WIBDI? Briefly explain

Problems to Income Generation

9. What are the main problems/barriers you face in generating income from yourself and family?
- a. Poor knowledge of viable income generation opportunities
 - b. Lack of time
 - c. High dependency on handouts and funding
 - d. Insufficient support from local authorities and ministries
 - e. Low purchasing power of local population
 - f. Activities not environmentally sustainable
 - g. Lack of money/finance for business establishment
 - h. Lack of knowledge on how to grow crops/or produce
 - i. Distance from markets
 - j. Social/cultural barriers
 - k. Other

10. Of the problems you have mentioned which are the most significant?

WIBDI Services

11. What training services has WIBDI provided to help you overcome these problems? Which has been the most useful? Why?

Production technology and information

- a. Knowledge of new crops/products
- b. Production/farming methods
- c. Providing information of market requirements and quality control
- d. Information on government financial and advisory support

- 13 a) If organic farming has WIBDI provided training on organic certification?

Marketing and business planning

- a. Marketing planning
- b. Arranging sales with buyers
- c. Advertising
- d. Business Planning

Financial Management

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- a. Budgeting and cash management
- b. Record keeping
- c. Business planning
- d. Access to money for business establishment and development

Human resources Management

- a. Access and funding for staff
- b. Motivation of staff/women's group/extended family
- c. Others Service or training received

12. At what point in your /crop business establishment did you receive support from WIBDI?

- a. Before starting my income generating activities
- b. During the process of my business set up/ income generating activities
- c. When my business started to grow/ income generation activity flourished
- d. When my income generating started to have problems
- e. Looking to start another business

13. Year started involvement with WIBDI

14. Has your record keeping changed since you've involved with WIBDI? How?

Answer: _____

15. What information do you record?

- a. Yields
- b. Sales
- c. Expenses
- d. Wages
- e. Farm maps/ stock reconciliations (e.g., organic certification)
- f. Price information
- g. Other

16. What could WIBDI do to improve existing services?

17. What services or support do you require that are not currently supplied by WIBDI?

18. From the first day you spoke to WIBDI regarding your need, how long did it take before WIBDI assisted you?

19. How often does a WIBDI staff visit your income activity?

20. What other assistance has WIBDI provided by to you and your extended family or group?

21. How useful have the WIBDI services been to you on a scale of 1-10?

Table 1: Comments on Usefulness of Services Received	Table 2: Business Training: Satisfaction Score
	Production technology and information, <input type="checkbox"/>
	Marketing and Business Planning, <input type="checkbox"/>
	Financial Management, <input type="checkbox"/>
	Human Resource <input type="checkbox"/>
	Other <input type="checkbox"/>

Social and Economic Impact

22. What was your income before becoming involved with WIBDI?

Base Line	Est. Income before WIBDI \$	per week/month/year
-----------	-----------------------------	---------------------

23. How much of this did you generate yourself?

24. If you didn't generate your own income before becoming involved with WIBDI where did you get the money for basic essentials?

	B4	Now	Comments
A Remittances from OS	<input type="checkbox"/>	<input type="checkbox"/>	
B Working for relatives in Samoa	<input type="checkbox"/>	<input type="checkbox"/>	
C Paid Employment	<input type="checkbox"/>	<input type="checkbox"/>	
D Other	<input type="checkbox"/>	<input type="checkbox"/>	

25. Now that you are involved with WIBDI what is your average income in a week?

26. What additional expenses (and value) do you now have for your WIBDI related income generating activity? (Consider Time & Labour)

Before involving with WIBDI _____

Now you're involved with WIBDI _____

27. Are you happy with your WIBDI related income generation activity?

- a. Yes will continue in current form
- b. Yes would like to grow the activity
- c. No

- takes too much time

- causing problems with family/community
- marketing problems
- production problems
- d. No unrelated reasons

28. How have you prioritise spending your increased income?

- a. Church
- b. Food
- c. Health care
- d. Education
- e. Housing
- f. Village Council
- g. Fa'alavelave
- h. Business development
- i. Savings
- j. Other

Social and Economic Benefits

29. What benefits has your increased income provided for you and your family?

- a. Improved status in the village?
- b. Improved health
- c. Clean water
- d. Access to Electricity
- e. Improved crop production / business profitability
- f. Change in role in the community
- g. More independence and less reliance on remittances

30. What negative impacts have you experienced from your involvement with the increased income?

- a. Community problems
- b. Lack of time
- c. Other

Notes:

31. Has your role in the family/community changed at all since being involved with WIBDI?

- Yes
- No

Notes:

Appendix 6- Case Studies

Organic vegetable grower - Farmer A

Client summary and issues/barriers for client to improving income

Farmer A and his family have a small mixed holding some 20 minutes from Asia. Crops currently grown include yams, taro, banana, cocoa. Nonu is grown but not currently harvested and a range of vegetables were grown but a water shortage has limited the types of vegetables that can be grown.

The family receives income from a lawn mowing service they provide and receives a regular income from selling their crops at the organic market and by supplying vegetables for the weekly vegetable basket orders.

Services offered by WIBDI

WIBDI staff members visited the village in 2005 looking for nonu suppliers and the family joined the certification scheme to take advantage of the higher prices (around 20%) for organic Nonu. WIBDI staff worked with the family to certify the family farm as organic over a period of three years. While prices for nonu were high the family concentrated their efforts on harvesting nonu (mostly uncultivated) rather than organic vegetables.

WIBDI has assisted with organic certification and with information on which crops are likely to have potential. WIBDI has arranged sales of the vegetables both through a monthly organic market established by WIBDI and arranging pre-ordered direct sales of organic vegetable baskets on a weekly basis. WIBDI generally collects and pays for the vegetables at the farm gate. WIBDI has provided training on record keeping, facilitated discussion with technical experts and produce buyers.

Progress/achievements of client through assistance

The money received for the organic produce has filled the gap left when the nonu market collapsed.

Factors affecting achievement/performance

A secure linkage with a reliable market is a key factor in the progress that the family has achieved in generating sustainable income. Good returns were achieved from nonu with a SAT15-20c premium for organic nonu, however the collapse of nonu market left few options for income generation.

WIBDI's involvement in the establishment of outlets for organic produce and providing transport to the market has been crucial to success.

On the farm, potential constraints to increased production were identified as the scarcity of water for intensive vegetable production and the lack of markets for crops grown.

Lessons relevant to WIBDI Evaluation

WIBDI has a clear strategic goal of working with families to develop income generating opportunities at the village level. The development of the organic vegetable program clearly fits within this framework. WIBDI's strategy is also consistent with the Joint Samoa Program Strategy (JSPS) meeting Objective 1.1 "Improve community level income and small business opportunities."

Farmer A is a good example of how having a close association with WIBDI helped him cope with the downturn in the nonu sector. Farmer A is generally supportive of WIBDI and appreciates the assistance and support he has had from staff members. However when market conditions changed for nonu, neither the processor nor any WIBDI staff communicated with him. Fruit was harvested but not collected highlighting the importance of good communication channels to keep farmers fully informed on market conditions.

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Organic Virgin Coconut Oil Producer- Farmer B

Client summary and issues/barriers for client to improving income

Farmer B and his family have a mixed cropping and coconut oil production 20min from central Apia. His immediate family includes his wife and their six children, his parents and his three sisters and their six children.

Crops grown include taro, banana, cocoa, nonu and a range of vegetables (cucumbers, tomatoes, pumpkin, eggplant, basil, lettuce). Vegetable production is carried out at the village site where the sisters live and coconut oil production is carried out at Farmer B's home. The family coconut plantation is not currently certified organic and coconuts for oil production are purchased from other families.

The family receives income from paid employment by Farmer B and his wife, although they find the increasing cost of living a challenge. Vegetable and coconut oil production was seen as a way to supplement existing income from taro and bananas and to make up the lower returns now obtained from nonu. The family also has church commitments that take 2-3 days per week.

Services offered by WIBDI

WIBDI staff members visited the village in 2005 looking for nonu suppliers and the family joined the certification scheme to take advantage of the higher returns for organic Nonu. WIBDI staff worked with the family to certify the family farm as organic over a period of three years and also advised the family that all other produce on their land was certified as organic and could be sold at a much higher price. While prices for nonu were high the family concentrated their efforts on harvesting nonu (mostly uncultivated) rather than organic vegetables. However, another family member was keen to utilise the land not being used for nonu production and with support from WIBDI extended the range of crops grown on the farm to include a range of traditional and non-traditional vegetables (e.g., egg-plant, lettuce, beans, tomatoes, and chilli).

WIBDI has assisted with organic certification and with information on which crops are likely to have potential. WIBDI has liaised with MAF to provide seeds for new vegetable crop (basil, lettuce etc) and information on how to produce these. WIBDI staff visited regularly and actively encouraged the new venture. WIBDI has arranged sales of the vegetables both through a monthly organic market established by WIBDI and arranging pre-ordered direct sales of organic vegetable baskets on a weekly basis. WIBDI generally collects and pays for the vegetables at the farm gate.

Due to its involvement with buyers for organic virgin coconut oil, WIBDI has also assisted the family with all aspects of coconut oil production and sales including:

- identifying the potential for organic virgin oil;
- sourcing a viable and appropriate processing system that could be used at the village level;
- training on production methods, providing the processing equipment;

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- providing a truck to pick up coconuts from other growers;
- assuring quality standards were met;
- picking up the oil from the farm gate;
- paying on pick up and arranging sales.
- carrying out any further processing required (decanting etc),
- amalgamating oil from all producers; and
- arranging all shipping to the buyer.

Progress/achievements of client through assistance

The money received for the organic produce was far more than ever anticipated and this return has been very motivating and rewarding for the family member. She is the only organic farmer who supplies more than 10 baskets every week and is a source of great pride to her. She is now regularly supplying 15-20 vegetable baskets per week and receives SAT\$20 per week per basket. Produce is also sold at the monthly organic market where sales of SAT\$150-200 are achieved. This additional income has enabled her to establish a regular savings scheme and she currently has money to pay household bills and still has some money left over.

The family's coconut oil production employs 3-4 family members plus a young person from the village who is paid SAT\$80-100 for 2-3 days processing. Approximately 1.6t of oil has been produced in the last 12 months with an income to the family of SAT\$10,570.

Factors affecting achievement / performance

A secure linkage with a reliable market is an important feature of the relationship that Farmer B's family member has established with WIBDI and a key factor in the progress that the family has achieved in generating sustainable income. Good returns were achieved from nonu with a SAT15-20c premium for organic nonu, however the collapse of the nonu market left few options for income generation.

WIBDI's involvement in the establishment of outlets for organic produce and coconut oil has been crucial to success. Demand and sales of coconut oil has been sporadic to date and the securing of a contract with The Body Shop will enable regular production with a secure income.

On the farm, potential constraints to increased production were identified as the extra labour required for organic production and scarcity of water for intensive vegetable production. Coconut supply is also a constraint at present with WIBDI working with Farmer B to achieve certified status for the village plantation and in securing nuts from other families while this process is completed.

Lessons relevant to WIBDI Evaluation

WIBDI has a clear strategic goal of working with families to develop income generating opportunities at the village level. The development of the organic vegetable program and coconut oil production programmes clearly fits within this framework. This family is developing immense pride in their achievements and in the products they are producing

and are looking at opportunities to expand and diversify while acknowledging the constraints that apply to them.

Few opportunities exist for income generation at the village level, especially for women and youth and WIBDI has succeeded in providing an opportunity for women family members and youth both within the family and from the extended village to earn an income.

This is clearly a very successful relationship and is providing significant benefits to the participating family. This family also have closer linkages with WIBDI in that Farmer B is a part time field officer for WIBDI. The village is also less than 30 minutes drive of Apia and the linkages with WIBDI mean that collecting baskets for the weekly and monthly organic market is relatively simple. This case study highlights significant differences in the level of regular contact with WIBDI staff and achievements produced within the WIBDI families. The evaluation team observed that less positive outcomes were achieved for those families which were less well connected and physically accessible to WIBDI staff. This also highlights the difficulties for WIBDI in adequately servicing and facilitating viable market linkages with what is now a large number of certified organic farmers (204) with the current resource.

Coconut Oil Producer - Farmer C

Background

Farmer C operates a livestock and vegetable production unit at Falelatai on the South West corner of Upolu 50 km from Apia. His cattle farm is well established with 80 head of cattle and a piggery is operated that supplies 25 suckling pigs to the local market per week. A small quantity of taro, yams and tamu are also grown for local markets.

Coconuts were available from family plantations but not harvested on a commercial basis. With returns from pigs decreasing, as increased numbers lowered market prices, the family heard about the potential for coconut oil and approached WIBDI to find out more about this opportunity. In 2007 they began producing coconut oil.

WIBDI provided the equipment for oil production, information on the production technique, market requirements and arranged sales of the product. Regular visits by WIBDI staff provided encouragement and ensured quality standards were met. WIBDI staff collect the pressed oil from the farm and payment is made at this point. Detailed records are kept on production per day and on payments received.

Farmer C employs 4 family members on the farming operation but to collect and process the coconuts an extra 6-8 staff are required. These are youth from the local village who would otherwise not be employed. They work 2-3 days per week and receive SAT \$20 per day. Family members are paid SAT \$5-10 per day.

Production is carried out 2-3 days per week and is approximately 1.5 barrels of processed oil per day (17-19l per barrel). At SAT \$6 per litre a daily income of approximately 150-170t is generated. The family spends \$SAT 120 - \$160 per day on wages to local youth and to family members \$25-\$50 per day. With this cost of labour the operation is only marginally profitable. While they would like to grow this activity improved profitability is seen as vital with Farmer C feeling an increase in the product price is needed.

Labour is also difficult to secure with youth from the village having a poor work ethics and often preferring not work.

Non WIBDI Client Survey

A range of non WIBDI clients were interviewed (10 in total) to see how WIBDI clients have benefited compared with others not assisted and to look at the sustainability of WIBDI's approach to income generation and food security issues. WIBDI activities cover a wide range of sectors and family types to compare the progress of non-WIBDI clients a range of clients were selected.

Three families were interviewed at Fugalei and two at Salelega markets, chosen to represent families involved in an income generating activity. No WIBDI staff were involved and families were selected randomly and then on their willingness to answer questions and ability to speak English. The remaining families were selected at random during a Savaii visit. WIBDI staff and the New Zealand consultant approached families in isolated rural villages with WIBDI staff translating survey questions.

Of the families visited, one family appeared particularly vulnerable with no income apart from remittances. Three families had adults working and with only children at home (school holidays) it was not appropriate to ask survey questions. The remaining three families comprised a range of family members with some adults in paid employment and others looking after the family.

Of the families spoken to, all apart from one had income generating activities (or paid employment) and were motivated to support their families. Key factors appeared to be a good education and/or time living overseas. These factors need to be considered with the experiences WIBDI has had especially in developing the VCO project. The implications for WIBDI are that there is a group of extremely vulnerable families who need basic assistance and support. There is also a much larger group who is motivated to support their families who need assistance with furthering their income generating activities. For these activities to be successful WIBDI needs to develop opportunities that fit the Samoan culture and met the parameters identified for successful income generating activities / businesses.

As well as the private sector companies visited during the initial in-country visit an additional company was also interviewed to identify further issues they see as important for business success in Samoa and to explore possible WIBDI linkages to the private sector.

The survey questionnaire is included in the Appendix. The diverse range of non WIBDI clients makes a simple analysis of survey questions meaningless and for this sector brief case studies are presented.

Case Study 1 - Family growing flowers and fruits and selling mainly at Fugalei market.

Family consists of husband and wife, 2 brothers and one employed worker. A young couple who grow flowers and fruit on a family plot (10 acres) and lease 5 acres from the Government. Have a regular stand at the market and as well as flowers and fruit, make up and sell flower arrangements mainly for church clients. The mother had always grown flowers and the couple were able to develop this into an income generating activity. In

in addition to market sales the couple also undertake landscaping work and can earn significant extra income when contracts are secured (e.g. recently laid a soccer field). From their market stall the couple earn SAT\$350-400 per week after expenses. They have recently taken out a bank loan of SAT\$5000 to buy materials for the flower arrangements, plants and some landscaping tools. The loan was guaranteed by the mother.

The couple feel they are doing well and see the key to their success as patience, education (they spent 3 years in New Zealand) and perseverance. They have been able to help their parents buy a food stall at the market, provide materials for a bigger house for the parents and pay SAT\$1300 towards a water tank (rest funded as part of EU project). The most significant threats to their business were seen as competition from other growers and increased costs of farm inputs.

Key findings:

- the couple are motivated to work;
- proximity to local market provides outlet for produce;
- the family has vehicle;
- cultivation knowledge has been passed down from mother
- access to finance is available as have family guarantee
- increased input prices and local competition are biggest threats

Case Study 2. - Family selling taro, bananas and kava at Saleloga market on Savaii. Family consists of husband, wife, sister, grandmother and 4 children. A family that has returned from Pago Pago where both parents worked to look after ailing grandmother. Grow taro, bananas and kava on family land at Taga. These crops chosen as easy to grow and sell at the market. Earn between SAT\$300-350 per week after costs. The income has enabled them to establish a retail store to diversify income. The farm is "defacto" organic as no chemicals are used because are concerned with safety and health of children. At this stage can't see any benefits from being organically certified (no price premium in local market and no knowledge of export markets)

Key findings:

- Family has work ethic and are motivated to support themselves.
- Proximity to local market provides outlet for produce
- Family has vehicle
- Cultivation knowledge has been passed done from father
- Competition at market is seen as biggest threat (do not see opportunity to grow vegetables for sale as too much competition)

Case Study 3. - Rural family on western side of Savaii

Family consists of husband, wife, grandmother and six children. Some of the children are from a sister who has died. Two sisters are overseas and send remittances. This is the sole source of cash for the family. Live on the western side of Savaii with basic housing. Grow taro, banana, giant taro, breadfruit and yams for own consumption. Chickens were also

apparent. In discussions an offer was made to supply other vegetable seeds but the husband did not want the pressure of a return visit that would have an expectation that the seeds would be looked after.

Key findings:

- Family has no motivation to generate income as easier to depend on remittances
- Only roadside sales would be available to this family as have no transport and are a considerable distance from population centre

Case Study 4. - Family selling a range of vegetables at the Saleloga market on Savaii. This family consists of husband, wife and 6 children. They grow tomatoes, cucumbers, pumpkins and buy in onions and potatoes and other items to sell at the market. They have only been doing this for 1 year as wanted to increase their cash income which has previously only been from remittances sent from sister working in NZ. They earn approximately SAT\$200 per week. They are keen to generate an income but are not sure what else they could do as feel there are too many farmers growing the same thing for the limited local market. Extra income is spent on the family especially school fees. They were not aware of organic farming.

Key findings;

- Motivated to generate cash income
- Crop production techniques learnt from parents
- Proximity to local market provides outlet for produce
- Too many farmers growing the same thing is considered biggest threat
- Interested in growing different vegetables

Case Study 5. - Family on western side of Savaii with two adults working locally (one as a teacher and one working on a plantation). This family consists of 3 adults and 5 children, 3 at school. The wife and mother weave but are not WIBDI clients. Is interested in joining WIBDI for the opportunity to earn an income from weaving (a "fine mat" was being prepared for the annual display but quality of weaving at this stage would not meet sponsored mat standards. The whole village has banned the use of chemicals for health and safety reasons but at this stage have not joined the organics program as not selling any produce. The family grows a few vegetables for their own use (tomatoes, eggplant).

Key findings:

- Adults have paid employment to support the family
- De facto organic for health and safety reasons
- Interested in joining the fine mat program to earn extra cash.

Case Study 6. - Family selling a range of vegetables at Fugalei market.

The family grows a wide range of crops (taro, banana, pineapples, beans, tomatoes, coconut, cocoa) for sale 3 times a week at the main market. The family consists of husband and wife and 9 children. Two sons work locally and one works in Hawaii and two are in school. The family has been growing for 14 years and this income supplements that

received from remittances. Income from the market is approximately SAT\$200 per week. Not interested in organics as no premiums at the market and need extra labour for organic production. Extra income is used for children's school fees and has enabled them to build a European style house. Lack of labour and equipment and knowledge of other crops are biggest barriers to increased production.

Key findings:

- Adults have paid employment to support the family
- Couple are motivated to work
- Proximity to local market provides outlet for produce
- Family has vehicle
- Lack of labour and equipment and knowledge of other crops are biggest barriers to increased production.

Case Study 7. - Extended family on the inland Savaii road. Family comprises 19 members with two adults working locally. Family grows a range of vegetables (tomatoes, beans, pumpkins, egg plant) along with traditional crops (mango, pineapples, banana, breadfruit, taro) and has chickens and pigs. A largely self sufficient family with some outside income from working adults and also from sales of mangoes and pineapples at the stall in front of the houses. Didn't know about WIBDI but were interested in learning about income generating activities.

Key findings:

- Adults have paid employment to support the family
- Family largely self-sufficient
- Interested in learning about income generating activities.

Case Study 8. - Group of women selling vegetables at the Fugalei market. Women from an extended family selling a range of vegetables (banana, cocoa, taro, yams, coconut, giant taro) once a week at the market. The family owns a large plantation and runs cattle as the main source of income. The women sell crops to supplement the family income with the money used for school fees, extra food items and family commitments. Organic by default as inputs considered too expensive. Not interested in organic certification as they see no premium for organic products in the market.

Key findings:

- Large extended family with good income from cattle farming
- Proximity to local market, availability of transport and motivation of women make extra income generation relatively easy in this situation.

Case Study 8: Interview with Samoan Tropical Products (STP)

An interview was conducted with the general manager of STP. The purpose of the interview was to gain an understanding of the potential market for organic coconut products and to gather private sector views on their involvement with WIBDI and potential opportunities to work more closely with the NGO.

STP, a private sector coconut processor, has successfully used their own model for the collection of nuts and production of coconut cream. A market has been developed for canned coconut cream into New Zealand and Australian supermarkets. Approximately 10,000 nuts are collected from families throughout Upolu on a daily basis with payment on pick-up (14c per nut). At times when families are motivated to earn extra cash (White Sunday, Christmas etc) up to 20,000 nuts are collected.

As a processed product STP is able to store coconut cream and or copra and sell when market conditions are favourable. Of the over 100 families that supply coconuts, one supplies almost half the daily total, earning over SAT\$500 per week. Another 50 families earn between SAT\$100-200 per week and a further 100 families supply nuts when cash is needed for food purchases (SAT\$15-20 per week).

The company has developed a supply chain model that addresses a number of issues in income generation in Samoa:

- product is sold internationally with good demand and continuing orders;
- product can be transported to market by sea, reducing freight costs;
- base product (coconuts) are readily available;
- families are told what the quality requirements are and paid on collection of nuts;
- production can be tailored to fit in with peak demands for cash from clients (clients are motivated to supply nuts);
- STP engages in added-value to overcome high freight costs;
- product is processed and stored (minimising waste) and STP has sufficient cashflow to store cream and sell product during periods of high prices;
- product quality is determined off farm at one site achieving consistency of quality.

The potential for selling an organic product was discussed. The general manager (??) STP felt that there was a market for organic product although had concerns about the financial viability of organic coconut cream production due to the costs of ensuring the production facility met organic processing standards; and the higher costs of coconuts from organic growers. The concerns about financial viability had prevented STP from shifting to organic products.

Appendix 7- Terms of Reference

SAMOA - SMALL BUSINESS AGENCY EVALUATIONS

PART B - Women in Business Development Inc.

Rationale and Scope for WIBDI Impact Assessment

Rationale

Since its establishment, WIBDI has not had an external evaluation other than its annual financial audits. This is of a high priority to WIBDI management and has been discussed at length with the NZAID staff in Apia along with a proposal submitted in 2005.

Several years ago, OXFAM NZ provided an Australian consultant to set up a monitoring, evaluation and learning framework, known as the MEL Framework, to enable the organisation to systematically assess its progress and to incorporate these into a Results Ladder. WIBDI has found the MEL Framework to be a very useful tool for planning and decision-making. The quantitative and qualitative data systematically collected on WIBDI clients over several years will help to provide source material for the impact study.

The Terms of Reference calls for an Economic and Social Impact study to:

- a. review WIBDI's approach to working with target beneficiaries;
- b. assess its program of services and the extent of its impact on the local and national economy;
- c. assess WIBDI's preparedness to develop a for profit arm; and,
- d. provide a set of recommendations on the way forward for the Agency over the next five to ten years.

Scope

The scope of the study shall include WIBDI's clients and services on all islands since its establishment in the mid 1990s.

Questions to further focus the study are listed below.

- a. Impact on Samoan families and village economy:

What contribution has WIBDI made to the economic and social development of rural Samoan families and villages in line with the aims and objectives of its vision and mission (income generated, narrowing the poverty gap, reducing hardships and lessening dependence on remittances, support for family and village organisation and culture, increasing gender equality and self-worth, and enhancing Samoa's natural environment)? How has WIBDI developed an approach in line with its vision/mission (lessons learned from past experience/current model) and what has been the result? What have been the most significant changes for WIBDI clients? How do WIBDI-assisted clients compare to others not similarly assisted; what evidence is there of this? From a family and village perspective, what is the viability and sustainability of WIBDI's approach to livelihood generation in Samoa? What are the opportunities, challenges, constraints and risks in furthering WIBDI's work with families and the village economy?

b. Impact on wider Samoa economy:

In what ways has WIBDI contributed to the overall economic development of Samoa through its projects and how significant is the work, particularly in the agriculture sector with its focus on handicrafts, organics, nonu and coconut oil production, fair trade, disaster preparedness and when measured against national economic indicators? What has been the impact on export earnings and the revival of the agriculture sector? What has been the most significant impact to these various private sector industries as a result of WIBDI involvement? What are the opportunities, challenges, constraints and risks in furthering WIBDI's work in relation to private sector growth and its contribution to the national economy?

How does WIBDI interface with key Government Ministries (e.g. Ministry for Natural Resources and Environment, Ministry for Agriculture), the private sector, NGOs and donors in meeting its vision and mission? To what extent is there mutual collaboration, support, and understanding towards common objectives? What has been the most significant change as a result of stakeholder engagement with WIBDI, and what evidence is there of this? What are the opportunities, challenges, constraints and risks in furthering WIBDI's relationships and collaboration with other key stakeholders?

c. Assessment of WIBDI operations:

What is the structure of WIBDI's operations and how well developed are its resources, capabilities (including its revenue base, assets and staffing) and linkages in relation to value-added enterprises and domestic, regional and international markets? How has WIBDI developed and managed its operations to date to meet its mission and goals and in support of its current expansion? Has the expansion been consistent and well developed in all areas? Where are the shortfalls? What have been the issues, constraints and challenges to WIBDI, and what are the opportunities, in relation to its operational base and management?

In what ways can WIBDI effectively sustain its operations into the future? How can it do so strategically and what will it require in terms of increased organisational management, resources, capacity and capabilities, including in relation to its further collaboration with other stakeholders and beneficiaries? To what extent is WIBDI in a position to develop a for profit business arm, with the aim to support its not for profit activities, within the next 1 to 2 years? What are the opportunities, constraints, challenges and risks in relation to future sustainability and growth, in particular in relation to its proposed for profit arm?

Objectives and Tasks

Objectives

An improved and verifiable understanding of how clients and key stakeholders have utilised and benefited from WIBDI's approach to income/livelihood generation and its program of services, and to substantiate the extent of its impact on families, the local village economy, and the wider private sector economy.

A set of recommendations for: a) progressing all current and planned WIBDI projects and services, including the proposed for profit business arm; b) increasing WIBDI's organisational capabilities, linkages, and resource requirements in support of the organisation's current and future client base for a more prosperous Samoan society.

Tasks

The consultants will be required to undertake the following tasks:

- a) Submit a workplan and schedule that will accomplish the objectives of the study to WIBDI and NZAID (Apia) for comment and agreement within approximately one week of the impact study start date.
- b) Review WIBDI documents including all arrangements and agreements with suppliers/markets, strategic/planning documents, relevant reports (acquittals), MOUs with government and non-government agencies, databases and client records for compilation and analysis. Assess the quality and consistency of WIBDI's data collection and retrieval system. Review strategies, studies and reports of Samoa industries (e.g. nonu/coconut) relevant to WIBDI organic certification work with respect to their growth, market potentials, and price differentials.
- c) From WIBDI's client records, staff and client interviews, and field work provide a comparative analysis of individual clients and families prior to and following WIBDI's intervention with consideration to employment, earnings, remittances, economic empowerment and cohesion of the family unit, meeting cultural and village obligations and other social impacts. Consider also impact on gender, equity of access to services, land tenure arrangements and the village social and natural environment. Identify constraints to clients and to WIBDI achieving its objectives and desired impacts (see focus questions under Section 2.2 Scope 1), Impact on Samoan families and village economy).
- d) Consult with identified stakeholders including industry, government ministries, and donor representatives with which WIBDI engages (see focus questions under Section 2.2 Scope 2), Impact on wider economy).
- e) Consult with the WIBDI Board and staff, and other WIBDI stakeholders, on management capacity and capabilities, strategic plans, present and future resourcing requirements (see focus questions Section 2.2 Scope under 3), Assessment of WIBDI operations).
- f) Compile quantitative and qualitative data to provide a social and an economic analysis of WIBDI's impact on families, the local and national economy. Also provide a management and resource capacity analysis of WIBDI operations, as follows:
 - i. a *social impact analysis* of how the work undertaken by WIBDI has contributed to the livelihoods of Samoan families and communities;
 - ii. an *economic impact analysis* of WIBDI projects and their contribution to the economy through employment, export opportunities, revival of sectors of the agriculture sector through value added activities, and lessening the reliance on remittances;
 - iii. an *analysis of WIBDI's budget, resources and capabilities* in relation to the work currently undertaken by WIBDI;
 - iv. an *options, recommendations and risk analysis* to address sustainability issues for WIBDI operations in the future.
- g) Provide a draft report, including recommendations, to WIBDI, NZAID and Government of Samoa (through the Ministry for Finance) for review and comment.

- h) Present the findings of the study to WIBDI, NZAID, Government of Samoa, and other key stakeholders, through a PowerPoint presentation.
- i) Incorporate all agreed comments into the final report. Provide hard and electronic copies to WIBDI, NZAID, and Government of Samoa.
- j) Provide an approved, summarised version of the findings to be posted on the NZAID and WIBDI websites, following relevant approval processes.

Methodology

NZAID values a participatory approach to evaluative activities which engage a range of stakeholders so that they may contribute to, and learn from, the review or study. It will be important for the consultants to constantly consider the impact of WIBDI's services and programmes on the lives of the people in rural communities that it is endeavouring to help, and the flow-on effect to the development of Samoa. The consultants will therefore ensure that the principles of partnership are demonstrated throughout the assignment.

Although it is expected that the consultants will develop the methodology, in consultation with WIBDI and NZAID, it is important that some key components are utilised.

- a. The desk review/research will include an analysis of WIBDI's strategic plans/Monitoring, Evaluation and Learning (MEL) Framework, and Program Logic including past relevant reviews, reports (acquittals) and documentation, the database on WIBDI clients, the six monthly journals and Results Ladder etc (as in Section above). These will be provided by WIBDI and NZAID.
- b. Consultations and interviews (individual/group), including survey interviews, will make up a substantial component of the study, primarily with WIBDI clients and stakeholders. WIBDI will provide a list of all their clients; past and present.
- c. Quantitative and qualitative information and data compiled from the above will be analysed and presented in a draft report. The findings will be presented to the WIBDI Board, NZAID, Government of Samoa and other key stakeholders in a PowerPoint presentation. The final report shall incorporate all agreed stakeholder comments.

WIBDI stakeholders and interviewees should include government ministries, private sector, and NGO and donor partner representatives. An indicative list of is as follows:

- Organic farmers
- Nonu processors
- Government ministries (e.g. Ministry for Natural Resources and Environment, Ministry for Agriculture, Ministry for Commerce, Industry and Labour)
- Private sector organisations
- Secretariat of Pacific Community (SPC)
- Food and Agriculture Organisation (FAO)
- Donors (NZAID, Oxfam New Zealand)

It is planned that this study will take place from September, primarily in Samoa, with the report finalised by December 2008. (The economics aspect could be undertaken mostly offshore, with visits to Samoa at the beginning and end of the consultancy; the latter to assist in working up the final figures and report.)

Outputs

The consultants will provide the following outputs:

- a. Initial workplan and schedule submitted to WIBDI and NZAID (Apia) within one week of impact study commencement.
- b. Draft report submitted to WIBDI Board members, NZAID and the Government of Samoa, through the Ministry for Finance, for comment and feedback.
- c. PowerPoint presentation of findings to WIBDI, NZAID, Government of Samoa and other key stakeholders.
- d. Final report. The consultants shall provide five hard copies and five electronic copies of the final report, including agreed stakeholder comments. It is expected that the consultants will be guided by the report format as defined in NZAID's *Guideline on the Structure of Review and Evaluation Reports* (to be provided by NZAID).
 - i. The report length should be no longer than five (5) pages for the executive summary and between 30-40 pages overall. The report shall include an executive summary, introduction, methodology used and timing, findings and results of the study and analysis, recommendations, next steps for stakeholders to progress recommendations, and conclusion. Appendices to the final report will include the impact study TOR; compilation of survey and interview responses, and statistical data/graphs, to support the analysis work done; consultant report on tasks completed; and lists of stakeholder meetings, interviews and/or consultations.
 - ii. The content should address the questions raised in Section 2.2 Scope and meet the objectives and tasks described in Sections 3.1 and 3.2. In summary, the report should include (as further detailed in Section 3.2. f.):
 - a social/livelihood impact analysis
 - an economic impact analysis
 - an analysis of WIBDI's operations, budget and capacity
 - an options, recommendations and risk analysis.
- e. Summary version of the final report findings and recommendations to post on the WIBDI and NZAID websites, following the appropriate approval process.

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