

Strategic Program API 2015 -2020

Program (I): Strengthening API's Farmer Organization Members;

Strategic Issues	-- various shapes of organizations -- still based on board of leaders -- legal aspect of organizations, inexistence of statute/bylaw -- ineffective organizational governance -- inexistence of general guidelines of organizational governance -- ineffective leadership -- participation of youth and women
Program	Strengthening API's farmer organization members;
Expected Key Results	API as national farmer organization is able to serve members' need on every and each level -- good organizational management and governance -- having clear membership and members data gathering system -- organizational structure and function run well as representation of members' aspiration and needs -- FOs receive legal recognition from the government -- FOs create networks with relevant stakeholders -- members cadre-ization run effectively
Key Activities	1. Collecting members data as basic for API's membership 2. Rural participatory appraisal education for members in each group 3. Routine meeting on thematic issues in each and every level— -- National executive meeting -- Provincial executive meeting -- Executive meeting at union level -- Executive meeting at farmer group level 4. Capacity building on organizational management (leadership, planning and financial, reporting, other skills). 5. Education on agriculture for youths – preparing youth in agricultures. 6. Workshop on organizational governance and on modules of organizational and youth education

Program (II): Building or strengthening agro-entrepreneurship (Cooperatives) in each union with profitable economic scale

Strategic Issues	-- Lack of human resources capacity and members experience in building and starting social entrepreneurship (cooperative) -- Lack of cooperation between farmers, lack of trust to institution such as cooperative. -- Dependence to external sources/parties regarding working capital. -- Weak internal Quality control -- only small number of API's members have developed collective business (cooperative) -- currently developed cooperatives have not formulated business plan and roadmap -- Farmer members of unions have high expectation regarding market demand, and require better market access. -- Currently developed cooperatives have not professionally managed (still voluntarily managed). -- Currently developed cooperatives have not implemented good governance in accordance to good cooperation principles. -- Farmer unions need capacity building in accounting/financial system and organizational control system. -- Most farmer unions have potential in production and business, but not yet become a profitable economic movement that able to improve their welfare. -- Cooperative or collective business unites ran by farmer unions are still
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	in small scale with small sales level; only reaching break event point at maximum. -- Most farmer unions have started collaboration with buyers for better market access but not yet able to significantly improve sales.
Program	Building or strengthening entrepreneurship (cooperative) in each farmer union with profitable economy scale
Expected Key Results	Farmers' entrepreneurship (cooperative) being developed are able to provide members' and markets' needs -- members organizing, production and capital organizing, based on organizational governance in accordance to National Cooperative Law -- Business Feasibility and Plan -- cooperatives' profitability is enhanced -- cooperatives implement the 2Q + C principles (quantity, quality and continuity) -- cooperatives have market access in line with market demand -- provide service to members, in line with members needs and market demand -- paying attention to socio-environmental aspects
Key Activities	1. Promoting cooperative business model to farmers 2. Capacity building on cooperative management and governance 3. Capacity building on cooperative financial management 4. Capacity building on family financial/business management 5. Capacity building on formulating business feasibility and plan 6. Capacity building on quality management, supply chain management (strengthening collective processing units in each farmer group, as part of supply chain) 7. Capacity building on marketing 8. Capacity building on agriculture production planning. 9. Capacity building for cooperatives and farmer groups in providing service to members 10. Capacity building in production input services

Program (III): Production and Quality Setup

Strategic Issues	▪ Lack of members' human resource capacity and experience ▪ Low collaboration between farmers in improving production and quality control. ▪ Quality control system not yet collectively established ▪ Dependence on external inputs ▪ Many lands previously controlled by farmers are now being sold ▪ Unavailability of land use and production map at profitable and sustainable business scale, as respond to market demand ▪ Post-harvest management are still sporadic, not yet paying attention to quality control aspects and market demand ▪ Production are still individually developed, only a small part of them is collectively developed ▪ Low access to appropriate technology
Program	Production and Quality Setup
Expected Key Results	Production according to quantity, quality and continuity (sustainable business scale) -- presence of agreement, deal by farmer groups on land use and production option to be developed, including at least 3 commodities to be developed by each local farmer organization -- reducing external production input, and developing natural production input -- improving production volume and quality, in accordance to market demand -- setup quality standard and guarantee, to be implement in production activities

	-- developing and strengthening processing units, as part of supply chain.
Key Activities	1. Consolidating farmer unions – farmer groups – for production potential and land usage arrangement 2. Production profiling and mapping, and land mapping 3. Field school on integrated crop cultivation 4. Field school on integrated pest management 5. Field school on natural farming 6. Workshop on quality standard and guarantee 7. Strengthening farmer groups' capacity for quality management and monitoring 8. Education and training on post-harvest management 9. Developing processing units

Program (IV): Collective Marketing

Strategic Issues	▪ Lack of human resources capacity and lack of members' experiences ▪ Lack of farmers' capacity, quality and continuity in production ▪ Dependence on middlemen ▪ Most farmer unions have knowledge on production potential and business opportunity that they have, but it have not become a profitable economic movement ▪ Most farmer unions have started collaboration with buyers for market access but they have not been able to improve sales significantly ▪ Market opportunities are opened for farmers' product with good quality ▪ Some of API's members have collaborated buyers, some have even initiated export ▪ Most farmers still use volume selling system or individual selling to middlemen
Program	Collective marketing
Expected Key Results	Improved market access and sales price -- collective processing units in each farmer groups are strengthened, and linked with cooperative services -- contract or commitment with buyers and linked to cooperative services -- collective marketing through collective processing units in each farmer groups, linked with cooperative as supply chain
Key Activities	1. Workshop with farmer groups to identify market opportunity and strategic partners 2. Organizing farmers' plan on supply chain and collective marketing 3. Field visit to potential buyers 4. Actively involved in multi-stakeholders meeting between farmers, private sectors and government

Program (V): Policy Advocacy for Food Sovereignty and Sustainable Agriculture

Strategic Issues	▪ Government's rice price still use single (quality) price ▪ The narrowing of productive land for food production due to the conversion of productive land / provision of land for food production ▪ Low access to water due to damage of irrigation system ▪ Low protection on price of smallholder farmers' agricultural product in rural areas ▪ Bulog's (National logistic institution) low absorption rate of farmers' rice and paddy. ▪ Food and horticulture product import policy that made price on farmers level dropped
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	▪ Reduced productivity and quality of rice due to climate change, pest, and fertilizer supply problem during planting season ▪ Farmers' high dependence to hybrid seeds and corporate-produced (and monopolized) fertilizer. ▪ Non-sustainable agricultural practices ▪ Food crop diversity (strategy) ▪ Decreased number of farmers ▪ Natural farming system ▪ Infrastructures ▪ Role of local government as food buffer at local level ▪ Involvement of Indonesian Army within agricultural extension service ▪ Employment structure in rural areas.
Program	Policy advocacy on food sovereignty and sustainable agricultural
Expected Key Results	-- influencing food policy that accommodate Multi-quality rice price -- Protection on productive land (in accordance to Law no. 41 of 2009 on Sustainable Food Agriculture Protection and to Law on Spatial) -- encourage government to rehabilitate dams and irrigation channel for agricultural land -- encourage Bulog's role in purchasing farmers' rice. -- API being involved in formulating policies and decision making regarding food import -- monitoring distribution process of agricultural inputs and machinery/ tools -- drive and control government in implementing insurance scheme against harvest failure. -- promote establishment of local government-owned enterprises that are relevant to food. -- develop members' initiative on sustainable agricultural practices as advocacy material
Key Activities	1. Perform research on food sovereignty and sustainable agriculture policy. 2. Documentation related to whole advocacy process. 3. Lobby, dialog and hearing with government, parliament, agricultural ministry and other relevant ministries. 4. Multi-stake holders meeting 5. Drawing issue paper or policy proposal for the government 6. Conduct training on advocacy framework (issue paper, policy proposal). 7. Building evidence as basic for influencing policy 8. Influencing media opinion (press conference, mass action) 9. Participation in seminars and dialogs organized by NGOs, Government; to deliver opinion 10. Strengthen farmers' initiative, as good practice examples, to influence opinion 11. Encourage local government to establish food enterprises as buffer. 12. Develop alliance with other farmer organizations, NGOs, media in order to influence policy 13. Capacity building for local farmer organizations in developing seeds and natural fertilizers

Program (VI): Agrarian Advocacy

Strategic Issues	▪ Overlapping between sectoral policies in land usage (Law on Plantation, on Forestry, on Foreign Investment, on Water Resource etc.) ▪ Nonexistence of special institution for land conflict resolution between farmers and corporations, state-owned timber corporations, state-owned corporations, and the military. ▪ Violence and criminalization against farmers. ▪ National Law no. 60 on Agrarian Principles is still effective to date
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	(included within National Legalization Program or <i>Prolegnas</i>) ▪ Post 1999, regarding land reform, most of API's members have access to land ▪ Amendment on Law no. 41 of 1999 on Forestry by Constitutional Court. ▪ Most of land managed by farmers are still conflict-exposed ▪ Imbalance on land tenure structure and farming land conversion ▪ Plantation and mining investment policy which overtaken farmers' land ▪ Existence of Ministry of Agrarian and Spatial Planning ▪ Joint Regulation of four Ministers (Ministry of Forestry, Ministry of Agrarian and Spatial Planning/National, Interior Ministry, and Ministry of Public Works) on Forestry Area Management
Program	Agrarian Advocacy
Expected Key Results	-- Land tenure and ownership for farmers -- land conflict resolution in plantation and forestry areas -- redistribution of state-owned abandoned land at national level -- review on issuance of problematic land usage permit including Cultivation Right on Land (<i>Hak Guna Usaha/HGU</i>), Forest Concession (<i>Hak Pengusahaan Hutan/HPH</i>), Industrial Plantation Forest (<i>Hutan Tanaman Industri/HTI</i>) and other kind of permits.
Key Activities	1. Paralegal training for members in conflicting forestry and plantation areas 2. Legal assistance (litigation and non-litigation) for members in conflict areas 3. Members mapping and data gathering in conflict areas 4. Lobby, dialog, and hearing with government, parliament and relevant ministry 5. Multi-stakeholder meeting for agrarian conflict resolution 6. Presenting policy advocacy to government 7. Building evidence as basis for influencing policies 8. Influencing media opinion (press conference, mass action) 9. Participation in seminars, dialog organized by NGOs, government; presenting API's opinion 10. Building alliance with other farmer organizations, NGOs, media

Program (VII): Building Network and Alliance with Multi-parties

Strategic Issues	▪ Importance of network and collaboration with multi parties to achieve mutual goals. ▪ Weak farmers' position or role in national and international forums on agricultural development ▪ Lack of farmer organizations' involvement in formulating agricultural policies at national and international level – issues on climate change, on sustainable agricultural development, on food sovereignty or security ▪ Programs formulated by government, inter-government or international forums have not yet fully reach small farmers/peasants in rural areas
Program	Building Network and Alliance with Multi-parties
Expected Key Results	API is actively taking role in strategic network for agricultural issues at national and international level: -- network being developed will be able to accommodate farmers' interests -- inter-government -- donors -- NGOs

	-- FOs -- collaboration with multi networks to advocate international policies on agricultural product trade, agricultural investment, climate change and food sovereignty and nutrition -- API is taking role in networks, both national and international for issues relevant to agricultural development both national and international
Key Activities	--- Actively participating and taking role in network meetings both national and international, for issues relevant to API's and farmers' goals --- building solidarity with other FOs, both in national and international level; for farmers' interests --- sharing experiences with other FOs, both national and international --- Promoting API's ideas as FO to inter-government institution, donors and international forums

Program (VIII): Strengthening Organizational Governance and Management of Indonesian Peasant Alliance

Strategic Issues	-- many API's members not yet registered to the local government -- many farmer unions not yet implement organizational governance -- inexistence of guidance for administration system and organizational governance at every level -- many new members are registering, there is a need for verification and socializing rights and obligations as API's members -- organization's financial dependence to external sources, members fee is not yet effectively collected -- many members need capacity building in organization's financial management -- functions and role of Farmer Board and Executive Board are overlapping or not yet fully understood
Program	Strengthening Organizational Governance and Management of Indonesian Peasant Alliance
Expected Key Results	API has a. Organizational mechanism that is implemented up to member level - membership - membership fee - accountability - decision making - regeneration and cadre-ization b. accountable and affordable program and financial management c. Role/function division between Farmer Board and Executive Board d. Organizational legality at every level e. Secretarial (communication and coordination at every level) f. API finances its operation and program to realize organization's goals g. API has competent staffs
Key Activities	1. Conduct organizational meetings in accordance to API's statute 2. Drawing strategic/work plan and financial plan at all level 3. Creating coordination and accountability system for members and national secretariat 4. Creating role and function mechanism for Farmer Board and Executive Board at national and provincial level

	5. Recruiting necessary staff 6. Registering to notary and Ministry of Law and Human Rights (at national level) and to Society Protection (Kesbanglimas) at local level 7. Creating administrative and operational system at every level
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