

AFA Strategic Plan 2016-2020

THE LONG-TERM PLAN till 2030

VISION: just, free, peaceful, healthy, prosperous, sustainable and resilient family farming communities in Asia.

MISSION: an Asian alliance of national farmers organizations in Asia building solidarity , raising our collective voice and empowering small scale women and men farmers

TAGLINE: empowering small scale women and men farmers in Asia

PEASANT AGENDA: AFA members work together to :

1. Promote secured tenurial rights of small scale women and men family farmers over natural resources: lands, waters, forests, seeds
2. Produce balanced and nutritious food through sustainable, integrated, diversified, resilient, organic, agro-ecological systems and practices in farms and forested landscapes
3. Build and strengthen farmers' cooperatives that will give farmers stronger involvement in value chains and increase their market power
4. Promote adaptation cum mitigation measures, for small-scale women and men farmers in response to climate change
5. Promote fair and just treatment to small scale family women and men farmers, ensuring equitable rights and opportunities , using a gender and age-sensitive lens
6. Promote agriculture towards the young and build their interests towards farming
7. Strengthen AFA at the national and regional levels so it becomes able to meaningfully participate in national and international processes for agriculture and rural development *note: prop*

note : propose to adopt the AFA IYFF 2014 agenda, approved by the Execom in 2013 (agenda 1-3, 5-7 . Agenda 4 rephrased from current Peasant Agenda)

CORE VALUES AND PRINCIPLES:

1. Integrity
2. Truth and Justice
3. Democracy, Transparency and Accountability
4. Quality Service and Results
5. Participatory and Inclusive
6. NonViolence
7. Solidarity and Cooperation. We have the same goals of protecting the rights of farmers.
8. Respect – We give due regard for the feelings, wishes, rights, traditions, beliefs, culture of others.
9. Grassroot Focused- The interests and welfare of our members, the small scale women and men farmers, are at the focus of our work.

THE CONTEXT (SWOT ANALYSIS)

Strengths of AFA :

- Independent, functional governance and management structures and systems, both at regional and national levels
- Committed leaders and staff at national and regional levels
- Competencies in organizing, issue advocacy, cooperative development, enterprise development, documentation, project management, information sharing, networking
- Solidarity and cooperation among members even with diverse socio-political-economic –faith contexts
- Members organized according to issues and commodities
- AFA is recognized and occupies key positions in regional and international bodies (e.g. represents farmers constituency in APAARI, GFAR, GAFSP, Grow Asia; board member of WRF, Agricord) . At the country level, some members occupy key positions in consultative and decision making bodies (e.g. API with the Ministry of Village, Pakisama with Land Bank of Philippines)
- With MTCP2 and GAFSP, AFA is able to interact with FOs from 24 countries, including 6 from the Pacific region
- AFA has secured medium term project funding (MTCP2) which allows us to have stable staffing at regional and selected country levels (Indonesia, Cambodia, Myanmar, Vietnam) and stable source
- AFA member organizations have leadership and membership composed of small scale women and men farmers

Weaknesses of AFA :

- Dependency on external funding and to one big project (MTCP2), making AFA very vulnerable to sudden withdrawal of budget support ; still unable to generate significant resources internally
- Gains in regional and international representation and advocacy is not felt at the national level

- Lacks resources to implement many of its plans in the past strategic plan (.e.g women's wing, youth development program)
- Inadequate services to members in capacity building and marketing
- Lacks members in bigger countries in Asia (e.g. China, India)
- Lack of mapping of AFA members' expertise and needs
- Insufficient documentation of members' initiatives in farmer-friendly methods

Opportunities :

- Asia countries has big and young population (Asia countries make up 60% of world's population and 70% of the world's rural youth)
- Economic growth is supported by a dynamic market
 - Big labor force (export labor within and outside Asia)
 - Big market for food/ consumers/ biggest rice consumer
 - Existing trade relations within ASEAN, SAARC, and outside Asia
- Rich and diverse natural resources (land, forests, fisheries, mountains)
 - Source of energy
 - Attractive for tourists
 - food basket' of the world/produce diverse/tropical products
- Diverse/varying context and stages of political development
 - Opportunity to learn from each other's processes
 - Show model for political reform/model how to rebuild from ruins of war
 - Experiences in peace building/people power
- Presence of organized FOs, social movements and platforms (issue-based/sectoral) including support groups (NGOs, donor partners, etc) supporting of organic farming (shifting/transition)
- Climate change
 - opportunity for learning exchanges on adaptation and mitigation
 - mobilizing fund/climate insurance
- Rich and diverse culture (indigenous knowledge, language, religion)
 - Culture of tolerance
- Availability and openness to advanced technologies
 - ICT: biggest user of mobile phones
 - Japan and Korea
- Presence of potential donors : KOIKA, JICA, 'WB', UNDP, UNIDO, WFP, Green Fund, IRRI, ICT providers
- Donors increasingly prefer country based programs and projects
- Sustainable Development Goals, where our action can directly contribute, particularly goals1 (no poverty) goal 2 (zero hunger), goal 5 (gender equality), goal 12 (responsible consumption production), goal 13 (climate action), goal 15 (life on land), goal 16 (peace, justice and strong institutions), goal 17 (partnerships for the goals)

Threats:

- Unfavorable political conditions in donor countries which prioritized "looking inwardly" to their constituents and region

- Food, fuel, climate crises and inadequate responses and support from governments
- Intensifying investments in agricultural lands by foreign governments and companies as well as local elites
- Unfavorable free trade agreements
- Competition with NGOs in terms of funding and human resources

ROLES OF AFA:

(put some description in each role. collapse into four using the objectives and performance indicators).

1. Advocate . We bring the voices of small scale family farmers in Asia to national, regional, international policy making and consultation processes of agriculture, food security and nutrition and rural development. We make efforts to influence policy makers to make policies so that they will make laws, policies, programs, that will benefit and improve the living conditions of small scale family farmers. We network , coordinate and partner with like-minded institutions that will help push forward these policies and programs.
2. Capacity Builder. AFA will provide business development services that strengthens capacities of members in the promotion of the AFA peasant agenda and members' work on strengthening the organization and businesses of the cooperatives. We network , coordinate and partner with like-minded institutions that will help AFA provide better business development services.
3. Knowledge Manager . Each AFA member has its own experience and expertise, knowledge and lessons to share. AFA promotes the products of its members and facilitates knowledge sharing (on technologies, on giving services to members, on establishing enterprises with members , on running the organizations) through show rooms, learning workshops, farmer exchange visits and social media. AFA captures knowledge learned through manuals, videos, policy papers, case studies, guidelines. We network , coordinate and partner with like-minded institutions that will help AFA capture lessons learned from various experiences in the field.
4. Resource Mobilizer. AFA will continue to develop regionally coordinated, nationally implemented projects that will help in piloting and in scaling up initiatives of AFA members.

THE MEDIUM TERM PLAN 2016-2020

Elevator Pitch : xxxxx

GOAL : Reduced poverty and hunger, increased resilience, sense of well-being and self-esteem of small scale women and men farmers in Asia, young and old alike

- increased security of tenure, access and control over lands, waters, forests, seeds
- increased incomes of women and men family farmers
- increased number of women and men farmers practicing sustainable, resilient , diversified ecological agriculture and forestry
- increased number of FO cooperatives involved in value chain activities
- increased number of youth who stays or who decide to go into sustainable agriculture and its related activities
- strengthened involvement of women farmers in decision making and in sustainable rural development processes
- increased participation of FOs in agriculture development processes at country , regional and international levels

Roles, OBJECTIVES AND PERFORMANCE INDICATORS BY 2020:

1. **AFA as a convincing advocate.** To push for the enactment or adoption of pro-small scale family famer policies, programs, guidelines and investments at national and regional levels in partnership with other like-minded institutions

- #of favorable policies that were enacted/pushed because of effective FO advocacy (refer to AFA peasant agenda)
- # of partnerships built and strengthened due to common advocacy work
- # of researches, documentation (evidence-based advocacy) , KM materials written and disseminated to policy makers

2. **AFA as a Capacity Builder.** To Strengthen capacities of FO Leaders and staff in leadership, organizing, networking, policy advocacy, negotiation, value addition, and in managing organizations and cooperatives as well as finance and knowledge systems.

Performance Indicators :

- FO's satisfactory rating in financial health check, FO Growth Monitoring Tool
- Cooperatives' Satisfactory Rating in cooperative assessment tools (includes business indicators like ROI)
- increase in sales of products of AFA members
- # of young farmer-entrepreneurs on sustainable agriculture and cooperative management
- # of farmers practicing integrated , diversified, sustainable, organic, ecological agriculture and forestry

3. **AFA as a Learning Organization.** To Strengthen AFA an effective Knowledge and Learning Hub for farmers and policy makers: Capturing, Sharing and Institutionalizing Knowledge and Lessons Learned by FOs in advocacy for pro-family farmers policies and programs, capacity building, cooperative formation and management, social entrepreneurship

- KM materials developed (manuals, videos, case studies) around AFA's peasant agenda, uploaded in website and translated in members' languages

4. **AFA as a credible FO.** Ensure AFA is a large, diverse, strong, and inclusive regional farmers organization and that its organizational systems and processes are transparent, democratic, effective, efficient and sustainable.

Performance Indicators, Regional Level:

- satisfactory rating in financial health check, FO growth monitoring tool
- on time submission of accurate and reliable financial reports as well as unqualified audit reports to relevant government agencies, AFA members and partners
- increase in internal generation of funds yearly, 50% ability to cover core AFA operations (2 FT staff, overhead) by 2020.
- additional members in 6 countries (please note we have targetted 50%+1 countries by 2020. There are 48 countries in Asia, so, 25 countries by 2020. We are currently in 13 countries. We need to get at least 12 countries until 2020. For the next five years, we can target membership in 6 countries (Laos, Timor Leste, India, China, Bhutan, Pakistan, Tajikistan because of MTCP2 and GAFSP operations).
- women's and youth wing at national and regional levels

STRATEGIES : (note: can also serve as our programs)

1. Policy Advocacy. Articulate the AFA peasant agenda in strategic consultations and decision-making bodies.

Performance Indicators

- strategic positioning of AFA in key international bodies
- # of farmer leaders with high level of expertise to articulate and promote AFA's policy agenda
- # of synchronized cum fund raising campaigns for pro-small scale family farmer policies, programs and investments

Key Activities

- Develop and implement synchronized campaign cum fund raising activities in promoting the rights and recognizing the important role of small-scale farmers coordinated at the international/regional level and implemented at national level such as Land Matrix, Farmers Parliament, Farmers Caravan, farmers choice menu with food chains and restaurants, Tribute-to-farmers meal during world food day celebrations
- Get public/famous personalities and media to endorse campaigns (e.g. football player as farmer ambassador)
- Media blast on shocking news /facts about farmers
- Popularization of key issues, challenges and initiatives of farmers to raise awareness of farmers through production of issue papers, posters and knowledge products in local and farmer -friendly language
- First Two Years :
 - Develop and implement at least one regionally coordinated but nationally-implemented synchronized cum fund raising campaign
 - Identify AFA experts and spokespersons in various key networks AFA is currently in
 - Training and orientation on AFA experts and spokespersons (farmer leader and secretariat at national levels) on interplay and dynamics of international and national policy advocacy work

2. Capacity Building. Strengthen capacities of FO leaders and staff, with significant inclusion of women and young farmers, towards better implementation of AFA peasant agenda.

2.1. Business Development Service Provider. Establish AFA as a reliable Business Development Service Provider for its members, and a reliable supplier to its partner consumers /markets.

Performance Indicators

- # of Technical Assistance provided to members
- #of business management and entrepreneurship events conducted/facilitated

Key Activities

- database/mapping of members' products (quality and quantity)
- forging partnerships with other training institutions and service providers for capacity building of members
- AFA showroom (offline and online) where products of AFA members are displayed
- Trade Fairs
- Market facilitation
- Development of AFA brand /certification
- First Two Years (resource : mtcp2 afa allocation)
 - development of business plan for the BDS
 - database/mapping of members' products
 - forging of partners with other relevant institutions

2.2. Cooperative Development and Strengthening.

Performance Indicators

- increase in number of FO agri cooperatives developed and strengthened
- # of FO Cooperative Business Forum conducted

Key Activities

- Development of Cooperative Assessment Tools (e.g. sustainable and inclusive cooperative enterprises)
- FO Cooperative Business Forum with FO cooperatives, at least once a year, in each country, then sub region, then region
- Establishment of sub regional and regional FO agri cooperatives based on commodity clusters
- Establish and recognize, through AFA awards, centers of excellence for cooperative development and management

- First two years:
 - Development of a cooperative assessment tool
 - Mapping, classification , diagnosis of existing cooperatives of members using Cooperative Assessment Tool
 - enrolment in Mycoop training course of FO coop trainers and managers
 - Two FO Cooperative Business Forum

2.3 Sustainable Agriculture Program

Performance Indicators:

- # of trainings conducted on sustainable agriculture , age and gender differentiated
- # of trainors for sustainable agriculture
- # and quality of innovations by farmers practicing sustainable agriculture

Key Activities

- At regional level, Establish and recognize , through AFA awards, centers of excellence in sustainable agriculture and excellent farmer innovators
- Exchange visits/ apprenticeship to centers of excellence in sustainable agriculture (e.g. farm stay, youth camp)
- Document sucessful models and initiatives on sustainable agriculture /alternative farming systems
- Conduct research-based advocacy to highlight benefits of sustainable agriculture in acomplishing multiple wins (incomes, adaptation, mitigation, food security, nutrition. landscapes, biodiversity) in partnership with research institutions
- First Two Years :
 - Develop a program on sustainable agriculture that is regionally coordinated but nationally implemented; seek partnership with partner research and funding institutions

3. Knowledge Management. Strengthen AFA as an effective Knowledge and Learning Hub for farmers and policy makers: Capturing, Sharing and Institutionalizing Knowledge and Lessons Learned by FOs in advocacy for pro-family farmers policies and programs, capacity building, cooperative formation and management, social entrepreneurship

Performance Indicators:

- # of KM sessions conducted
- # of KM materials developed and produced from all these KM sessions (video, case studies, manuals, guides, picture stories, blogs, farmer stories) around AFA's peasant agenda
- # of hits, likes, readership n social media outlets
- # of times the aFA KM products are used in business development services

Key Activities

- maintain, constantly upgrade and innovate online social media and website of AFA
- Include KM component in all project grants resourced by AFA and events conducted by AFA and implement them well
- strengthen capacities of AFA execom and staff and work groups on KM
- Identify and document model and successful cases as experienced by AFA members

4. Membership , Leadership and Organization Development.

Performance Indicators

- # of new members
- # of active members
- # of functional work groups
- # of project facilitation
- # of coaching, mentoring, TA rendered
- # of representation of farmer leaders

Key Activities

- Membership Expansion
 - Identification and recruitment of potential members (through projects e.g. from MTCP2, GAFSP, GFAR and international conferences we attend)
 - Profiling of potential FO members through country visits
- Organizational Diagnosis and Review
 - Regular organizational diagnosis using agreed assessment tools
 - Coaching, Mentoring, Technical Assistance
 - Information sharing
 - Country visits
 - Project facilitation
- Leadership Development
 - exposure to international events and conferences of farmer leaders
 - coaching (esp when representing AFA in international events or in media)
 - translation of important, relevant documents
- Governance
 - regular Execom and GA meetings
 - regular audit report
 - project management

Questions for Further Reflection:

Kind of governance structures AFA will need as it grows bigger and therefore requires more costs ?

What are targets and activities at national level, at regional level ?

Will we retain the work groups (task forces) or should we create new ones?

How do we target a certain increase in generation of funds from conventional/traditional funding agencies ?

What will be our milestones for 5 years ?

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