

**(1) AFA – CSA Project on Public Procurement**

Expanding involvement of Farmers’ Organizations in Public Programs; Generating Employment and Promoting Sustainable Agriculture

**Regional Work Plan**

At the national level, AFA, through its member in the Philippines, PAKISAMA, will undertake a project entitled “Expanding involvement of Farmers’ Organizations in Public Programs; Generating Employment and Promoting Sustainable Agriculture”. The project concept note is in a separate document.

The Asian Farmers Association, AFA, as the partner regional FO of PAKISAMA, will provide technical assistance and knowledge product development to PAKISAMA. Technical assistance will be in the form of:

- (1) conducting desk research to inform PAKISAMA of current experiences on public procurement from other countries (e.g. Brazil’s school feeding program/zero hunger program, EU experience);
- (2) linking PAKISAMA to the country anchors of relevant international institutions such as World Food Program , IFAD and FAO,
- (3) working with the PAKISAMA team in drafting a joint FO-government program on institutional purchase and in drafting the PAKISAMA strategy in advocacy for public purchase.

Knowledge product development will be in the form of

- (1) producing a case write up as well as a video on the experience of PAKISAMA on this advocacy for public procurement; (Jan-Feb 2015)
- (2) producing an policy paper highlighting PAKISAMA’s experience; (March 2015)
- (3) producing an issue paper on public procurement highlighting its importance viz IYFF – Asia, and some examples from Asian, Latin American and African countries (April 2015)

At the Southeast Asia level, AFA will conduct a learning session involving AFA member organizations in the sub region who have the potentials to also do advocacy work with their governments on generating employment-environment economic activities with FOs – namely API in Indonesia, FNN in Cambodia, VNFU in Vietnam. They have the potentials because their farmers are organized according to commodity cluster, and they are currently engaging their governments on some other activities. During this regional learning session, the PAKISAMA case will be presented, as well as some other cases in the sub region, as well as the case of Brazil. We will invite governments from ASEAN countries to attend this regional learning session.

## (2) **AFA-CSA Project on Developing service-delivery capacity of national farmers' organization on sustainable agro-enterprise through knowledge sharing and innovation in 7 ASEAN countries**

### **A. Executive Summary**

The Asian Farmers Association is a regional organization of small scale women and men farmers, fishers and indigenous peoples currently present in 12 countries, including 7 countries in Southeast Asia ( with members in the Philippines, Indonesia, Thailand, Cambodia, Vietnam, Myanmar and partner in Laos). AFA envisions family farmers to lead happy, healthy and empowered lives.

One of the pillar of AFA's strategic plan and the indicators for empowerment that AFA members have drawn is the FOs capacity to manage sustainable agro enterprises. Currently, initiatives have been taken by member FOs along these lines: increasing FO's market power through cooperative/collective production, processing and marketing. This includes establishment and reinforcement of agro-enterprises especially through access to market and access to financing. Special attention is given to marketing for organic product (rice, cacao, free-range chicken, coffee, etc) focusing on sustainable farming technologies, cooperative marketing, participatory guarantee system and organic certification. The initiatives have varying degrees of success or development, some have developed faster than others, some more successful than others. But all expressed the need to know what others are doing and learning so that they can make improvements in their initiatives.

This Project aims to improve the capacities of AFA national FO members to provide services to its members/farmers association particularly in managing sustainable agro-enterprises through knowledge sharing and innovation and capturing of lessons learned through guidelines, frameworks, manuals. The Project will focus on several learning themes leading towards increasing farmers' market power e.g. sound management practices of cooperative enterprises, training and extension services on production and marketing (*e.g. commodity-based clustering/organizing, farmer-to-farmer extension, collective marketing, institutional purchase, contract negotiations, product quality improvement and product differentiation, setting up participatory guarantee system or organic product certification standards, savings mobilization/internal resource mobilization, external access to credit and loans, advocacy strategies for public policies and programs to provide incentive to farmer-led, farmer-owned agro enterprises*).

In this Project, member FOs will take stock of their experiences, share their knowledge and learning with other FOs at national and regional levels, and in the process capture lessons learned and make efforts to apply these lessons through further innovation in their own strategies and approaches. Special attention will be given to sharing the experience of FO's from OECD countries, especially AFA members (Japan, Taiwan and SKorea) but also FO's from Europe. Experiences of Agri-agencies in supporting FOs shall likewise be included in the stock-taking process. Special attention will be pursued in engaging FOs in MTCP2 platforms both at the national and regional level

## **B. Analysis of the context and the challenges**

In most Southeast Asian countries, small-scale/family farmers are largely unorganized. Only around 20% of small-scale farmers belong to farmers association or cooperatives. Isolated/unorganized farmers cannot capture sufficient gain from their production and marketing activities due to their inability to aggregate enough volume of production to command good price for their product. As the Farmers' fighting Poverty rightly puts it, farmers are often isolated physically, economically and institutionally from services, inputs, markets and innovations, but farmers' organizations can break this isolation. Farmers' organizations serve their members by disseminating ideas, research findings, appropriate technologies, and advice on production and markets. Their layered structure allows them to spread knowledge over wide areas at grassroots level, and local cooperatives and sub-national unions are ideally placed to increase farmers' economic productivity and entrepreneurship. Given this context, the role of farmers association/cooperatives and their link to apex farmer organization is very crucial.

Strong and capable farmers association/cooperatives serves as the key channel to access services from various public and private institutions ranging from mobilizing government support for irrigation, farm-to-market road, accessing credit from commercial banks, bulk purchasing of raw materials for production and more importantly of collective marketing to derive greater income.

Amidst the crucial role played by farmers association/cooperatives, most of them are struggling in carrying out their function of providing services to their members. It is in this light that their link to apex/national farmers federation becomes important. The national farmers federation are important platform that brings together various farmers association/cooperatives to share common problems/challenges, learn lessons and insight from good experiences of other farmers organization as well as develop common agenda and action points to improve their capacity to deliver services to its members.

It is in this context that AFA would like to support the national farmer organizations to undertake its function of developing the capacity of its member farmers association/cooperatives as effective channels of accessing support services as well as capturing benefits from marketing activities.

## **C. Extended presentation of the project**

The Project hopes to address the need of apex/national farmer organizations in building the capacity of their member farmer organizations to manage sustainable agro-enterprises through knowledge sharing and innovation.

The Project recognizes that there are available solutions and good models/approaches on how apex/national farmer organization provide important support to their member farmer organization. Stock-taking of these solutions/good models shall be one of the major intervention that will be supported by this project both at national and regional level. In addition, continuous sharing and exchanges among national farmers on key themes shall be sustained (e.g. effective service delivery strategies ) for the entire five years. New theme may be introduced each year for the regional learning exchanges to reinforce the continuing sharing/discussion on the main/key theme.

#### **D. Choice of Project Coverage**

The Project will be implemented in seven (7) countries in Southeast Asia. These countries are selected based on the following criteria;

1. Presence of national farmers federation with strong program on sustainable agro-enterprise supported by agri-agencies particularly by CSA to ensure that there will be available resources that can support the implementation of innovative strategies drawn from the knowledge sharing and learning exchanges supported through this project
2. FOs previously implemented CSA-supported project on marketing
3. Presence of platform among national Farmer federation e.g. Medium Term Cooperation Program (MTCP2) FO platform
4. Presence of other CSOs/ business service providers with existing initiatives on sustainable agro-enterprise

In order not to disperse the Project resources too thinly and in the interest of generating greater depth in output, the Project will employ differentiated level of project support – 3 (3) FOs in 3 focus countries (Indonesia, Philippines, Vietnam) will be supported to implement national level stock-taking activities as well as participate in regional learning exchanges while three (4) FOs from 4 countries will be supported to participate in regional learning exchanges only. 2 of the 4 FOs are still in earlier stage of developing their organization thus may not yet be ready to engage in agro-enterprise development. Below is the list of national FOs and their level of participation in the project.

Country	National FO Federation	Individuals Farmer members	Level of participation in the project
Cambodia	Farmers and Natures Network (FNN)	50,840	National& regional
Thailand	SORKORPOR (SKP)	35,000	Regional only
Vietnam	Vietnam Farmers' Union (VNFU)	10,000,000	National& Regional
Philippines	National Federation of Farmers' Organization (PAKISAMA)	80,000	National & regional

Indonesia	Aliansi Petani Indonesia (API)	167,000	National& Regional
Laos	Lao Farmer Network	3,000	Regional only
Myanmar	Agricultural Farmers Federation of Myanmar	30,000	Regional only

### **E. Project Objectives, Outcomes and Outreach**

Generally, the Project aims to improve the capacity of national farmer organization to provide quality service to its member organizations as they implement agro-enterprises that contributes to increased income of farmers.

Specifically, the Project intends to deliver the following outcomes:

- Provided national FOs with information and learning experience on various models and strategies on improving services to members on agro-enterprise
- Deepen conversation and action oriented discussion among FOs on improving their service delivery to members
- Establish link between national FOs and other service providers
- Generate relevant policy advocacy agenda from the conversation and learning exchanges
- Enhanced the interaction among AFA members and other FOs in the MTCP2 platform

Project implementation is at 2 levels: – national and regional level for five years allowing a longer period to ensure sustained effort leading to greater chances to develop the capacities of national farmer organizations particularly those in the focus countries to improve their service delivery to members.

#### **National Level:**

At the national level, there will be national learning sessions in 3 countries (Philippines, Indonesia, Vietnam). In these 3 countries, CSA has in-country project cooperation with AFA members thus there will be higher chances of complementing the resources from this project with the existing in-country cooperation.

Other countries like Laos and Myanmar may not have enough experiences/cases of national farmer's federation/cooperatives since they are still in the early stage of building their national farmer structure. **National FOs in the MTCP2 platform** shall be invited to participate in the national learning session including other institutions like **national cooperative federation** and possibly **commodity chambers as well as agri-agencies and other development partners**.

Key activities to be conducted at the national level:

**Activity 1.1: Mapping/Scoping** study and brief profile of *various country models on service delivery strategies/approaches used by national farmers federation/cooperatives related to agri-based enterprises including the initiatives/ strategies supported by the agri-agencies*. The mapping/scoping study shall be presented/shared during the national learning workshop. The scoping study will also be helpful in identifying potential participants to the national learning session. **(YEAR 1, Jan-Feb)**

**Activity 1.2: National learning workshop** to take stock of various experiences of different Farmer Cooperative Federation, National Farmers Organizations and other institution related to initiatives of providing services to members on agri-based enterprises including the sharing of diagnostic tools for assessment and planning (the national learning

session will be in full synergy/complementarity with the MTCP2 process). To ensure quality participation and rich exchanges, all participating groups shall be given guide questions and PowerPoint template to facilitate the sharing session. **(YEAR 1, March)**

**Activity 1.3: Documentation of the national learning sessions**, all annual learning sessions as well as the small-group sharing within AFA national FO. Experienced/Seasoned documentor shall be contracted to document all key national activities. Documentation guide and TOR shall be drafted to ensure minimum standard of documentation across all countries. Briefing through skype among the documentors and the KM officer of AFA shall be done.

**Activity 1.4:** After the national learning workshop, **annual learning session among the ExeCom and key staff of AFA national FO member** to take stock on their initiative of improving their service delivery strategies particularly on agro-enterprise shall be done. (YEAR 2)

**Activity 1.5: Thematic Small group sharing between AFA national FO member and MTCP2 FOs and other agri-agencies** focusing on the annual theme consistent with the regional learning theme that will be collectively drawn after the first regional workshop

### **Regional Level:**

Activities will be focusing mainly on conducting regional thematic learning workshop dovetailed to a regular sharing cum peer-to-peer advising among focus country representatives (Indonesia, Vietnam and Philippines).

**Activity 2.1:** The regular peer-to-peer advising will be an in-depth conversation focusing on the innovation and transformation activities/processes being done by national FOs to improve its service delivery to member organization on agro-enterprise development. Other experts may be invited to attend the session to provide additional guidance to the focus country representatives. Experts can be from the country, within the region or from other region (OECD, northeast AFA members, etc). The expert can provide technical input for consideration of the national FOs. These experts may naturally come from the resource persons invited for the regional learning workshop.

**Activity 2.2:** In terms of the regional thematic learning workshop, there will be annual regional thematic learning exchange. The *themes* will be responsive to the needs identified from the country level workshop. The *duration* will be around 3-5 days excluding travel days. *Participants* shall be carefully selected based on relevant criteria related to the theme. Each country will be provided five slots thus ensuring a manageable number of participants (35 pax excluding resource person and support staff). Gender balanced participation shall be observed. There will be mainstay participants which would be regularly attending all the regional learning workshop. The mainstay participants shall be composed of key farmer leader from the policy making level, key farmer manager with hands-on experience in managing agro-enterprise supported by CSA project at the country level and one key secretariat/support staff from the national FO. These mainstay participants from the focus country will also be attending the regular sharing/peer-to-peer advising session. New participants shall be selected based on the theme for the regional learning workshop.

The initial *program design* for the succeeding regional workshop shall be included as one of the agenda in the regular sharing of focus country/FO representatives. AFA secretariat shall

then further develop the program design and discussed with country representatives through email exchanges and skype.

During the regional learning sessions, Farmer organizations will share knowledge and learn from each other as well as from technical inputs from experts, among which expert from FO's from other regions. Special attention will be given to sharing the experience of FO's from OECD countries, especially AFA members (Japan, Taiwan and Korea) but also FO's from Europe.

**Activity 2.2.1 Field visit** will be an important activity in the regional learning workshop, as such preparatory session with the selected area to be visited shall be done including the production of FO profile/ Case brief as well as coaching of the farmer leaders and staff on effective sharing of experiences during the field visit.

Initial list of themes drawn from previous regional workshops conducted by AFA with support from previous CSA projects. These can be subjected to change, as needs are further defined through Project implementation and planning processes:

Year	Initial Theme
Year 1	various models on service delivery strategies/approaches on the management of farmers led enterprises including the sharing of the agro-enterprise assessment and planning tool and other diagnostic tools
Year 2	Strategies on increasing the market power of the FO's e.g. commodity-based organizing, production input bulk purchasing, collective marketing strategies, institutional purchase, contract farming, negotiation etc
Year 3	Capital mobilization (savings and credit system, etc) Advocacy strategies for public policies and programs to provide incentive to farmer-led, farmer-owned agro enterprises
Year 4	Product Certification focusing on Participatory Guarantee System (PGS)
Year 5	Risk mitigation (insurance system) to ensure stable production amidst the challenge of extreme weather variability

#### Target number of participants at the Regional Level

Countries	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Min# of women
Indonesia	3 mainstay + 2 new pax	3 mainstay +2 new pax	3 mainstay +2 new pax	3 mainstay +2 new pax	3 mainstay +2 new pax	3 10	1 3
Philippines	3 mainstay + 2 new pax	3 mainstay +2 new pax	3 mainstay +2 new pax	3 mainstay +5 new pax	3 mainstay +5 new pax	3 10	1 3
Vietnam	3 mainstay +2 new pax	3 mainstay +2 new pax	3 mainstay +2 new pax	3 mainstay +2 new pax	3 mainstay +2 new pax	3 10	1 3
Cambodia	3	3	3	3	3	15	5
Thailand	3	3	3	3	3	15	5
Myanmar	3	3	3	3	3	15	5
Laos	3	3	3	3	3	15	5
Total	27	27	27	27	27	135	27

**Activity 2.3:** Documentation of the regional learning workshops as well as the sharing/peer-to-peer advising among focus country/FO representatives shall be done.

**Activity 2.4:** Various knowledge products can be produced based on the documentation. Knowledge product can take the form of full case study of caselets or short success stories to show what works and what does not and how the successful strategies and approaches can be adopted and replicated. It may also include manuals/guidelines that will give details of how successful approaches and strategies will be carried out. All knowledge products will be translated in members' languages to ensure.

**Activity 2.5:** Partnerships are necessary for tapping of expertise and resources. Thus, farmer organizations will be linked with various agencies that can provide these. This will be an important part of capacity building and will help ensure not only the success of the project, but its sustainability as well.

**For discussion with AFA Members: VNFU in Vietnam, API in Indonesia and PAKISAMA in Philippines**

**Documents to be prepared (Dec) and for discussion (January 2<sup>nd</sup> week)**

- Partnership agreement
- TOR
- Templates for scoping study/mapping of different models of National FOs service delivery strategies/approaches
- Templates on FGD at the FO level (enterprise assessment and planning tool)
- Draft design of the National Learning workshop