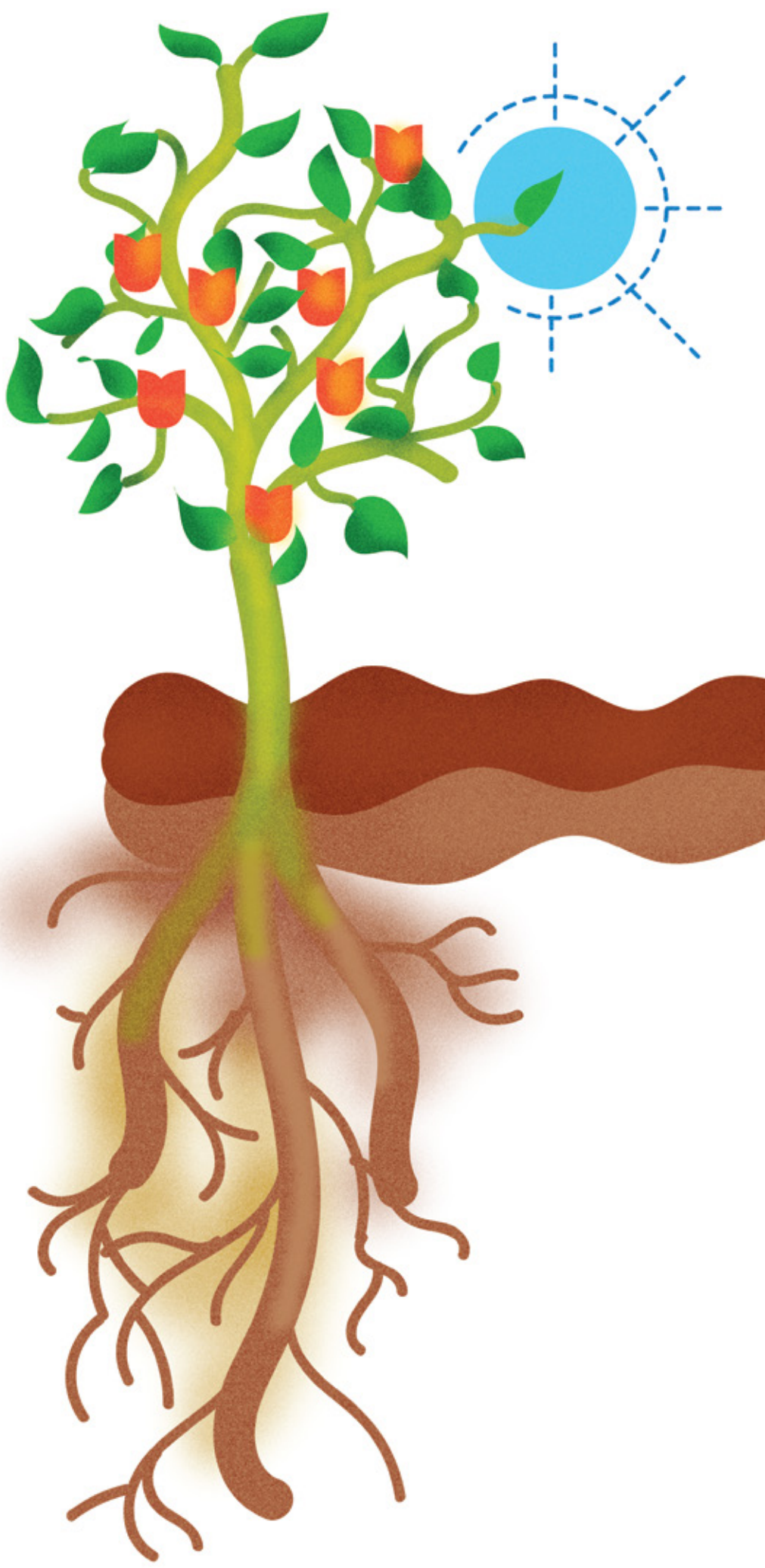


STRATEGIC PLAN



OVERVIEW

Mission – What we do	3
Vision – What we want to achieve	3
Strategy – How we do it	3
Ambitions for the years to come	4
Representation	5
Future works	5
Networking	6
Future works	6
Policy development	7
Future works	7
Advocacy	9
Future works	9
Capacity building	10
Future works	10
Annex – current situation - state of play	11
Representation	11
Networking	12
Policy development	13
Advocacy	14
Capacity building	15



MISSION

WHAT WE DO

The mission of the World Farmers' Organisation (WFO) is, by being THE renowned representative international farmers' organisation advocating farmers' interests, to let the world FARMERS' VOICE be heard, expressed by farmers at the world stage on the most relevant and common issues affecting farmers worldwide now and in the future.

VISION

WHAT WE WANT TO ACHIEVE

The vision of WFO is to foster the economic viability of farming activities, aimed at improving the livelihood conditions of farmers, their families and the rural communities they work and live in and strengthening the contribution of the farming community in tackling the challenges mankind faces.

STRATEGY

HOW WE DO IT

The strategy of WFO is:

To expand the membership base as a representative international member-based and member-driven farmers' organisation,

To deepen and create new alliances with relevant external stakeholders, build stronger links amongst WFO members and facilitate exchange among its members and between its members and WFO's stakeholders,

To draft policy documents, taking into account the farmers' view as well as stakeholders views and expert evidence available, which contribute to the relevant international debates,

On this basis, to externally advocate the adoption of policies which contribute to the realization of the WFO's vision.

AMBITIONS

FOR THE

YEARS

TO COME

Representation



The WFO has the ambition to be an international, representative, member-based and member-driven organisation of both national farmers' organisations and national agricultural cooperative organisations, focusing on entrepreneurial family farmers but eventually representing all kinds of farming models in terms of production type, method and scale, as well as young farmers and women farmers.

Future works

Therefore the WFO will...

Further develop its membership throughout all regions of the world, both in terms of organisations and in countries represented

With a specific focus on Africa, Asia and Latin America where the membership base must be broadened and diversified

In close collaboration between the International Secretariat and the members of the constituency facilitated by the constituencies board member, designated regional focal points and where appropriate with regional/transnational organisations representing farmers' organisations

Develop a structural approach on how to strengthen the capacity of members from developing countries to contribute to the WFO

Actively strive for a diversified farmer-based membership on all accounts

By activating the young farmers' committee and the agricultural cooperative working group in the short term while keeping up the level of activity in the women farmers' committee as pull factors

Helping in the continuous effort to engage agricultural cooperative organisations as members and dedicated organisations for young farmers or women farmers as affiliated members.

Actively seek the membership of both farmers' organisations representing small scale and large scale agriculture in countries where they are not represented by one organisation

Open a dialogue, eventually resulting in a Memorandum of Understanding (MoU), with transnational organisations representing farmers' organisations on how to mutually reinforce membership and their involvement by sharing and, where appropriate, aligning agenda's, policy formulation and documents, and advocacy work

Initiate and take the lead in an open dialogue with other international farmers' organisations and NGO's engaging in the international debate on agriculture in order to increase mutual understanding and esteem contributing to a more nuanced but strengthened allied farmers' voice.

Networking



The WFO has the ambition to strengthen and further develop effective networks among its members and between members and stakeholders in order to foster dialogue and exchange experiences and best practices resulting in open minded, forward looking and pro-active policy formulation. Networking will also enhance WFO advocacy on behalf of its members, as well as increased membership of its member organisations through in person and electronic first hand and state of the art information and extension options.

Future works

Therefore the WFO will...

Prioritize the relevant fora and platforms taking into account WFO's resources

Strengthen the structural opportunities to have a dialogue among members and between members and WFO partners

Redesign the GA agenda, based on a combination of panel sessions and a working group formula

Encourage members to set up regional meetings of WFO members as side events of meetings of regional/transnational farmers' organisations or stakeholders' events

Develop a web based platform allowing members' interactivity on relevant topics

Moderated by the International Secretariat, guided by the relevant facilitators and working groups

sharing relevant events

With open, moderated, thematic sections on the WFO website for members and partners to share relevant publications, articles, case studies and best practices

Facilitating the integration of the different WFO communication channels in members' communication channels

Facilitate informal meeting opportunities

Allow enough informal meeting time around formal meetings

Have a formal briefing session for members representing the WFO at international events

Further develop a relevant network with international organisations

Focusing on the relevant UN institutions and those international organisations that work on topics selected as the most relevant working items by the GA and where WFO can truly make the difference. Where relevant strengthened partnerships can be sought by deepening existing MoU's

Gradually broadening partnerships where it aligns with WFO's goals

Further facilitate networking between members and international organisations and WFO partners.

Policy Development



The WFO has the ambition to develop, through a member-driven bottom-up approach, balanced and consensual policy papers demonstrating the need to strengthen the economic and social viability and capacity of farmers in order to better tackle the challenges farmers and their families, the farming sector, rural communities and mankind as a whole face, and build consensus among WFO's main stakeholders.

Future works

Therefore the WFO will...

Reconfirm food security, climate change, trade and value chain as THE focal horizontal working points and regularly revise those policy papers in order to deepen and strengthen them while taking into account relevant progressive insights in the ongoing international debate

Assess on a regular basis at the level of the GA if new or emerging issues should be addressed taking into account the evolving farmers' interests and international agenda

Elaborate the role and importance of innovation, specifically but not exclusively, related to the focal working points of WFO, in order to firmly incorporate it in WFO's policy papers

Capitalise on the diversity of the farming sector by elaborating the challenges and opportunities of different farming models, in terms of scale and production method, and integrate this aspect in WFO's policy papers

By engaging at the level of the International Secretariat an economic adviser, investing in the capacity to produce economically sound and evidence-based WFO's policy papers, clearly demonstrating why and how to strengthen the economic viability of the farming sector and how this strengthens the farming sector's capability to deliver.

Incorporate specific nuances for women farmers and young farmers in the WFO policy papers

Mandate the women farmers' committee to feed in their specific nuances in WFO's policy formulation processes, apart from the development of their own specific agenda that goes beyond the focal working points of WFO

Activate the young farmers' committee and the working group on cooperatives and mandate them to feed in their specific nuances in WFO's policy formulation processes, apart from the development of their own specific agenda that goes beyond the focal working points of WFO

Facilitate the exchange of information on sectoral market evolutions and policy developments among members without taking the lead and without the aim to come to formalised WFO policy papers and advocacy, unless there is a clear and well defined mandate from the board and the GA

Members can propose informal side events in the margin of the GA on sectoral issues

With open, moderated, thematic sections on the WFO website for members and partners to share relevant publications and information

The member-driven bottom-up decision making process must be strengthened

At **GA** level by

Organising open working group sessions alongside the plenary debriefing of working group activities and presentation of future works

Planning time slots for constituency meetings

Allow enough time for discussions on future policy orientation

At the level of the **FACILITATOR**

By formulating his role as a neutral expert look that facilitates the working group process towards a balanced and strong policy paper

At **MEMBERSHIP** level

Direct involvement of members in working groups alongside the two constituency representatives should be stimulated.

Possibility to comment on, revise and amend draft policy documents through a closed, moderated, thematic section on the WFO website

At **BOARD** level by

Assigning specific thematic portfolios to individual board members

Drafting well defined mandates to the working groups indicating timing and deliverables in terms of policy development and preparation of advocacy work

Encouraging the appointment of a Sherpa by the board member within its own organisation that assists the board member in his contacts with the International Secretariat, in the preparation of board meetings and the follow up of board decisions and WFO's feedback to and interaction with constituency members

At the level of the **INTERNATIONAL SECRETARIAT**

Strengthening the capacity of the International Secretariat to prioritize and plan well ahead in close collaboration with the board, the facilitators, the working groups and the membership activities in the international arena in terms of content, timing and relevant forums

With priority but gradually engage a staff of policy officers, assigning them specific and prioritized thematic portfolios, and eventually an economic adviser who will assist the dedicated working groups and facilitate the member-driven bottom-up policy formulation process by preparing documents, summaries, drafts and reports provided a previously adopted budget to this end by the GA

At the level of the **WORKING GROUP**

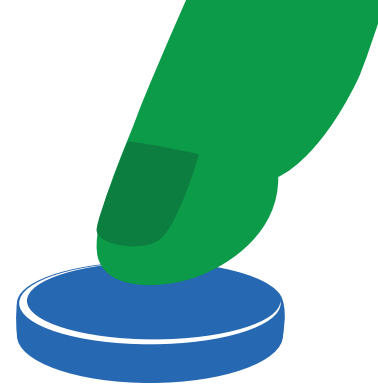
Develop robust and effective communication channels between the working group members, their constituency and constituency members utilizing as required the assistance of the constituencies' board member, their optional Sherpa and the International Secretariat.

Rotation in the constituency representation in working groups

At the level of the **CONSTITUENCY**

Setting up possibilities to consult the membership, if possible as side events of regional meetings of whatever kind

Advocacy



The WFO has the ambition to influence the policy debate by representing the balanced, consensual voice of the world farmers through farmers themselves. This is done by demonstrating what the farming community can do to tackle the challenges mankind faces, while having positive outcomes for farmers and their families, and stressing the policy action that is needed. Farmers, who represent the WFO, can illustrate our goals and influence international policy through their own experiences, and other farmers' testimonials, backed by strong, substantiated policy papers with clear key messages.

Future works

Therefore the WFO will...

Deepen its relations with the relevant UN institutions at all levels and strengthen the partnerships with the most relevant stakeholders

Develop a media and public relation strategy leveraging specific elements of the broader internal communication to the outside world, primarily to international institutions, partners and stakeholders

Develop a clear advocacy agenda for WFO's focal working points in close collaboration between the dedicated board member, policy officer and working group

On what forums must WFO be present

What groups is WFO advocating to

What are the key messages WFO wants to get across

What end result does WFO aim for

Focus on the most relevant international institutions, stakeholders and forums where WFO can truly make the difference

Provide clear briefing notes, prepared by the dedicated policy officer in close collaboration with the relevant working group, to the farmers representing the WFO at events on the relevance, and importance of the event, with clear key messages and a thorough understanding of the goals WFO wants to achieve during the event

Assure clear internal briefing and debriefing of advocacy efforts and results to the membership through a multichannel and multilevel communication approach using the website as a platform for easy sharing and interaction hence strengthening the members' capacity to demonstrate to their own members the added value of the WFO membership

Design a multilevel advocacy message in close collaboration between the dedicated board member, policy officer and working group with

Key messages on what farmers can deliver and what farmers need to deliver that can be used by those representing WFO and in WFO's multichannel communication

A keynote speech for the main representative

Illustrated by real live testimonials of the farmers present representing WFO

Complemented by a substantiated policy paper taking into account the wide diversity of the farming community in terms of production circumstances, types, methods and scale and demonstrating the key importance of economic viability of the farming business

Further illustrated by cases and best practices

Capacity Building



The WFO has the ambition to have all farmer organisations in the world as effective and capable contributors to the international policy debate, thus enabling all farmers of the world to have a voice through their farmer organisations and so strengthen their influence through the World Farmers' Organisation.

Future works

Therefore the WFO will...

Facilitate partnerships that help member organisations to contribute to the international policy debate

Prioritize the four aforementioned strategic working areas as they are at the core of WFO's mandate and, if mandated by the GA to do so, only engage in capacity building that strengthens WFO's capacity to effectively and efficiently deliver on its core activities

Follow a step-by-step approach by developing a case, learning from it, demonstrate the benefit and show how we manage the risk, before gradually engaging in more programs and projects, if considered relevant.

Determine clear rules of engagement as junior, non-lead partner in capacity building programs and projects with appropriate internal checks and balances mitigating possible risks subject to board decisions for each project, on the basis of specific financial data

Define a limited scope focused on WFO's focal working points food security and climate change

Look for the right partnerships, specifically in terms of program management

As a junior partner WFO's role is limited to bring in the network and facilitate the dialogue between its members, the partners and stakeholders involved.

ANNEX – CURRENT SITUATION - STATE OF PLAY

REPRESENTATION

The WFO membership has constantly grown since its inception in 2011 to 71 farmer organisations from 49 countries as of end 2016. All continents are represented in the membership with a slight bias towards OECD countries, rebalanced by an assured representation of each constituency in the board.

The membership is diversified with a strong bias towards farmers' organisations representing medium scale and traditional, family farmers. This is rebalanced by the establishment of dedicated working groups on cooperatives, young farmers and women farmers and the possibility for an affiliated membership of transnational organisations representing farmers' organisations and/or agricultural cooperatives, global organisations representing one agricultural sector, national commodity groups representing farmers, organisations representing women farmers or young farmers.

Membership involvement in all WFO processes is essential but challenging. The capacity of the WFO membership to contribute is skewed. This is remedied by assured board representation of each constituency, an assured representation of each constituency in working groups and the International Secretariat actively seeking members' contributions.

Membership retention is high but will strongly depend on WFO's ability to keep members involved and demonstrate its added value.

Payment of dues is generally adequate but a challenge for some. In terms of follow-up and managing the financial impact, a clear procedure was established. However, the challenge as such is now managed on a case by case basis.

The farmers' voice is solicited more than ever by international organisations. This is a clear opportunity for the WFO. However, the farmers' voice is not united, let alone unison. Furthermore, not alone farmers' organisations claim to represent the farmers' voice.

NETWORKING

As WFO is a member-based and member-driven organisation, WFO's members have the possibility to interact in formal and informal ways on many occasions.

There is an open debate and exchange of views and information in formal settings such as the annual General Assembly - open to all members; the constituency meetings - open to all members of a constituency, although not all constituencies meet on a regular basis; in working groups – open to appointed members and preferably mandated by their constituency; and in the board – with assured representation of one member per constituency, appointed and mandated by their constituency.

In the margin of formal events, there is plenty of opportunity to meet in informal ways. This is also the case when members are delegated to represent the WFO at international events.

Furthermore WFO gives its members the opportunity to share information, best practices and opinions through thematic F@rmletters and dedicated sections on the WFO website for the working groups where publications, articles, case studies and best practices can be shared. However, old web 1.0 technology doesn't allow interaction. Some interaction is possible using WFO's Facebook, Twitter and YouTube accounts but is mainly an external communication channel, rather than a tool to facilitate interaction between members.

WFO has negotiated a MoU with a multitude of relevant stakeholders - international organisations, both public and private. Information is mutually shared and each other's internal debate is enriched by feeding in external opinions as invited guest speakers on each other's events. Interference with policy formulation is adequately managed. The International Secretariat facilitates first bilateral contacts between WFO members and WFO partners.

POLICY DEVELOPMENT

The second WFO GA in Rome 2012 identified food security, climate change, value chain and trade as most relevant and focal working points on WFO agenda. These horizontal items remain as the most relevant given the international debate and the WFO's vision.

Dedicated committees on women farmers and young farmers were established. The latter one is not fully operational yet. A dedicated working group on agricultural cooperatives is planned..

The WFO adopted policy papers on trade, food security, climate change, value chain and women in agriculture. A revision of the existing policy papers, deepening and strengthening the documents is relevant and necessary but ongoing.

Farming practices have evolved constantly to answer ever new challenges. The farming sector is very versatile because of its diversity in terms of production methods and its capacity to implement innovations in a timely manner. In its policy papers WFO should capitalise more on those two aspects by elaborating them.

WFO has a clear focus on the economic viability of the farming business in its vision. Therefore, WFO policy papers should be more economically underpinned.

WFO didn't issue any sector specific policy papers as it is horizontal in its approach. However, a working group on livestock was established, but with a broad scope focused on societal concerns affecting the livestock sector and how to tackle them. Members have some interests to exchange views on sector specific market developments and policy issues but are not requesting the development of sector specific policy papers.

With the creation of dedicated working groups, the WFO established a bottom-up approach where members have both the space and the opportunity to propose, develop and revise policy papers, to exchange relevant information and best practices and to plan WFO involvement in the global policy dialogue.

The working group formula is built around a facilitator appointed by the International Secretariat taking the lead in a process initiated and defined by the board and the GA, assisted by representatives for each constituency. Broad member consultation is facilitated through constituency meetings, if any, and requests for feedback by the International Secretariat with regular reminders.

The availability of the facilitator and his oversight on the international arena is crucial but proves to be challenging. Follow-up by the International Secretariat is constrained because of limited resources. Follow-up by the board and the GA should be focused on the content and the balance of deliverables and the fulfilment of the given mandate.

ADVOCACY

Throughout the last five years, WFO successfully established firm working relations with the relevant UN institutions and up to the highest political levels, as well as with a rich network of partners.

WFO is an invited speaker on many occasions to present who we are, what we do and what we strive for. This was instrumental in gaining a name and a reputation in the international arena.

This effort is starting to bear fruit as WFO can actively contribute to the debate and gets its main messages taken into consideration in international policy discussions, not to the least when it comes to food security and climate change.

Farmers representing the WFO at international forums are duly briefed and key speakers receive speaking notes prepared by the International Secretariat in collaboration with the relevant working group. Forward briefing to the membership is a challenge but necessary in order to strengthen trust in WFO's advocacy work.

The advocacy agenda is debriefed to the membership through The Seed but doesn't reach far enough down in the member organisations. As the advocacy efforts and results are in the end the real added value of WFO to its members this needs to be strengthened.

CAPACITY BUILDING

Full involvement of farmers' organisations and WFO members in the international debate is a challenge. Many farmers' organisations lack the capacity to engage on all accounts in the process. This can be due to lack of opportunity to meet, lack of access to meetings and relevant information, resulting in lack of knowledge and eventually influence, in the debate and in the field.

Many international public and private donors design specific programs and projects to strengthen the farmers' capacity on a broad variety of aspects and subjects. As of today, some members of WFO are very reluctant to engage in such programs or specific projects.

It is not WFO's core activity to take the lead in capacity building programs and projects. But WFO can be a valuable partner in such programs and project as it could bring in a strong and relevant network of farmers' organisations giving access to the farmers in the field and can act as a matchmaker between donors and stakeholders giving its broad network.

Being a partner can result in knock-on effects for the WFO as the programs and projects create approachable opportunities for WFO and its members and prospective members to meet among each other and with relevant stakeholders, to acquire knowledge and insight, to interact and debate and to bring in more adequately the farmers voice bottom-up.

Eventually partnering in capacity building programs and projects will strengthen WFO's capacity to be representative, to network, to develop policies and to advocate.

As WFO doesn't have the required expertise nor manpower and is not planning to develop it and has limited practical experience in capacity building programs and projects, a step-wise approach as a junior partner with limited administrative follow up in programs or project with a clear link to WFO's focal working points could be relevant in the future to demonstrate the possible added value to WFO.

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