



STRATEGIC PLAN II

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Pacific Island Farmers Organisation Network

PIFON



Pacific Island Farmers Organisation Network

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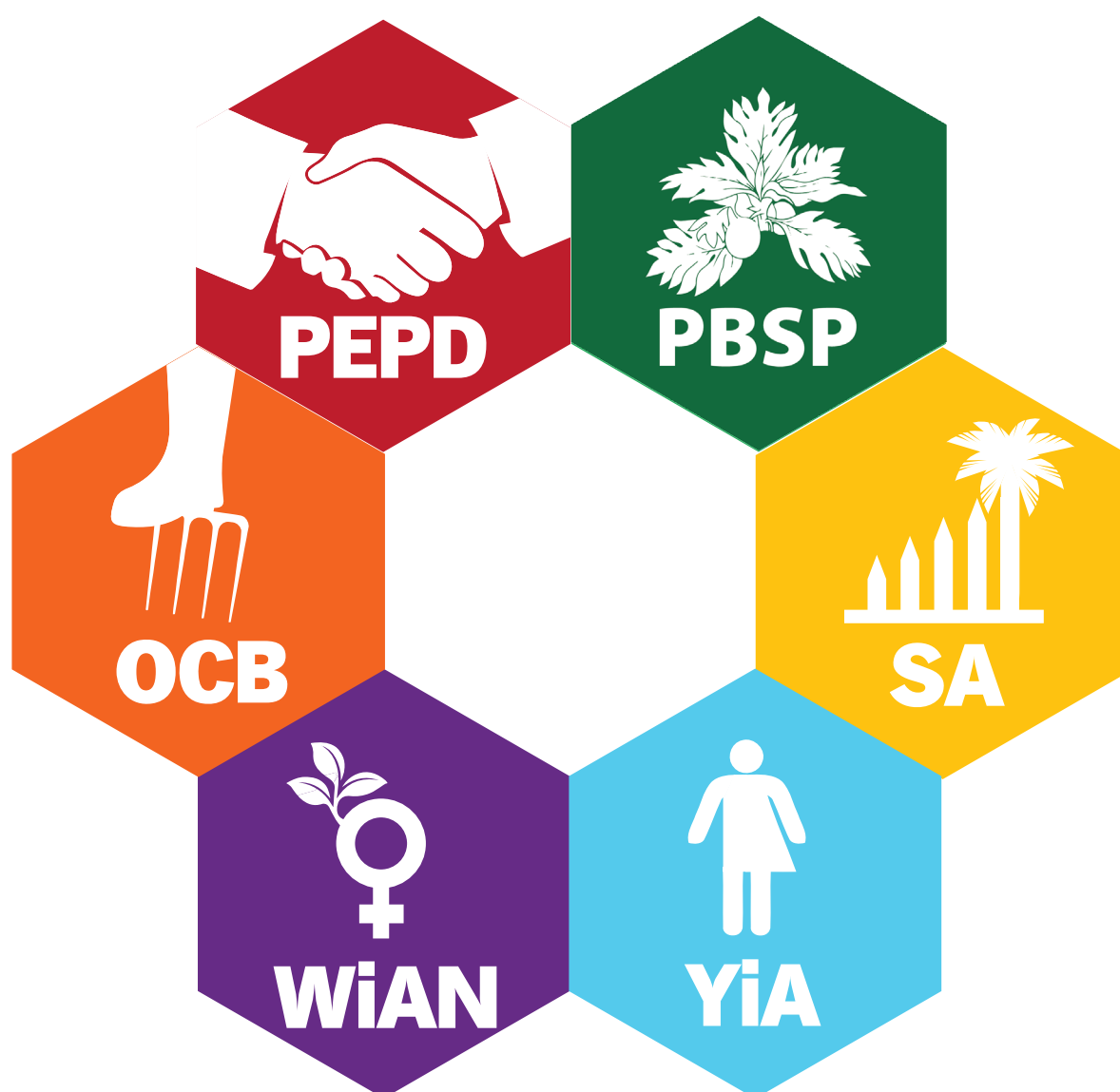


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1 Background



The formation and legal establishment of PIFON

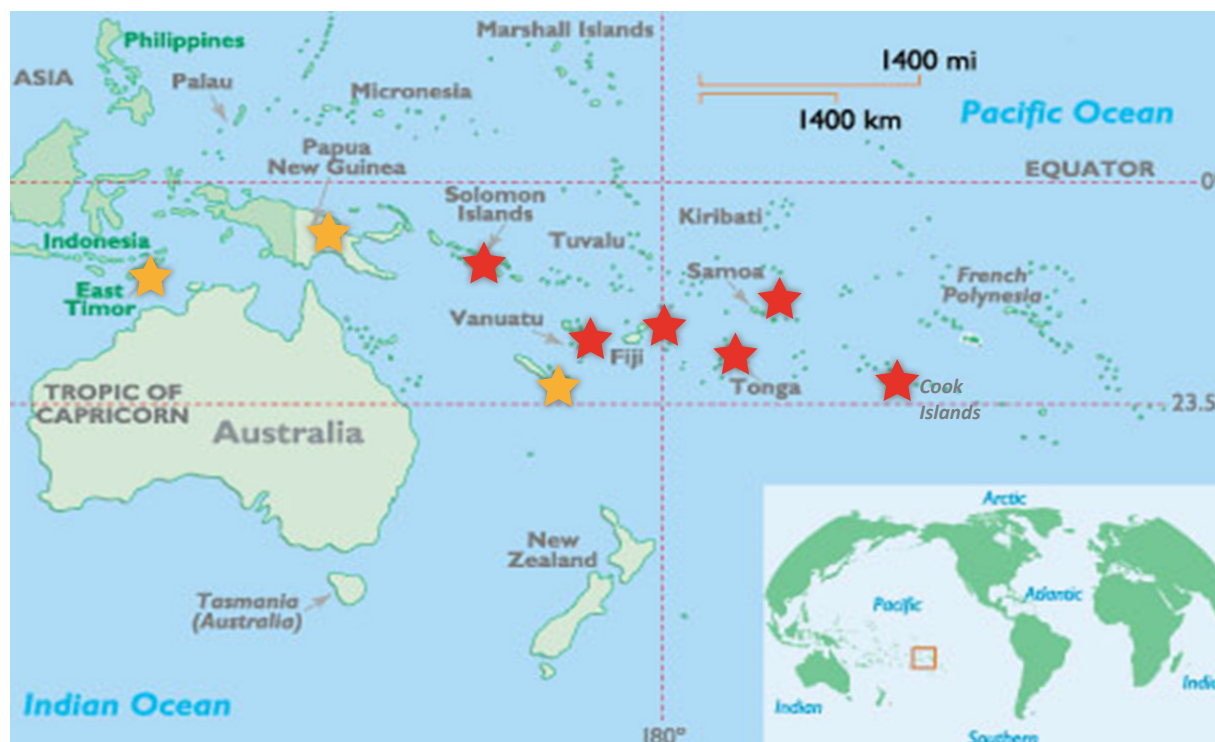
The Pacific Islands Farmer Organisation Network (PIFON) began operating informally in the region since 2008. PIFON was registered in Fiji as a not-for-profit company limited by guarantee in April 2013 immediately following its Foundation Conference.

PIFON serves as a regional umbrella organisation for national farmer organisations.

PIFON has its Secretariat based in Legalega, Nadi, Fiji with a staff of four.

Growth of the network

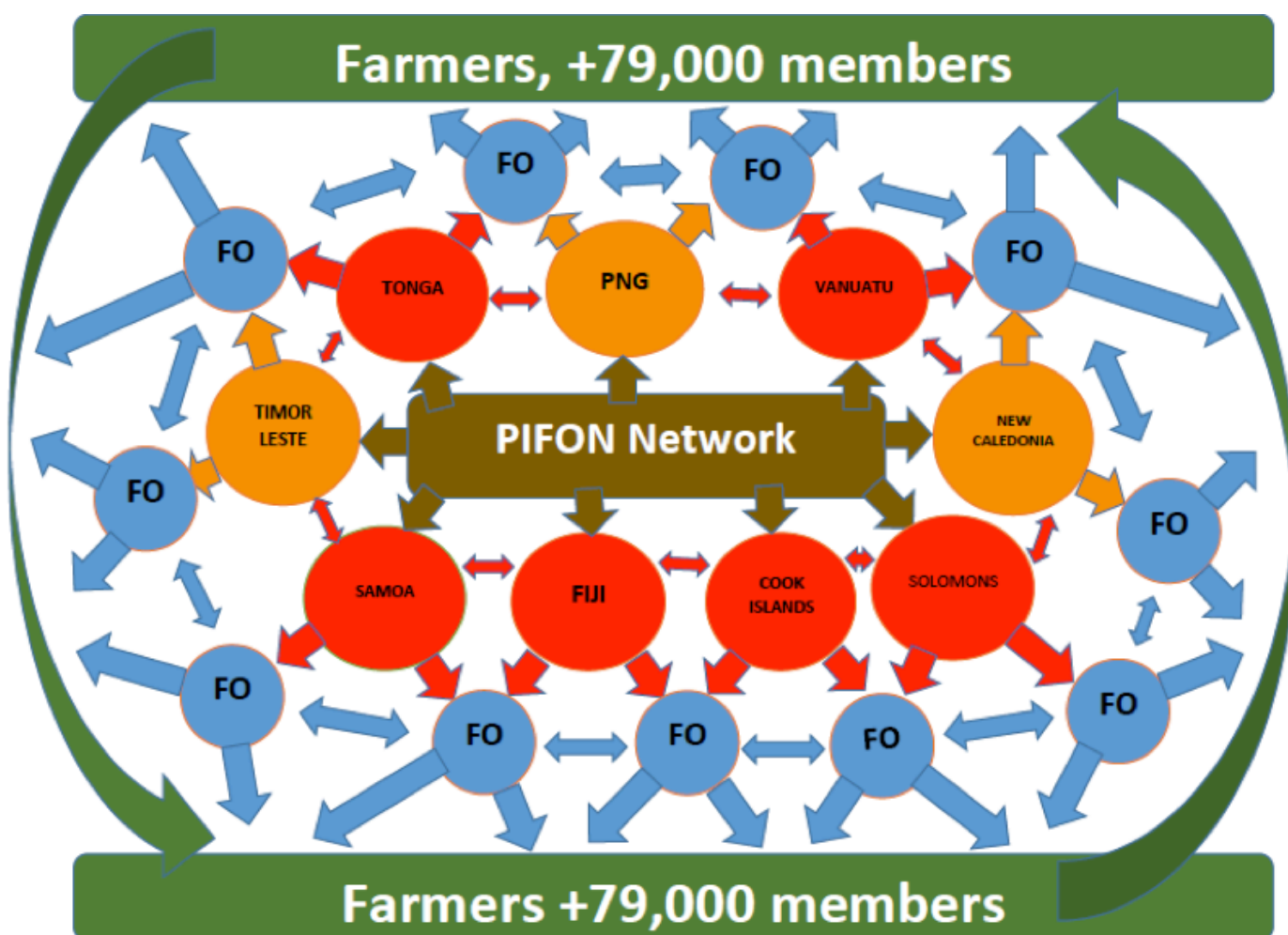
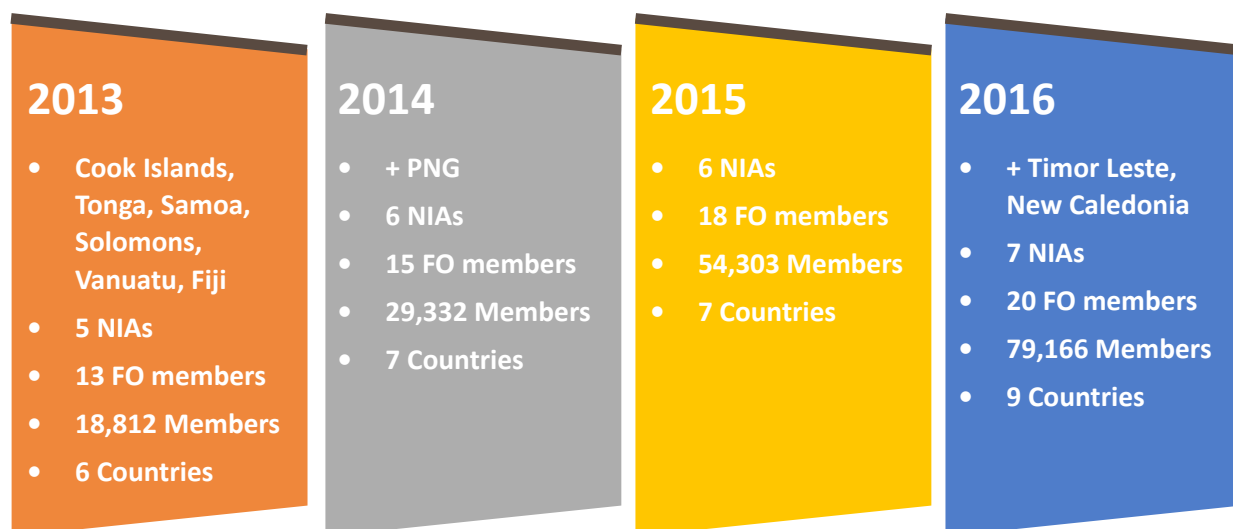
Since formation the network has progressively and sustainably added members, it now has 19 farmer member organisations in nine countries (Fiji, Papua New Guinea, Samoa, Solomon Islands, Timor Leste, Tonga, Vanuatu, Cook Islands and New Caledonia).



★ Foundation member countries

★ New member countries

The below graph illustrates the growth of the PIFON network from the Foundation Conference to end of 2016. From 5 National Implementing Agencies (NIAs); 13 Farmer Organisation members, 6 countries and approximately 18,812 members in 2013, the network has grown today to 7 NIAs, 19 Farmer Organisation members in 9 countries covering a farmer reach of 79,166 members.

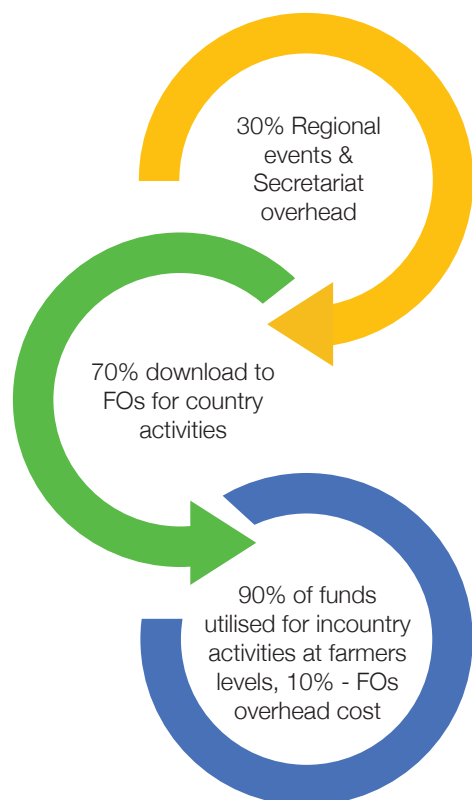


PIFON Resource Mobilisation

Since inception PIFON has been able to mobilise close to \$2 million from a variety of sources including:

- i. MTCP2 : IFAD & SDC funded - Medium Term Cooperation Program with farmer organisations (FOs) in Asia and the Pacific – Phase Two, 2013-2018
- ii. PAPP : Pacific Community's - Pacific Agricultural Policy Program, 2014-2016
- iii. Tebtebba Foundation : IFAD's regional partner based in the Philippines for the Indigenous Peoples Forum, 2014
- iv. UNDP : For IFAD's 2015 Country Programme Review
- v. IWGIA : IFAD's International Work Group for Indigenous Affairs, 2016
- vi. WRF : World Rural Forum 2016
- vii. FAO : Value Chain Training for Fiji Ministry of Agriculture - 2017
- viii. CIDP: EU funded SPC Coconut Industry Development Program – 2017-2018
- ix. CTA: Promoting Nutritious Food Systems in the Pacific Islands

PIFON's Resource Model



PIFON as a network has been successful in achieving the above resources.

As a rule of thumb:

- 30% is utilised for its Signature Regional Events which is kept and managed by the Secretariat, including Secretariat overhead costs
- 70% of its resources is downloaded to PIFON members for activities at the national or country levels for use by its farmer members.
- The 70% downloaded to its FO members, 90% is utilised for 'boots on the ground' field activities with farmers, 10% covers FOs overhead costs



PIFON Achievements to date

Medium Term Cooperation Program with FOs in Asia and the Pacific Phase Two (MTCP2)

PIFON based in Nadi, Fiji, was successful through a competitive process to be selected as the sub-regional implementing agency (SRIA) for the Pacific for this IFAD/SDC MTCP2 Program funding. Under the PIFON umbrella, five National implementing agencies (NIAs) were selected in each of the five initially targeted countries of the Pacific (where PIFON had members at that time), being Kastom Gaden Association (KGA) for Solomon Islands, Tei Tei Taveuni (TTT) for Fiji, Farm Support Association (FSA) for Vanuatu, Growers Federation of Tonga (GroFed) for Tonga, and the Samoa Farmers Association (SFA) for Samoa. From the second year of implementation of MTCP2, an additional country – PNG - was reached by the Programme and the selected NIA was PNG Women in Agriculture Development Foundation (PNG WiADF).

The total budget of MTCP2 in the Pacific is 1,184,041.50 USD for the 2014-2018 period.

A mid-term review was conducted on 21 May to 2 June 2016¹ in two out of the six targeted Pacific countries: Solomon Islands from May 21 to 24 and Fiji/Taveuni from May 25 to 28. The mission ended in Fiji/Nadi from May 30 to June 2, which included visits to PIFON's headquarters and PIFON's relevant key partners - IFAD, PAPP, and SPC.

In the Pacific, MTCP2 has directly benefited 19 national and local FOs that are either the NIAs or their FO partners involved in the implementation of MTCP2 activities in the six participating countries of the Pacific during the period under review. This represents a consolidated membership of 16,619² individual farmers, reaching 21% of the Pacific target. Because of the nature of SRIA PIFON, a regional FO network, one can consider that MTCP2 activities are having indirect benefits to the global PIFON reach, 19 national FOs, linking with approximately 350 local FOs with a total membership of 40,000 farmers, particularly through its well-developed knowledge management and sharing service. 2016 has seen the continued increase of PIFON's Network by the inclusion of Timor Leste and New Caledonia

PIFON scored overall a modest 4 points in the IFAD scorecard, the highest for the different regions participating in the MTCP2 program. The scoring reflects the work and impact that the PIFON Network with its FO members has implemented for the Pacific Island region.

PIFON-SPC partnership

PIFON in collaboration with the European Union (EU) funded, Secretariat of the Pacific Community (SPC) implemented, Pacific Agriculture Policy Programme (PAPP) established a two year partnership arrangement on October 24, 2014 aimed at strengthening the livelihoods of smallholder farmers through stronger market linkages, stronger information sharing and a supportive policy environment.

In the two years of its PAPP Partnership, PIFON has undertaken a total of 28 activities with its farmer organisation members at the national and regional level. The PIFON-SPC partnership was valued at FJD 400,000 over two years.

¹ See Mission schedule in Appendix 9

² Membership number as at 31 Dec 2015



As PIFON wraps up its Agreement under this partnership, an Impact Report emphasizing the benefits and impacts of the national and regional projects implemented is being co-written to document the success of the partnership agreement.

PIFON and SPC have been able to strengthen and formalise its collaboration with this partnership and both parties are hopeful that the partnership will be continued.

PIFON-WRF Partnership on Family Farming

Through a Partnership Agreement with World Rural Forum, PIFON is undertaking to promote family farming to its members in the Pacific and as an organisation supported under the MTCP2 and the PAPP projects, it will use this multi funded platform to leverage the message from its farmer organisations on family farming to be spread across the Pacific.

Under the WRF partnership, PIFON will work in Fiji with its farmer organisations as a pilot and as an initial building block to co-host a Farmers Forum in Fiji and use this forum to discuss and assist to prioritise every day issues that affect smallholder farmers.

PIFON Strategic Review (2014-2016)

After two years of operation an independent external review of PIFON was commissioned to evaluate PIFON's performance in relation to its 2014-16 Strategic Plan, member organisation needs and expectations. This review also provides suggestions and recommendations to sustainably deliver improved services to member organisations, on how best to grow the network's membership and recommendations for the next 2017-20 Strategic Plan II.

The consultant, Dr Lex Thomson, visited and sought the views and inputs from PIFON members in Fiji, Solomon Islands and Tonga during April 2016 and through written correspondence with members in PNG, Samoa and Vanuatu.

The Review recommends next steps for PIFON, various programs, activities that it can actively involve itself with and possible partnerships that it may negotiate for future partnership.

2

Building Blocks for the 2017 – 2020 Strategic Plan





A number of key documents and publications have been written by and for PIFON, these documents are regarded as the building blocks for PIFON's Strategic Plan (2017 – 2020).

The 'Operationalising Document' is the first document that was published prior to PIFON's formal establishment, this document provided guiding direction and integral steps for PIFON's initial foundation. Following that, 'PIFON's Strategic Plan (2013-2016)' was developed and formally endorsed at PIFON's Foundation Conference in 2013 to provide the initial wave of direction that the Network has used as it chartered its way through the formative years till today. In various engagements since the beginning, this document has weathered the test of times as PIFON stuck to the direction that it's members initially endorsed. PIFON is very proud that it has achieved many of the items it set out to do in the beginning, with its members leading the way and its Board providing the pivotal governing mechanism to steady it through its first three years.

A 'Strategic Plan Review' was undertaken as endorsed by its members at its 2015 AGM which included interviews and select travel to PIFON's Farmer Organisation members for feedback into how the Network has performed since its formation, and where its members would like to see it reach. Around the same time in 2016, PIFON also underwent a 'Mid-Term Review' from its MTCP II funding component which further provides a foundation of how PIFON has performed and where best it can channel its energies and resources for the remaining period of its MTCP II program. Additionally, the Board directed an 'Internal Audit Review' which passed transparency tests and provided a sound foundation against the 'Finance & Procurement Policy and Procedures' Manual it was analysed and tested against. These key documents help to form the basis that this Strategic Plan II is written on.

Amongst the many publications that PIFON produces from its various 'TOR's' (Terms of References); 'Project Reports', 'Programme Outlines', its new 'Organisational Structure', its 'Operating Budget', its Board papers, various Minutes of Meetings that PIFON holds and attends; and its library of photo's that say a thousand words; all of these are critical documents that hold information and data that form the basis of this PIFON's new Strategic Plan II.

3

Vision, Mission, Underlying Philosophy and Objectives for PIFON



Vision

To make Pacific FOs more vibrant, viable and sustainable organisations

Mission

Farmer organisations (FOs) be the driving force in securing financial and sustainable livelihoods for rural households in the Pacific

The Underlying Philosophy Guiding PIFON's Operations

A regional farmer organisation network is necessary to create linkages between national FOs and to improve the flow of relevant information and resources to facilitate the participation of rural households in income earning agriculture.

Objectives

1. To establish a sustainable organisation with wide membership across the Pacific Islands.
2. To raise the profile of FOs in the Pacific and give farmers a voice in regional and international forums – influencing and securing farmer driven donor support
3. To provide national FOs with key contacts, information and the technical expertise required to :
 - (i) Achieve overall viability.
 - (ii) Enable their members to better participate in commercial agriculture.
 - (iii) Increase the productivity and environmental sustainability of their members farming operations.
4. To provide farmer to farmer learning exchanges between members.

These objectives will be achieved through PIFON's 6 Programs

1. Breadfruit and Seeds Program
2. Women in Agriculture and Nutrition Program
3. Policy Engagement and Partnership Development Program
4. Sustainable Agriculture Program
5. Organisational Capacity Building Program
6. Youth in Agriculture Program



PIFON's 6 Program areas in this Strategic Plan II

The 6 program areas that are being developed under this Strategic Plan II have been done with the involvement and the direction of the members. Clearly from the outset, the members determine what is needed to be worked on and through its regional events, PIFON's Annual Learning and Planning Meetings, it's various meetings, the discussions and the negotiations that are done between members have organically grown the programs over the years since PIFON's inception where focus areas began to form into the various programs that are outlined below. The programs are those areas that all of the PIFON members have worked on unconsciously over the years which have taken on a life of its own to naturally form. It has taken a microscopic lens to pick out the programs from the various activity sheets that the members have actively participated in since the MTCP2 began in 2013 to figure out and set the direction for the next coming years in this Strategic Plan II.





Breadfruit and Seeds Program

The PBSP (Pacific Breadfruit and Seeds Program) is the first program initiated by its FO members and has been in the making since 2013 when its members saw the need for the network to drive and deliver a program of its choosing. It took at least 3 years and various studies and technical collaborations for the program to grow organically to the point where members had regular input into it to eventually form a program.

This PBSP Program takes its cue from the initial Pacific Breadfruit Program (ACIAR/Kokosiga) initiative that was managed and run in Fiji to develop Breadfruit as an orchard crop. The success of the PBP program has provided the backdrop for this PIFON PBSP now and its research and results are being scaled up on a regional scale to the PIFON network under this program.

The Seeds component of the program follows the 2014 Scoping Study on Seeds that was undertaken to lay the background to address seed supply access issues amongst PIFON's network. In this program, members will be encouraged to grow local nutrient rich open pollinated vegetable varieties and re-learn the tradition to save their own seed whilst continuing to select from the best performing plants in their farms.

The Breadfruit and the Seeds program is PIFON farmer members' response to mitigate against climate change, interestingly, PIFON members are not only talking about climate change, they are actually walking and working the talk, this program is all about it.



Women in Agriculture and Nutrition Program

The Women in Agriculture and Nutrition Program is an opportunity for the PIFON network to focus on gender which so often was not considered when activities are being run by FO members. In this program, it is envisioned that it will provide the opportunity to bring together women farmers and women farmer leaders, to share experiences, network and strengthen technical linkages.

In partnership with the Papua New Guinea Women in Agriculture Development Foundation (PNG WiADF) and Australian Women in Agriculture (AWiA), PIFON hopes to connect with these two existing organisations for learning exchanges to recognize and support the role of women in agriculture. As a standalone program, we hope that women will be recognized, appreciated and motivated to continue to do their work in their farms/communities and be able to network and learn from others on best practices.

When the women are recognised, then it is intended to highlight nutrition and link to the Seeds program for open pollinated seeds to encourage our women to grow local nutritional food to feed their families for a safer and healthier future.



Policy Engagement and Partnership Development Program

Policy advocacy is new to Pacific farmer organisations, in this particular context, it is about enabling the right environment to ensure a dignified life for farming families, to better meet consumers' needs more appropriately and more effectively, thereby helping to stem possible future food crisis.

This program is to allow our farmer organisations to share experiences, improve their knowledge, and understand the concept of policy engagement and advocacy and its relativity at a regional level. The program also aims to identify priority policy issues affecting smallholder farmers in the region and means for addressing these issues with farmer organisations as a driving force.

Additionally, this program also allows FOs to grow and develop partnerships with existing and potential partners, using PIFON's signature farmer to farmer (F2F) learning exchanges to know how to continue to build and maintain relationships, how to foster better relationships and how to forge new ones. In this way, FOs can begin to build relationships with development partners to implement and carry out intended programs, where necessary using the network, and assist to maximise membership reach with such partnerships.



Sustainable Agriculture Program

Farmers and farmer organisations are beginning to recognize that they have to take ownership of agricultural developments and foster greater understanding of the value of good farming practices. PIFON's members lead the way in helping to achieve sustainable practises by good soil health practices, seed saving practises, traditional and organic farming practises and farming to mitigate climatic changing conditions. Therefore it is essential that in this new Strategic Plan II, that a program on Sustainable Agricultural practises is part of the pillars that PIFON members will continue to work on and towards as they continue to grow their network, its thematic areas and practises, leading the Pacific in their farmer related research and innovative ways whilst continuing to learn through their farmer to farmer (F2F) exchange learnings.



Organisational Capacity Building Program

PIFON's core and key function is to capacity build its members to become sustainable FOs serving their members, this is what originally brought the various FO members together to form the network. The network is about the members and how each can motivate, encourage and teach each other best practises or better ways of doing things that has worked for them. This model is PIFON's signature strength in its farmer to farmer (F2F) learning exchange. Hence it is critical that as the network continues to grow in this Strategic Plan II, that this program is a core one that is embedded into its PIFON culture, a sense of learning, practical learning and learning from examples of those that have already done it and beaten the odds to achieving success.



Youth in Agriculture Program

The youth are the future of tomorrow and PIFON is about encouraging youths to farm and become successful at it. Farming is historically linked to mature or aged farmers however PIFON believes that it is the youth who can make it exciting and attractive so that it is not the default choice of work but rather the first choice of work with attractive benefits. This program is designed to attract youth and encourage them to take up farming as their preferred livelihood and to study various areas of agriculture to deepen their interest in agriculture. The opportunities in agriculture are vast and wide but it is becoming a scarce skill area because youths are opting for blue collar jobs instead of choosing agriculture as their choice of work. PIFON hopes that by having its own program in youth, that it will help to assist reverse this trend for youths in the Pacific.

4

Three-year work programme



Breadfruit and Seeds Program

<i>Key activity areas</i>	<i>Target outcomes</i>
Breadfruit	
Breadfruit orchard development	Each country to have established 4 breadfruit orchards
Fresh breadfruit export value chain development	New countries to identify market and begin exports Existing countries to increase export tonnage by 2,000 tons
Breadfruit processing development	Each country to have established a breadfruit finished product
Seeds	
Seed information systems	Each country to establish their own seed information system
Enhancing formal and informal seed supply systems	Establish formal and informal seed supply systems
Knowledge and technology transfer between seed producers	Establish a planting material network in-country
Participatory research in breeding and cultivar performance	Enhancing planting material network to incorporate research
Support for disaster recovery efforts with appropriate and timely seed supply	Establish disaster mitigation schemes for seed supply (seed bank)
Women in Agriculture and Nutrition Program	
<i>Key activity areas</i>	<i>Target outcome</i>
Mechanisms for increasing women participation in FO	All PIFON members encouraged to have an established mechanism (e.g. policy, committee or Forum) institutionalizing women's participation
Networking and information sharing	Establish a social media forum to enable information sharing
Technical farmer- farmer exchanges	Conduct 3 F2F exchanges
Documenting of case studies and key lessons learnt publications	Each country to have 2 number of printed case studies or publications
Training and up skilling for on and off-farm activities	Conducted 5 number of trainings for on/ off farm activities

Policy Engagement and Partnership Development Program

<i>Key activity areas</i>	<i>Target outcome</i>
Development of key policy briefs and 'issue papers'	Each country to develop and publish at least 1 policy brief/issue paper
Representation in national and regional forums	Any FO in-country to have an MOU signed with government recognizing national representation of FO. PIFON to have an MOU signed with Pacific Community recognizing FOs as farmer representatives.
Assistance in the preparation of policy proposals to Government or other agencies	Be active members of policy proposal working groups.
Joint action of FOs and other partners on common priority issues/agenda	National and regional outcomes Regional Market access submissions
Building capacity for effective advocacy and policy engagement	Each country to have hosted a Farmers Forum

Sustainable Agriculture Program

<i>Key activity areas</i>	<i>Target outcome</i>
Promotion and demonstration of disaster and climate change mitigation measures for agriculture	Become key contacts and advocates for climate change issues in agriculture
Technical farmer- farmer exchanges	Conduct 3 F2F exchanges
Production and distribution of key training materials related to sustainable agriculture	Each country to have 1 publication of key training materials related to sustainable agriculture
Training and up skilling in sustainable agriculture production	Conducted 3 trainings for sustainable agriculture production
Improving FO agricultural extension services	Each country to offer extension services, Farmer Technicians or Plant doctors as part of its services to its members, and/or invest in a Farmer field school.

Organisational Capacity Building Program

<i>Key activity areas</i>	<i>Target outcome</i>
Technical support services to FOs (planning, funding proposals, organisational documents, setting up systems).	Using the FO growth tool, each FO is to grow 1 level from current status
Learning exchanges and internship on FO management and networking	Each FO to have established at least 1 learning exchange or internship on FO management and networking
Access to Finance	New FOs must have a financial system in place Existing FOs to have built the capacity of an FO within their network
Knowledge Management	New FOs to have an established online presence on our PIFON website Existing FOs to have own website or social media page
Assessment of most appropriate form of organisations for FOs engaged in enterprise	Assessment conducted for FOs engaged in enterprise

Youth in Agriculture Program

<i>Key activity areas</i>	<i>Target outcome</i>
Support to rural training centres	Conducted 3 technical trainings
Support to specialized agricultural training for youth members of FOs	Conducted 3 specialized agricultural technical trainings
Mechanisms for increasing youth participation in FO	All PIFON members to have an established mechanism (e.g. policy, committee or Forum) institutionalizing youth participation
Networking and information sharing	Establish a social media forum to enable information sharing
Youth farmer- farmer exchanges	Conduct 3 youth F2F exchanges
Documenting of case studies and key lessons learnt publications	Each country to have 1 publication on case study for youths




The prioritisation of activities

Activities have been identified by the national FOs in collaboration with the PIFON Secretariat through its various activities that it conducted annually. The programs were formed from the outset by the members engaging in various activities that fell in these programs, so it was natural that when an analysis of the groupings of the activities were done, these program pillars came into being. This meant that these were the needs of the members and it made sense to choose these 6 program headings in its Strategic Plan II. The proposed three-year work plan and 6 program areas were endorsed by the PIFON members at its AGM held in Sigatoka Fiji on March 02, 2017 as their way forward as a network which the Secretariat and the Board will be guided by to work core activities and source funding resources for. However the work program can continue to be reviewed and updated by PIFON on an annual basis at its Annual Learning and Planning Meetings so that as a live document, changes are incorporated as the network grows and evolves. The rate of implementation of the work program will depend on the level of core funding that is made available to PIFON and PIFON's ability to secure additional funding for specific activities or specific programs.

5

Collaborating Development Partners





Funding for the PIFON Secretariat/Network and its activities is provided by the IFAD/SDC MTCP2 programme and EU's SPC PAPP programme. A number of potential collaborating partners continue to support particular PIFON activities. These are:

IFAD

IFAD/SDC – Medium Term Corporation Programme Phase II (MTCP2)

The International Fund for Agricultural Development (IFAD) is a specialised agency of the United Nations mandated to enable poor rural women and men to improve their food security and nutrition, raise their incomes and strengthen their resilience. Its mandate therefore dovetails with the priorities of Switzerland's development policy. As a member of and contributor to IFAD, SDC focuses on strengthening IFAD's role as a global facilitator and coordinator of efforts between governments, farmers' organisations, women's groups, the private sector, agricultural research institutions and other stakeholders, on behalf of the rural poor in developing countries.

SPC

EU/SPC Pacific Agriculture Policy Project (PAPP)³

A partnership agreement was signed between the Secretariat of the Pacific Community (SPC) and the Pacific Island Farmers' Organisation Network (PIFON).

The partnership agreement was facilitated by the SPC Land Resources Division's Pacific Agriculture Policy Program (PAPP), a programme funded under the European Union Intra ACP program encompassing the Pacific and the Caribbean region, of which eight million euro (\$F19.7m) has been allocated by the European Union for the Pacific component.

PAPP's main objective is to increase the capability of agricultural development organisations in the Pacific region and address the development needs of smallholder farmers by assisting them to adopt new technologies, build on traditional knowledge and strengthen linkages to markets.

ACIAR

ACIAR/PARDI 2– Pacific Agribusiness Research for Development Initiative Phase 2

PARDI 2 is an ACIAR funded project that builds on the achievements of its predecessor, PARDI (Pacific Agribusiness Research for Development Initiative, 2010-2015) which aimed to provide sustainable livelihood improvements in PICs.

The project is a 4 year AUD\$2.6M program beginning 01 January 2017 through to 31 December 2021. PARDI 2 will have a country focus in Fiji, Tonga and Vanuatu, being model representative PICs. It will build on the outcomes of PARDI, and strengthen its engagement with other ACIAR projects. It will also link to other Pacific donor programs such as Pacific Horticultural and Agricultural Market Access Program (PHAMA) and the Market Development Facility (MDF).



CTA

The Technical Centre for Agricultural and Rural Cooperation (CTA) is a joint international institution of the African, Caribbean and Pacific (ACP) Group of States and the European Union (EU). Its mission is to advance food security, resilience and inclusive economic growth in Africa, the Caribbean and the Pacific through innovations in sustainable agriculture. CTA operates under the framework of the Cotonou Agreement and is funded by the EU.

IFAD/CTA/PIPSO - Farmer-orientated value chain training in the Pacific Islands

CTA, with co-funding from the International Fund for Agricultural Development (IFAD), is embarking on a project titled “Leveraging the Development of Local Food Crops and Fisheries Value Chains for Improved Nutrition and Sustainable Food Systems in the Pacific Islands”. The main objective of the project is to strengthen the capacity of the Pacific Island governments, farmer and private sector organisations, and sub-regional institutions to develop strategies and programmes, as well as mobilize financing, that can effectively enable poor rural people to increase their access to nutritious and healthy food. The Pacific Islands Private Sector Organisation (PIPSO) is a key partner in this project.

POETCom

The Pacific Organic and Ethical Trade Community (POETCom) is a not-for-profit membership organisation with its membership comprising of representatives from 14 Pacific Island Countries and territories, including farmers’ organisations, non-governmental organisations, private sector and research institutions. Through partnerships and spirited engagements, they share information, coordinate and support networking and build capacity. POETCom has established a regional certification scheme whose goal is to ‘grow’ the organic and ethical trade movement and contribute to a productive, resilient, sustainable and healthy Pacific Islands region.

GFAR

A unique global forum, the Global Forum on Agricultural Research (GFAR) provides the open and inclusive space required for fostering dialogue, agreeing priorities and catalysing collective actions by the many stakeholders involved in agri-food research and innovation.

A GFAR Collective Action is a multi-stakeholder programme of work at local, national regional or international level, initiated by three or more partners and prioritized by the Global Forum, always including producers and with a particular focus on women and youth.

Work formulated through consultative processes of the Forum is delivered by our constituent partners. Partners agree to commit and generate resources together, to catalyze actions or advocacy towards hared, demand-driven development aims.



WRF – World Rural Forum

The World Rural Forum (WRF) is a plural network that works in favour of family farming and sustainable rural development, composed of farmers' organisations and federations, rural organisations and agriculture research centres from six continents.

National and regional farmers' organisations, rural associations and research centres around the world participate in the World Rural Forum as institutional partners. The WRF also has a number of individual partners.

Under the WRF Partnership, PIFON co-signed the WRF led campaign for the declaration of the International Year of Family Farming IYFF+10 by the United Nations as its partner in the South Pacific region. This was done together with more than 360 organisations from six continents. PIFON is the farmer organisation based in the Pacific to carry out the work for Family Farming and under this banner, host Farmers Forums within its network.

Target for new partnerships

With the proposed Strategic Plan II (2017 – 2020), PIFON has the opportunity to develop and broaden its relationships to those that it has not partnered with. In this proposed Strategic Plan II, PIFON is working towards specific program areas. These areas can provide possible new opportunities for partnerships that PIFON can enter into with development partners such as the European Union (EU), the New Zealand government under NZ Aid, the Australian government assistance under the Department of Foreign Affairs and Trade (DFAT), Food and Agriculture Organisation (FAO) and other development partners that would have an interest in PIFON's proposed program areas. Of particular interest is the outcomes report of its Pacific Breadfruit Roundtable and the Pacific Open Pollinated Seeds Roundtable proceeding reports which outlines farmer organisations, country and regional initiatives in its own farmers' response to climate change. New on PIFON's agenda is its program areas on Women in Agriculture and Nutrition, Sustainable Agriculture, Policy Engagement and Partnership Development Program, Youth in Agriculture, and its very own Organisational Capacity Building for its network.

Sustainability of PIFON

PIFON under its capacity as a service provider provides Event Management by hosting conferences/workshops on behalf of its collaborating partners, and/or undertakes technical consultancy work.

This Event Management initiative has provided PIFON the ability to market itself as an organisation that is apt at organizing logistics, preparing agendas, facilitating workshops, preparing and write up of working papers, sourcing appropriate venues and bringing together key individuals to attend workshops and conferences.

PIFON also uses such opportunities to have its members attend the workshops and conferences for its organisational capacity building requirements whilst bringing in a unique farmers perspective into these events when allowed. By hosting such workshops and conferences, PIFON has the ability to invoice its services and thus an avenue for its financial sustainability. The greatest advantage that PIFON has through this work is its extensive network of members, their technical capacities, their experience, and its signature farmer to farmer strength that enables it to implement this.

PIFON has built itself up with tight internal controls yet flexible for its members, has undergone a rigorous internal audit that was directed by its Board which it fulfilled with integrity and a Strategic Review process which provided positive feedback from those that were a part of it, where many of its recommendations have been adopted and incorporated in this Strategic Plan II. Some of these recommendations are part of this document. All these works, studies and audits have led to building a good foundation for PIFON.

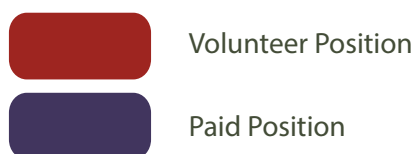
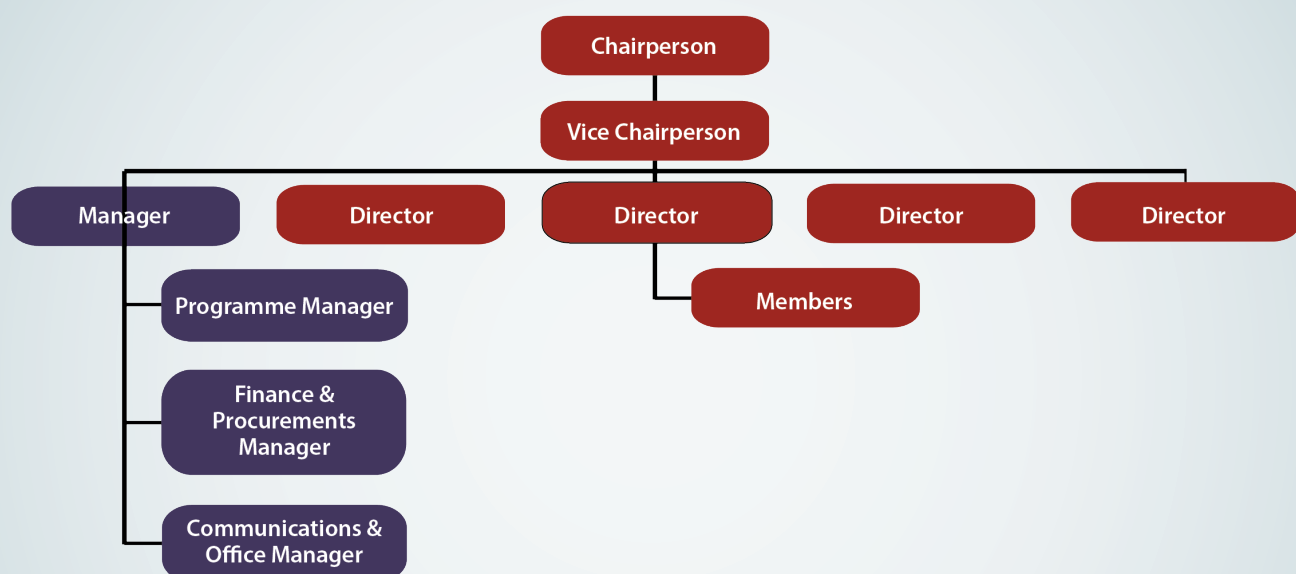


6

Organisational Structure & Membership of PIFON



Organisational structure





Board of Directors (Chairperson, Vice Chairperson, three FO Board members & Manager)

The Board of Directors will provide guidance and supervision to the Secretariat in the running of PIFON. The Chairperson, Vice Chairperson and FO Board members will be elected for 2-year terms by all PIFON members. The first election occurred at the PIFON Foundation Conference. PIFON Board members can be re-elected for a further 2-year term. The election would occur at a PIFON Annual General Meeting Conference.



Manager

The Manager will be responsible for the day-to-day running of PIFON activities and the management of the Secretariat. The Manager will be responsible for communications to all of the members and timely reporting and acquittal of funds received by PIFON. The paid Manager will be appointed for a 3-year term with the option of re-appointment for a further term.





Program Manager

The Program Manager is directly responsible for the operationalizing of PIFON's Programs and reports to the Manager and Board. This is a senior role within the Secretariat and will at times act in the post of Manager as a full time position. The PM's duties also include the daily management of the Secretariat as follow through on Managers duties as allocated to the position, delivery of Board directives, Project sourcing including funding proposals, and the monitoring and evaluation of PIFON programs once implemented.



Office & Communications Manager

Responsible for membership database and membership profiles, data entry to website, managing social media pages, travel and other logistics, assisting members with PIFON supported ICT tools (bulk SMS, video making, map making), receiving and responding to member queries and preparing a quarterly newsletter and e-bulletins, assisting the Manager in compiling donor technical and financial reports, assisting in managing information for donor and annual audits, secretarial work including email/letter correspondence, answering and making phone calls etc.



Finance & Procurement Manager

Responsible for the preparation of weekly/ fortnightly payment vouchers & cheques for project staff, preparation of payment vouchers & cheques for miscellaneous project expenses, preparation of payment vouchers & cheques for monthly company expenses, preparation & submission of staff monthly Provisional Tax payments to FIRCA and FNPf deductions, coordinate purchasing processes for goods and services, preparation of project budget conversions, bank errands (wire transfers, deposits and withdrawals), compilation of quarterly and annual financial acquittals, preparation of company annual returns, organizing flight travel, hotel accommodation, catering etc.



Members

All participating FOs will constitute the members of the PIFON. The FO members will be responsible for regular communication with PIFON on national activities and achievements that may be highlighted on the website and newsletter. It will be the responsibility of the members to communicate their relevant needs and issues to PIFON and to provide representation at national and regional forums as required by PIFON.

Membership

The founding members of PIFON were thirteen FOs that attended the Nadi AAACP⁴ Final Lessons Learnt Workshop for Farmer Organisations in October 2011. These FOs unanimously voted for the establishment of PIFON. Since the establishment of PIFON, additional members have joined the network as illustrated in the table below:

Country	Foundation Members	Additional Members
Cook Islands	Rarotonga Nita Growers Association non active	Te Tango Enea O Tupapa
Fiji	Tei Tei Taveuni (TTT) Nature's Way Cooperative (Fiji) Ltd (NWC) South Sea Orchids (SSO) Ltd Tutu Rural Training Centre (TRTC)	Fiji Crop & Livestock Council (FCLC)
Tonga	Tonga Growers Federation Inc (TGA) Nishi Trading	Mainstreaming of Rural Development Innovation (MORDI)
Samoa	Women in Business Development Inc (WIBDI) Samoan Farmers Association (SFA)	
Solomon Islands	Kastom Gaden Association (KGA)	Virgin Coconut Oil Producers Association (VCOA) Gurafesu Biodiversity Conservation and Climate Change Group
Vanuatu	Farm Support Association (FSA)/ Syndicat Agricole Pastoral Vanuatu (SAPV) Cocoa Growers Association (CGA)	
Papua New Guinea		PNG Women in Agriculture Development Foundation (PNG WiADF)
Timor Leste		Asosiasaun Nasional Produtor Fini Komersial (ANAPROFIKO)
New Caledonia		Chambre d' Agriculture de Nouvelle-Caledonie (CANC)

⁴ All ACP Agricultural Country Programmes



New members

Membership of PIFON is open to any national or regional organisation established to promote the interests of farmers. For a membership application to be approved, the endorsement of at least one of the existing PIFON members' in-country is required after which the approval of the PIFON Board is sought. New members hold an observer status for one year before the Board approves its upgrade to full membership.

New members must be legally registered in their own country before they can become a member of PIFON.

Associate membership is open to agribusiness companies and individuals. Associate members are also required to have an endorsement of at least one of the existing PIFON members and approval of the Board.

Any new farmer organisation that is unable to secure the nomination of an existing PIFON member may make an application directly to the Board for becoming a member (*Observe status first year, thereafter full membership*).

Membership joining rationale and fees

PIFON members have an observer status for a year on first joining after which the Board approves an upgrade of membership to full membership status.

This observer status is in place to ensure the integrity of the PIFON network membership remains and was specifically introduced and endorsed by members of PIFON. Realistically, new members join during a year when a workplan and activities have already been designed and agreed, the entrant of a new member into the network allows the new member to observe the way the Network operates, is invited to attend its Regional activities and gets introduced into the system and to the membership in an organic way, at the pace the new member intends. After a year, the new member FO will be comfortable enough to be able to fit into the PIFON way and is graduated into full membership status.

As of 2017, the following fee schedule is in place.

- New member – equiv. USD 300
- Associate Membership - Initial joining fee equiv. USD 300

Benefits of Membership

Members of PIFON will benefit from:

- Farmer to Farmer (F2F) exchanges
- Technical Learning Exchanges
- Participate in PIFON Regional signature Forums (Roundtables, Technical Exchanges and Farmers Forums)

- Participate in International/Regional/National conferences representing the PIFON network. Members will have a 'voice' in the regional and international arena. \
- Access to the 'Network' through a regular newsletter and e-bulletins
- Access to PIFON's Library of printed publications
- Access to IFAD national representation initiatives through PIFON's Declaration of Commitment with IFAD
- Access to PIFON's Secretariat services for Capacity Building and Funding proposals
- Access to PIFON's Consultancy Register
- Eligibility to be a member of PIFON's Consultancy Register that is available for consultancy to Development Partners and PIFON's Consulting Services



7

Four year resource requirements



The cost of the Secretariat

The Secretariat consists of the PIFON Manager, Program Manager, Office & Communications Manager and Finance / Procurement Manager.

The Secretariat is key to the performance of PIFON staying alive and working as it works the logistics, administration, reporting, monitoring and evaluation of PIFON's Strategic Plan and PIFON's Board mandates for its farmer organisation members within the Pacific region.

PIFON's annual core Secretariat costs is estimated at FJD \$220,000.00.

PIFON Core Operational Budget			
Expenses	Annual Budget	Expenses	Annual Budget
Monthly Rent	11,000.00	Utilities: Telephone	1,200.00
Staff Salary	175,000.00	Wifi	1,200.00
Stationary	2,500.00	Electricity	2,000.00
Office cleaning expenses	1,000.00	Office water	600.00
Printer toners	5,500.00	Board Meeting costs	20,000.00
Total FJD			\$ 220,000.00

PIFON is seeking annual funding on its core operational costs for its Secretariat at FJD \$220,000 for a period of four years 2017 – 2020; totalling FJD \$880,000⁵. (Eight hundred and eighty thousand dollars)

PIFON has the ability to host a program or its full program for potential partners in the specific program areas where it is proposed that its core costs are part of its administration budget lines. However, these costs are negotiable and can be offered on a cost share basis dependent on the program that partners are interested to work on with PIFON.

Program costs

PIFON has 6 Programs – each has an estimated budget of FJD \$200,000 per year split between national and regional activities. It is envisioned that PIFON program activities will be operational in at least 8 (eight) countries.

The total cost of PIFON's Program activities over the period 2017-2020 is FJD \$6,400,000.

National activities

PIFON aims to channel direct support to its farmer organisation members for the implementation of national and local activities that reach directly to our farmers. This can be achieved through PIFON's Resource Model (page x) Through organisational strategic plans and national platforms of farmer organisations, activities will be identified to be funded through PIFON in line with PIFON's core programs.

⁵ Equivalent USD\$465,368 @ 0.5061. Rounding to nearest 1000 is USD\$112,000 per annum x 4 years = USD500,000

A total of FJD \$1,120,000 per year is being allocated towards national and local activities implemented across PIFON's 6 program areas. It is envisioned that this will support activities in at least 8 (eight) countries.

Signature Regional Events

A core function of PIFON since its formation has been the facilitation of inter-regional technical or learning exchanges between FO members. Often these involve direct farmer-2-farmer exchanges.

PIFON aims to facilitate at least 14 of these technical/learning exchanges per year. A total of FJD \$480,000 per year is allocated for these exchanges. It is envisioned that this will support participants from at least 8 (eight) countries.

PIFON has also successfully hosted other events which has now come to be known as its Signature Regional Events that incorporates its signature F2F (Farmer to Farmer learning exchange); its Regional Roundtables and at the national levels, its Farmer Forums.

PIFON Regional Learning and Planning Meeting + AGM

PIFON aims to bring together representatives from each member on an annual basis to participate in a learning and planning meeting followed by an Annual General Meeting.

A total of FJD \$60,000 per year is allocated for the PIFON Regional Learning and Planning Meeting + AGM. It is envisioned that this will support representatives from at least 9 (nine) countries.

Summary of three year resource requirements

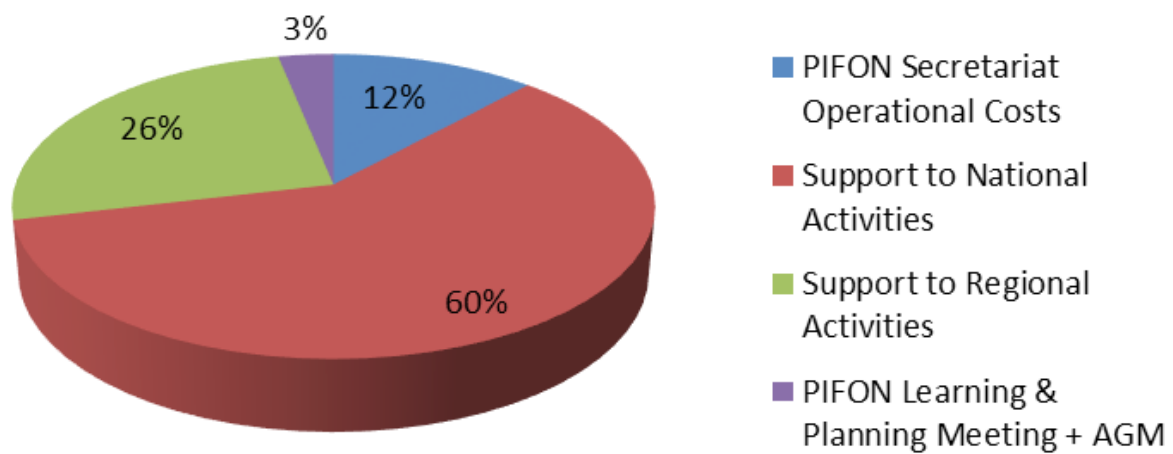
An indicative budget to cover the required resources for PIFON for 2017-2020 is provided as an attached Excel file.

The annual budget for PIFON's 2017-2020 workplan is estimated at FJD \$1,882,140.

The total cost of the PIFON four year work program is estimated at FJD \$7,528,560.

PIFON Budget (2017-2020)			
	Annual	4 Years	%
PIFON Secretariat Operational Costs	222,140.00	888,560.00	12%
Program Cost:			
Support to National Activities	1,120,000.00	4,480,000.00	60%
Support to Regional Activities	480,000.00	1,920,000.00	26%
PIFON Learning & Planning Meeting + AGM	60,000.00	240,000.00	3%
Total Budget	1,882,140.00	7,528,560.00	

PIFON Strategic Plan II (2017 - 2020)



8

Funding Plan



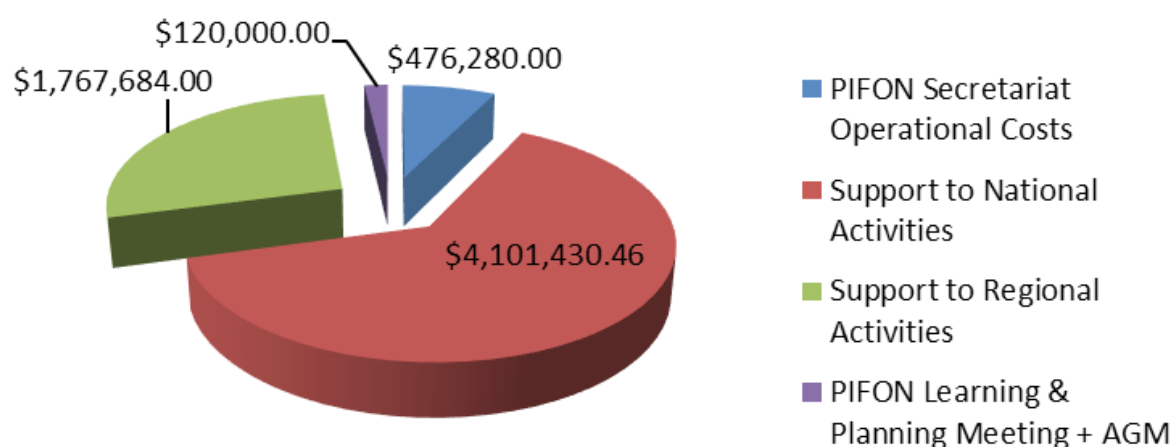
An indicative budget to cover the required resources for the 2017-2020 period is estimated at FJD \$7,528,560 of which a number of funding agencies will be contributing.

PIFON has secured the commitment from IFADs MTCP II project for a total of FJD \$1,000,000 up until June 2018 (the first 18 months of the three year work plan). MTCP II funding will enable PIFON to implement approximately 50% of its 2017-2018 Strategic Plan.

PIFON is implementing several other projects with an additional commitment of FJD 500,000 till the end of 2018.

Funding gap

Strategic Plan II - Funding Gap 2018 - 2020



Full implementation of PIFON's Strategic Plan II is contingent on the securing of additional funding from other sources as identified in the Strategic Plan II work program.

A priority of the Secretariat is the securing of the additional funding to allow full implementation of the Strategic Plan II.

Funding required verses funding acquired

As part of the Strategic Plan II, PIFON has undertaken the budgetary exercise necessary to work out its resources for the period of the plan taking into account the work programs that it has mapped out for itself. Below is a summarised budget allocation of the funding required to undertake the Strategic Plan II workplan, additionally, what PIFON has acquired to sustain it to the 2018 year mark. It is proposed that with this Strategic Plan II, PIFON will actively use this document as its guiding tool to liaise and negotiate with possible partners to assist it to carry out parts or all of its work programs as outlined in this plan.

What is mindful to note is that this Strategic Plan II was achieved through many of PIFON's meetings, collective member discussions and at its AGM to provide the mandate of a member driven plan that has been agreed and discussed from the ground up.

Required					
Expenses	Annual Budget 2017	Annual Budget 2018	Annual Budget 2019	Annual Budget 2020	Total -4Years
PIFON Secretariat Operational Costs	198,140.00	214,140.00	230,140.00	246,140.00	888,560.00
Support to National Activities	1,120,000.00	1,120,000.00	1,120,000.00	1,120,000.00	4,480,000.00
Support to Regional Activities	480,000.00	480,000.00	480,000.00	480,000.00	1,920,000.00
PIFON Learning & Planning Meeting + AGM	60,000.00	60,000.00	60,000.00	60,000.00	240,000.00
What we have					
Expenses	Annual Budget 2017	Annual Budget 2018	Annual Budget 2019	Annual Budget 2020	Total -4Years
PIFON Secretariat Operational Costs	198,140.00	214,140.00	-	-	412,280.00
Support to National Activities	206,467.54	172,102.00	-	-	378,569.54
Support to Regional Activities	78,558.00	73,758.00	-	-	152,316.00
PIFON Learning & Planning Meeting + AGM	60,000.00	60,000.00	-	-	120,000.00

Achieving long term sustainability

Central to the long term sustainability of PIFON is the ability of the organisation to generate income in order to at least support the core Secretariat of the organisation. Experience with other national and regional farmer organisations has shown that without a paid Secretariat, the organisation struggles to be effective based purely on volunteer contributions.

Several income sources for PIFON have already been identified including:

- Membership fees
- PIFON overhead costs for contracts/services provided to donor organisations on behalf of its members. With core funding secured for three years, any additional contracts/services provided by PIFON will incur an overhead cost which is invested for the running of the Secretariat when the three-year core funding expires.
- Contribution from national FOs for specific technical or capacity building inputs provided by PIFON. National FOs developing funding proposals to be supported by PIFON will be encouraged to include a budget line item for PIFON's input. These PIFON funds will be held in savings to be utilised for the running of the Secretariat when the three-year core funding expires.

Conclusion

PIFON is very grateful to its partners for its support to have enabled it to carry out its Strategic Plan which has allowed it to grow to the network that it is today.

PIFON now looks forward to renewing partnerships and forging new ones as it begins to stretch itself to grow more into the network it is destined to become under this Strategic Plan II; very member driven and ensuring that its members – the farmers are at the core of its deliverables.

ACRONYMS

ACIAR	Australian Centre for International Agricultural Research
AGM	Annual General Meeting ANAPROFIKO – Asosiasaun Nasional Produtor Fini Komersial
AWiA	Australian Women in Agriculture
CANC	Chambre d'Agriculture de Nouvelle-Caledonie
CGA	Cocoa Growers Association
CIDP	European Union funded Pacific Community's Coconut Industry Development Program
CTA	The Technical Centre for Agricultural and Rural Cooperation
F2F	farmer to farmer
FAO	Food and Agriculture Organisation
FCLC	Fiji Crop & Livestock Council
FO	Farmer organisation
FOs	Farmer organisations
FSA	Farm Support Association
GFAR	Global Forum on Agricultural Research
GroFed	Growers Federation of Tonga
IFAD	International Fund for Agricultural Development Fund
IWGIA	IFAD's International Work Group for Indigenous Affairs
IYFF+10	International Year of Family Farming
KGA	Kastom Gaden Association
MORDI	Mainstreaming of Rural Development Innovation Tonga Trust
MTCP2	Medium Term Cooperation Programme with Farmer Organisations (FOs) in Asia and the Pacific Phase II
NIA	National implementing agency
NiAs	National implementing agencies
NWC	Nature's Way Cooperative (Fiji) Ltd
OCB	Organisational Capacity Building Program
PAPP	Pacific Community's Pacific Agricultural Policy Program
PARDI 2	Pacific Agribusiness Research for Development Initiative Phase 2
PBSP	Pacific Breadfruit and Seeds Program
PEPD	Policy Engagement and Partnership Development Program
PIFON	Pacific Island Farmers Organisation Network
PIPSO	Pacific Islands Private Sector Organisation
PNG WiADF	Papua New Guinea Women in Agricultural Development Foundation
POETCom	Pacific Organic and Ethical Trade Community
SA	Sustainable Agriculture Program
SAPV	Syndicat Agricole et Pastoral de Vanuatu
SDC	Swiss Agency for Development and Cooperation
SFA	Samoa Farmers Association
SPC	Pacific Community
SRIA	Sub-Regional implementing agency
SRIAs	Sub-Regional implementing agencies
SSO	South Sea Orchids Ltd
TOR	Terms of References
TRTC	Tutu Rural Training Centre
TTT	Tei Tei Taveuni
UNDP	United Nations Development Programme
VCOPA	Virgin Coconut Oil Producers Association
WiAN	Women in Agriculture and Nutrition Program
WIBDI	Women in Business Development Incorporated
WRF	World Rural Forum
YiA	Youth in Agricultural Program



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PIFON

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