



Strategic Plan 2022-2027



Farmer to Farmer Exchange - Pacific Farmer Organisations bring the regions smallholder farmers together to share information and work together to tackle the regions biggest challenges of climate change, food security and NCDs.



Promoting food security and food sovereignty - Pacific farmers working together to share information and resources enabling self reliance.

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The Rise of Pacific Farmer Organisations

According to the Food and Agriculture organisation of the United Nations (FAO), about 67% of the Pacific region's population depends on agriculture and fisheries for livelihoods. Issues such as commercialisation, natural disasters and climate change are bringing new and increasingly complex challenges for farmers in the Pacific. Traditional approaches to servicing farmers are no longer enough to address the current and emerging challenges.

While the farmer organisation model is still relatively young in the Pacific, it has been clearly demonstrated that they have an important role to play in helping farmers access markets and improve livelihoods. Farmer organisations are best situated to understand the context and meet the needs of their farmer members. In addition, Governments and Development partners can extend the range of their rural services by working through farmer organisations, reaching more farmers with the information and training that they need.

Since 2013, the Pacific Farmer Organisations' initiative has increased its membership from 13 farmer organisations in 2013 to 30 farmer organisations in 2022. The initiative has also seen an increase in geographic spread from 6 Pacific Island Countries and Territories (PICTs) in 2013 to 12 PICTs in 2022. Finally, the initiative has been able to mobilise investment for farmer organisations from an annual budget of USD 170,000 in 2013 to USD 1,700,000 in 2022. PIFON exemplifies regional collaboration between grass roots organisations. The partnership model also demonstrates how farmers working together can create a powerful movement that attracts investment from the public sector.

PIFON aims to be truly regional as is evidenced in the growth of the network from 6 PICTs in 2013 to 13 PICTs in 2022, comprising 30 farmers organisations reaching over 95,000 individual farmers. In 2021, PIFON opened up a sub-regional office in Honolulu, Hawaii that was facilitated through the University of Hawaii Pacific Business Center Program (PBCP).



Listening is fundamental. Encompassing the core Pacific values of family, friendship, generosity, and reciprocity, members of the Pacific Farmer Organization unite to collaborate on a diverse range of initiatives.

Growth of the Network

The Pacific Farmer Organisations has grown steadily since formal registration in 2013. This growth has occurred in terms of farmer organisation membership (paid membership), geographic expansion (new PICTs represented by new FO members), and local farmer organisations and farmer reach (these are the members of the farmer organisations).



As at 2022, membership comprises farmer organisations and associate members in 13 PICTs - Cook Islands, Federated States of Micronesia, Fiji, Hawaii, Kiribati, New Caledonia, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Timor Leste, Tonga and Vanuatu.

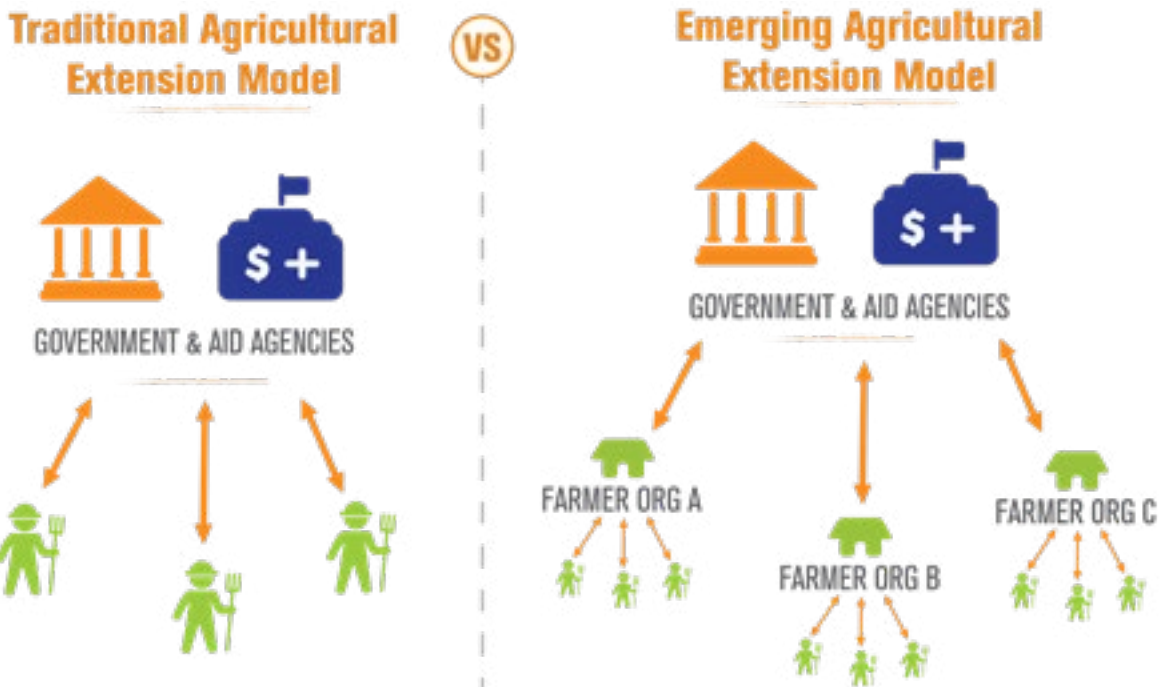


Building Strong Partnerships

Agricultural Extension

We believe that farmer organisations have a unique and vital role to play in providing farmers with access to key information and support services (Extension Services).

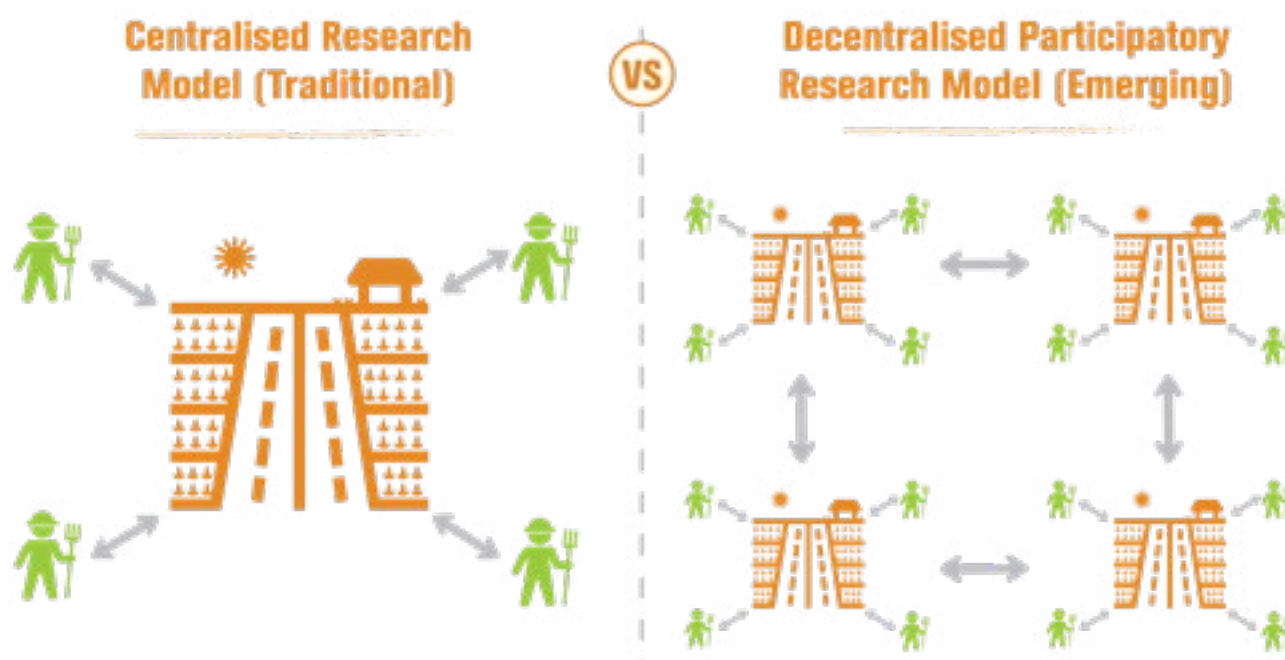
We believe that the emerging agricultural extension model in the Pacific, which involves Government and Aid agencies partnering with farmer organisations to extend the reach of their services, is the model of the future.



The traditional government operated extension model		Emerging Farmer Organisation extension models	
<p><i>Publically funded extension service through Ministries of Agriculture - where extension officers are civil servants, locally based and usually generalist in their skills</i></p>		<ul style="list-style-type: none"> • Private agribusiness companies having their own field services to support their farmer suppliers • FOs starting to develop targeted extension support for their members 	
Advantages	Disadvantages	Advantages	Disadvantages
<ul style="list-style-type: none"> • Staff have formal academic qualifications • Connected to public funding, including capital grants etc. • Linked to other government services - such as research, and infrastructure investment such as roads and drainage. • Closely linked with regional and international agencies 	<ul style="list-style-type: none"> • Extension officers are not specialised to address crop-specific needs • Staff generally have no practical experience in farming • Approaches to work constrained by civil servant regulations - which are often not consistent with farmer schedules and needs • Short term rotation of extension officers with locality to locality • Shifting priorities and government policy changes 	<ul style="list-style-type: none"> • Private sector and FOs tend to be more focused thus are better placed to provide specialised support • Private sector extension services have the advantage that they are direct participants in the value chain. Provides the opportunity for contract farming • Tend to be much more cost effective - not bound by civil servant regulations and have lower overheads • FOs tend to have a better understanding of farmer needs, demands and contexts. • FO staff tend to have had hands-on experience in farming • FOs usually have the trust of their members, which gives them more legitimacy, capacity to encourage farmers' learning and testing of innovations • The proven value of 'farmer to farmer' exchanges between Pacific Island countries, which can be facilitated through FOs. 	<ul style="list-style-type: none"> • Most private agribusiness companies, outside PNG, are far too small to afford the overhead cost of operating their own extension service. Private agribusiness linking with FOs provides a workable compromise for the Pacific Islands. • The challenge for FOs to secure sustainable long term funding for their extension operations.

Agricultural Research

We believe that the emerging model of agricultural research in the Pacific which relies on a decentralised, participatory approach is the way forward for the Pacific, and farmer organisations have an important role to play in this paradigm shift.

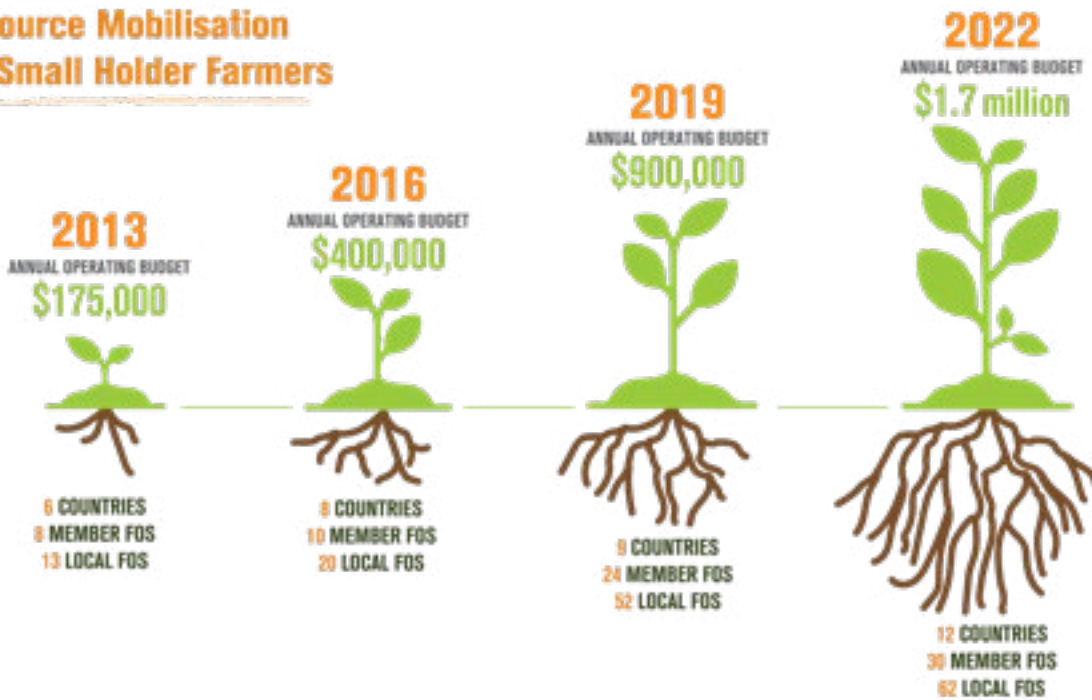


Centralised research model		Decentralised research model	
<i>Traditional model in the Pacific where agricultural research all takes place on one or two main government-run research stations</i>		<i>Decentralised research utilises a farmer participatory model where trials are replicated on sites across a wide range of agro-ecological conditions</i>	
Advantages	Disadvantages	Advantages	Disadvantages
<ul style="list-style-type: none"> In the past had the resources including funding and planting material Appropriate for breeding for resistance to a serious disease (centralised research is required before local evaluation can be undertaken) Appropriate for facilitating the importation of improved germplasm for subsequent evaluation by farmers Made up of academically qualified personnel who have access to the latest research technology 	<ul style="list-style-type: none"> Budget and resources no longer assured due to increasing pressure on government resources and changes in policy and focus Does not take into account the different climate and environmental conditions especially in large archipelago countries where climate and environmental conditions vary over relatively short distances¹ Focus changes as per changes in government policies Has the potential to be disconnected from the needs of farmers 	<ul style="list-style-type: none"> Increased likelihood of meeting the direct needs of farmers Increased probability of farmer uptake as they are involved in the research themselves Research outcomes cover a wider geographic area and therefore are directly relevant to more farmers Farmer participatory research can be more economical as it utilises existing infrastructure and farmer inputs It benefits from farmers' practical experience and local context Farmers are doing the research themselves - taking their ideas, combining them with good science, and tailoring the technologies and methods to meet their needs 	<ul style="list-style-type: none"> Can be highly demanding in terms of management and supervision Can lack scientific rigour if not properly planned and managed Often disconnected from international research knowledge Lack of funding, particularly for capital and technical equipment.

Resource Mobilisation for Partnerships

Pacific Farmer Organisations have been able to steadily increase the mobilisation of resources for small holder farmers based on the important role that farmer organisations play in supporting rural farmers.

Resource Mobilisation for Small Holder Farmers



Pacific Farmer Organisations employs a decentralised/bottom-up approach to planning and implementation of programs. The bulk of resources is allocated to activities implemented by National FOs - about 30% of resources are utilised for regional events managed by the Secretariat, including Secretariat overhead costs. About 70% of resources are passed on to member FOs at national and sub-national levels: of this 70%, around 90% is used for field activities with farmers, with 10% covering FO overhead costs.

Pacific Farmer Organisations Resource Model



Building Blocks for 2022-2027 Strategic Plan

After some Covid 19 related disruptions, the Pacific Farmer Organisations Board and Management began a Strategic Review process in May 2022 to reflect on the progress made, lessons learned, and relevance of its Strategic Plan 2017-2020. This review process consisted of the following:

1. Membership Surveys (2)

- an initial broad strategic reflection survey was shared on May 21, 2022 (18 member Farmer Organisations completed the survey)
- a follow-up survey to listening session 2 to explore in more detail specific issues highlighted in the discussions (9 Farmer Organisations took part)

2. Listening Sessions (3 listening sessions held over zoom open to all members to participate).

- Session 1: Wednesday June 8th 2022
- Session 2: Wednesday June 15th 2022
- Session 3: Wednesday June 22nd 2022

3. Strategic Planning Consultation

Presentation of the summary findings of the above consultations and further opportunities for input at the Week of Action held in a face-to-face meeting on 11-15th July 2022 in Nadi, Fiji

4. Partner Consultations

Zoom calls with selected key stakeholders Asian Farmers Association (AFA), Australian Centre of International Agricultural Research (ACIAR), Africa Caribbean Pacific (ACP) Secretariat, International Fund for Agricultural Development (IFAD) and AgriCord .



Listening is fundamental. Strategic Planning Consultation, Nadi, FIJI, 11-15 July 2022.

¹ AgriCord - global alliance of agri-agencies

Vision, Mission, Values and Underlying Philosophy

Vision

To make Pacific Farmer Organisations more vibrant, viable and sustainable organisations.

Mission

Farmer organisations are the driving force in securing financial and sustainable livelihoods for rural households in the Pacific.

Values

1. Transparency
2. Integrity
3. Respect
4. Reciprocity
5. Collaboration

Underlying Philosophy

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.

Strategic Objectives

PIFON has five strategic objectives for the period 2022- 2027

1. Member FOs have improved capacity to provide effective services to their farmer members and increased accountability and transparency to their members, donors and other stakeholders
2. Member FOs and PIFON engage in Advocacy on priority issues of FOs
3. Member FOs of PIFON are able to learn from each other through effective Networking and Knowledge Sharing and apply learning in their own
4. Member FOs have increased their financial and organisational capacity and sustainability.
5. Member FOs have increased awareness of and practical tools to strengthen the resilience of their farmer members in the face of climate change and other threats



Respecting cultural, economic and philosophical differences while also working to find common ground among Pacific Farmers.

Work Program

PIFON's work program will deliver a range of services, projects and activities that will lead it to its strategic objectives. Where PIFON takes on donor funded projects, the projects are expected to contribute toward achieving these strategic objectives.

Broad indicators and targets for these objectives are presented in the table below:

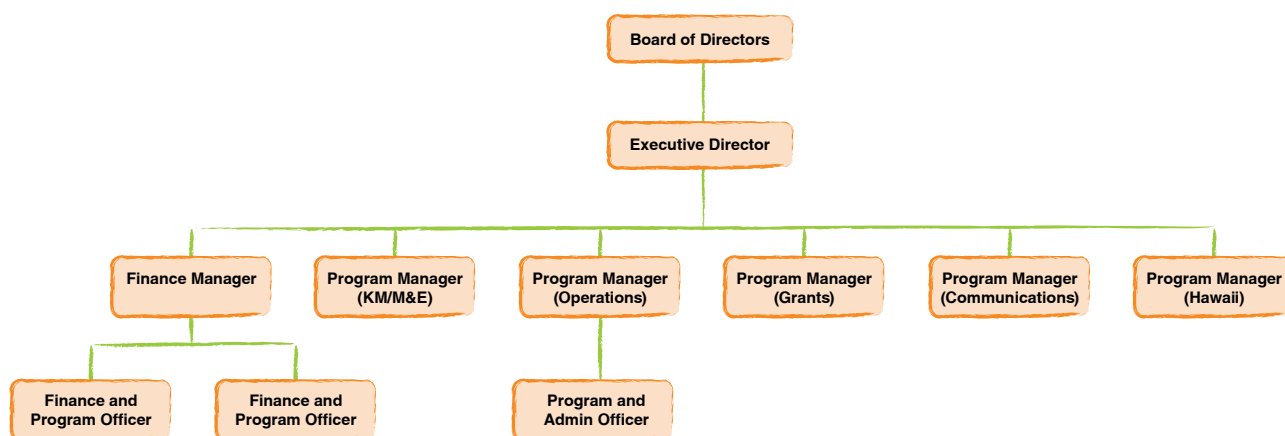
Strategic Objective 1 STRONG FARMER SERVICES	Member FOs have improved capacity to provide effective services to their farmer members and increased accountability and transparency to their members, donors and other stakeholders
5 year Target (2027)	Indicators of success
<p>PIFON is able to support 90% of member FOs to scale up and/or improve their priority services to farmers</p> <p>50% of member FOs have improved extension services</p> <p>50% of member FOs have improved research capability/skills</p> <p>70% of member FOs Governance strengthened/ Improved administrative functions</p>	<p># of new/improved farmer services and # of farmers reached by those services (M/F/Y)</p> <p>#FOs carrying out/part of collaborative on-farm, farmer led or FO priority research</p> <p>#FOs who hold regular AGMs according to their constitutions</p> <p>Evidence of recognition of FOS capability by important stakeholders in each country and regionally</p> <p>% of FO farmer members who provide positive feedback on their FO services</p>
Strategic Objective 2 INFLUENCING POLICY	Member FOs and PIFON engage in Advocacy on priority issues of FOs
5 year Target (2027)	Indicators of success
<p>70% of member FOs are better engaged with Government ministries</p> <p>70% of member FOs develop advocacy strategies and objectives with clear long-term and intermediate outcomes are defined</p> <p>PIFON and member FOSs are engaged in Coalition building on issues of concern to them and their members</p> <p>Programmatic advocacy — in which we innovate and develop evidence directly from our programming activities</p>	<p># of National FO platform meeting (Farmers Forum)</p> <p># of Knowledge Sharing events with credible performance story(ies)</p> <p># New or stronger networks</p> <p># of Farmer friendly policies developed</p> <p>#FOs engaged in Government programs</p> <p># of Government policies influenced by farmers</p> <p>Representation at national & regional forums</p> <p># of FOs who can align their activities with national policies</p> <p>FO reps sit at Pacific Islands Forum Secretariat (PIFS), Heads of Pacific Agriculture & Forestry (HOAFS), Ministers of Pacific Agriculture & Forestry (MOAFS)</p>



Strategic Objective 3	Member FOs of PIFON are able to learn from each other through effective Networking and Knowledge Sharing and apply learning in their own organisations	
NETWORKING		
5 year Target (2027)	Indicators of success	
70% of member FOs are able to learn and gain new ideas and approaches from each other	FOs' success stories are well known	
Good practice and innovation is being shared	# of F2F exchanges between PIFON FO members	
	# of regional and national meetings of PIFON FO members face to face and virtual	
Strategic Objective 4	Member FOs have increased their financial and organisational sustainability.	
ORGANISATIONAL CAPABILITY		
5 year Target (2027)	Indicators of success	
100% of FO engage in Regular self assessments to identify organisational capacity building priorities	# of FOs with improved financial/administration proficiency	
70% of member FOs have improved administrative capability	# of FOs attracting additional funds	
70% of member FOs with clear business models to improve their sustainability	# of FOs with a targeted strategy to improve financial capacity and self reliance	
70% of member FOs are carrying out regular external audits	# of FOs with paid staff (required to meet project requirements)	
	# of FOs with income from sources other than PIFON	
Strategic Objective 5	Member FOs have increased awareness and practical tools to strengthen the resilience of their farmer members in the face of climate change and other threats	
RESILIENCE		
5 year Target (2027)	Indicators of success	
70% of member FOs are delivering practical climate change adaptation relevant services to farmers	Role of FOs in climate change adaptation are acknowledged & supported	
70% of the vulnerabilities and gaps in agriculture resilience in the Pacific are identified	# FOs who become key contacts and advocates for climate change issues in agriculture in their countries	
70% of PIFON projects / activities take into account climate change and or resilience		

Organisational Structure and Membership

Organisational Structure



Members

Categories of Membership and Powers (For Discussion)

Rights/powers	Full Farmer Organisation Member	Associate Member	Observer Farmer Organisation Member
Participate in projects and activities	✓	✓	✓
Participate and vote in AGMs	✓	✓	
Endorse new member applications	✓		
Nominate board members including own organisation	✓	✓	
Serve as a board member	✓	✓	

New membership application process

	Criteria	Requirements
Farmer Organisation members	Legally registered Membership-based Active and compliant with regulatory bodies Good reputation and willing to contribute to PIFON goals and vision	Endorsed by at least 50% of FO members in same country Approved by PIFON board
Associate members	Legally registered Active and compliant with regulatory bodies Good reputation and willing to contribute to PIFON goals and vision	Endorsed by at least 50% of FO members in same country Approved by PIFON board

Growth Plan

PIFON will aim to increase the number of farmers who are served by member FOs by 50% from 90,000+ farmers to 150,000 farmers by 2027.

This will be achieved through:

- supporting existing FO members to expand their reach through the number of farmers who access and benefit from their services
- Facilitating the growth of FO platforms at the national level supported by PIFON's FO members
- Expansion of PIFON membership according to guidelines and rules

PIFON will aim to keep an appropriate balance of membership and leadership between the member countries to ensure adequate representation.

PIFON will carefully select the projects it engages in where they contribute to one or more strategic objectives and this growth plan.



Sustainability of PIFON

The ultimate sustainability of the work of PIFON is through the strengthening of its member Farmer Organisations and the roles they play in supporting agriculture development and small farmers across the Pacific.

At an organisational level PIFON has and will continue to develop strategies for ongoing organisational viability.

PIFON's strategy for organisational sustainability is based on PIFON providing its service on a fee basis. Fees are charged at a reasonable level to deliver quality services but also support the organisational viability. It has organisational reserves that it has accumulated and which it can be used to cover core organisational needs.

Based on member consultation, PIFON will explore a number of potential and expand existing income generating activities and from this develop a diversified portfolio of income generation sources to cover the organisation's operational costs.

1. Developing a regional Pacific Farmers brand/accreditation for products produced by small farmers in the Pacific in socially and environmentally sustainable way
2. Consider developing a program to host researchers/students for a fee at the FO or PIFON level
3. Consider managing expertise from the network like a consulting company
4. Pursue core funding for the organisation from other regional and international bodies and donors
5. PIFON needs to be more effective at charging overheads on donor funded projects to recover organisational costs
6. PIFON should invest in a property to serve as home headquarters/office and also a meeting venue for hire as an income generating service
7. Oppose income generation activities that are a distraction from PIFON core business



The staff of the Pacific Farmer Organisation Secretariat aim to delivery the highest quality services to members and partners

Annex

Farmer Organisation and Associate Members

COOK ISLANDS

Te Tango Enea TTE

FIJI

Bula Agro BA
Fiji Beekeepers Association FBA
Fiji Crop & Livestock Council FCLC
Foundation for Rural Integrated Enterprises & Development FRIEND
Model Towns Charitable Trust — Koroipita MTCT
Nature's Way Co-operative NWC
Rise Beyond the Reef RBTR
South Sea Orchids SSO/FSA
Tei Tei Taveuni TTT
Tutu Rural Training Centre TRTC

FEDERATED STATES OF MICRONESIA

Island Food Community of Pohnpei IFCP

HAWAII

Permanent Agriculture Resources PAR
Ulu Cooperative UC

KIRIBATI

Kiribati Organic Farmer Producers KOFPP

MARSHALL ISLANDS

Marshall Islands Organic Farmers Association MIOFA

NEW CALEDONIA

Chambre d'Agriculture et Peche de Nouvelle Caledonie CAPNC

PAPUA NEW GUINEA

PNG Women in Agriculture Development Foundation PNGWiADF
PNG Women in Coffee PNGWiC

SAMOA

Samoa Farmers Association	SFA
Women in Business and Development Incorporated	WiBDI

SOLOMON ISLANDS

Gurafesu Biodiversity Conservation & Climate Change Group	GURAFESU
Kastom Gaden Association	KGA
Nut Growers Association of Solomon Islands	NGA
Virgin Coconut Oil Producers Association	VCOPA

TIMOR LESTE

Asosiasaun Nasional Produtor Fini Komersial	ANAPROFIKO
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TONGA

Growers Federation of Tonga	GROFED
Mainstreaming of Rural Development Innovation	MORDI
Nishi Trading	NISHI

VANUATU

Farm Support Association	FSA
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Pacific Farmer Organisations won the 2022 University of Economic Development National Award of Excellence (UEDA) - Together We can Go Far: Pacific Farmer Organisations as Drivers of Rural Economic Development.





Founding members of Pacific Farmer Organisations received the Stars of Oceania Award 2022. Inaugurated in 2006, Stars of Oceania recognizes the contributions of indigenous Pacific Islanders and island residents whose service is a testimony to their humanity and love of the Pacific Ocean and Cultures from the islands they call home.





Email: info@pacificfarmers.com

Website: pacificfarmers.com

Facebook: Pacific Farmer Organisations

Instagram: [pacific_farmers](https://www.instagram.com/pacific_farmers)

Address: 2 Qalibuto Road, Neelfield Estate, Legalega, Nadi PO Box 9048, Nadi Airport, Fiji

Address: 1019 Lauia Street, Kapolei, Hawaii 92707, U.S.A