



INOFO

INTERCONTINENTAL NETWORK OF
ORGANIC FARMERS ORGANISATIONS

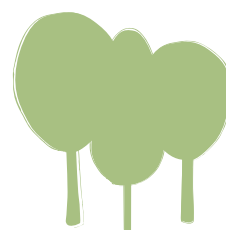
ORGANIC FARMERS
SPEAKING FOR THEMSELVES

INTER-CONTINENTAL NETWORK OF
ORGANIC FARMERS
ORGANISATIONS (INOFO)

STRATEGIC PLAN

2021-2027 (TWO TERM)





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Acknowledgements

INOFO would like to acknowledge the support that its Council Members have received from Andreas Hermes Akademie who have been instrumental in INOFO formalising the organisation, from a loosely connected network, to a farmer organisation platform with a vision, mission, and a strategy within the IFOAM Organics International Network.

Since the association with Andreas Hermes Akademie, INOFO has been able to consult, debate and align our organisation as an integrated participatory organisation within a structured process. Furthermore, the understanding of how INOFO positions, relates and functions within the IFOAM Network and INOFO's operational ecosystem is an ongoing process of our organisational development.

INOFO also wishes to acknowledge that the IFOAM Network is fully supportive of our self-organised development and our growing contribution, participation, and value in the overall network development. After all, farmers are the heart of the organic movement and therefore it is a crucial necessity for the network to have strong and united farmer representatives.

Finally, but not least, INOFO appreciates the voluntary resources deployed by its Convenors and Organic Farmer Organisations to building our organisation and ensuring that the **farmers speak for themselves and are heard**.



INOFO Board Statement

INOFO was founded in 2008 as a self-organised structure of organic farmer organisations within the IFOAM Organics International Network. In 2011, the first INOFO General Assembly was held in South Korea. In 2014, a capacity development program was initiated through the IFOAM OI Academy, funded by IFAD. Representatives from the Global South participated in Leadership Workshops to develop a connection between organic farmer organisations worldwide. Arising from these workshops, INOFO General Assemblies were conducted as pre-events during the Organic World Conferences in Turkey (2014) and India (2017), respectively, and a Council of Convenors were elected to take the network forward.

Ad Hoc regional meetings were held and INOFO was brought into the advocacy representation through IFOAM Organics International. Shamika Mone, elected President of INOFO, initiated the engagement of INOFO and Andreas Hermes Akademie for assistance in further developing INOFO, its reach and impact.

Since 2018, this collaboration and its focus on organisational development has enabled INOFO, through the active participation of all Council of Convenors, to develop its existing structure and positioning itself within the IFOAM Network since 2018.

INOFO developed a global structure and since 2021 with six regional INOFO bodies covering the entire globe.

Once our vision and mission statement had been approved by the General Assembly, the Council embarked on the strategic plan that supported the needs of farmer organisations. As this is a participatory process and requires the input directly from organic farmer organisations - its membership - the strategy has been developed and ratified by the membership through the Council of Convenors. The succession will be developed and submitted for approval at the next General Assembly which will be in 2024.

At the General Assembly in 2021, the Board of Continents' mandate allowed to draft this strategic plan, building on the work from the previous Council Members and aligning with the IFOAM Network strategic plan.

The Board would like to thank all for their participation in the development of the strategic plan, to date.

INTRODUCTION

INOFO, as a self-organised structure (SOS) within the IFOAM Network, we have fully participated in the Network Council over the past few years. Our organisational development has resulted in INOFO finding its relevance within the Network and how we align our objectives with that of the Network. At the last IFOAM General Assembly, the INOFO President, Shamika Mone was voted onto the IFOAM World Board which has further increased direct involvement in the IFOAM Network activities, including that of addressing membership, advocacy, presenting the unified organic voice and operational functionality of an international network.

The IFOAM Network now has an active farmer network in INOFO, and we are included in all Network deliberations.

As a membership organization, INOFO Council of Convenors is always mindful that they have their organic farmer organisation mandate to represent their needs and therefore the strategy is developed in strengthening the pillars which directly support these needs.

The highest decision-making organ within INOFO is the organic farmer organisation and it is INOFO's duty to develop and maintain structures to ensure this position.

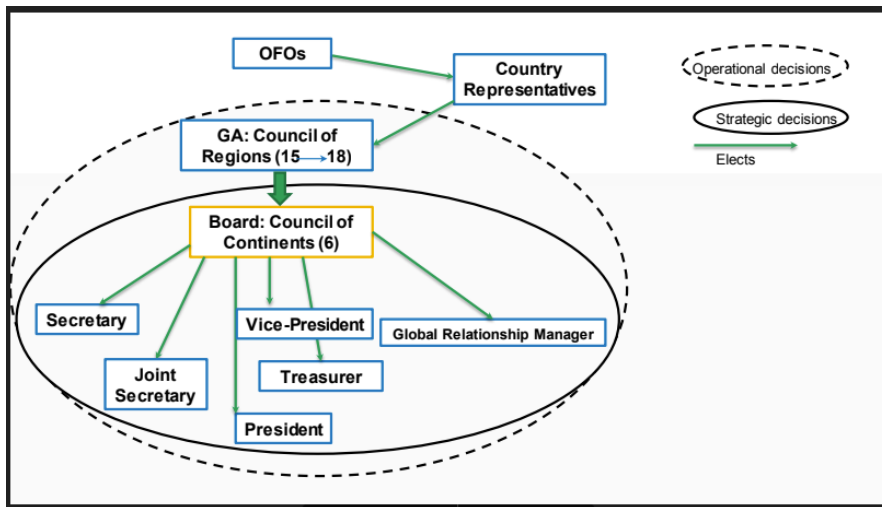
For INOFO to truly represent the farmers' voice, the capacity needs to be developed for both internal and external communications as well as operational functionality. INOFO is mindful of employing resources efficiently, finding solutions for minimising duplication and operating in silos and rather aiming for an ecosystem network for INOFO's mission and members.

The following strategic plan is presented to strengthen INOFO both internally as well as within the Network.



INOFO's ECOSYSTEM NETWORK

INOFO Organizational Chart



For a membership organization such as INOFO, a strategic Plan can only be successful with the contribution and support of the members (organic farmer organisations) and stakeholders - Organic Farmer Organisation. To execute the strategic plan and establish a strong and functional operational environment, there are several crucial preliminary activities that need to be covered, namely:

- Membership mapping and recruitment (global and regional)
- Defined and outcome-oriented communication structures
- Operational alignment within the organic network (including global and regional support positions)

These activities are important to INOFO in their alignment within the Organic Network to support the common organic voice.

It is also INOFO's priority

- not to duplicate activities
- positioning INOFO with its value contribution within the organic network, complementing organisations
- develop an ecosystem network of INOFO members, including value links between members, the network, and external stakeholders.

Stakeholder mapping of organisations with and for whom INOFO collaborates is key to collaborate in the operational environment to define needs and address the needs efficiently.

CULTURE

Through the developmental work we have started to build our INOFO culture and values.

As an international organisation there are many different cultures and value systems. The current Board of Continents has positioned the working of INOFO within an "INOFO Culture".

This is an ongoing development in understanding and in operation, but we always strive for inclusion and strength through diversity - building mechanisms through which this is enabled. Particular attention is on woman and youth participation in growing our organisation.

It is important that all who take on the responsibility of positions within INOFO, acknowledge their commitment and are fully accountable to INOFO and its structures. To uphold this our governance structures are in development in order to support this process, both internally as well as part of the IFOAM Organics Network.

INOFO Strategic Plan

a. VISION and MISSION

At the African Organic Conference in Senegal in 2018, the Council established the following Vision and Mission Statements which were approved at the Virtual INOFO General Assembly in 2021.

Vision

A world of regenerative and sustainable food system for all

Mission

To unite organic farmers and support their voices, at all levels of the food systems development towards producing healthy, nutritious food and preserve mother earth

b. IMPACT AREAS

INOFO has identified the following key impact areas, namely:

- Advocacy
- Knowledge Sharing and Training
- Leadership and Capacity building
- Organisational Development & Governance

STRATEGIC OUTCOMES - IMPACT AREAS

INOFO defines strategic outcome based on the needs of the organic farmer organisation. Each outcome must be embedded in an INOFO impact area and relatable to a INOFO thematic topic, driving on

- What do we want to do?
- How are we going to do it?
- What would be the specific impact if we do what we want to do

Table 1 - Impact Area 1 – ADVOCACY

Categories	Outcomes	By
Farmer Advocacy	Share organic farmer work to increase awareness of best practice in local, regional, and international context	Board Secretariat Focal Points OFO IFOAM Network Council of Convener
Strategic Awareness	Participate in cross cutting activities linking organic farming to biodiversity, health, nutrition, food security and sovereignty, environment, and sustainable ecosystem development	Board Secretariat Focal Points OFO IFOAM Network Council of Convener
Collaboration	Build relationships with non-organic stakeholders to leverage organic into mainstream thinking through developed networks	Board Secretariat Focal Points OFO IFOAM Network Council of Convener
Political Position	<ul style="list-style-type: none"> • Develop farmer representative (provide skills) • Participate in high level government advocacy within national and regional platforms • Generate position papers and contributions to organic and related political papers and environment. 	Board Secretariat Focal Points OFO IFOAM Network Council of Convener

Table 2 - Impact Area 2 – KNOWLEDGE SHARING & TRAINING

Categories	Outcomes	By
Knowledge needs	Gap analysis on research and knowledge needs of farmers for regions and topic specific	Board Secretariat Focal Points OFO Council of Convener
Knowledge development	Develop tool kits for farmer training and strategy how to deliver (e.g., Online, and offline forum)	Board Secretariat Focal Points OFO Council of Convener
Knowledge implementation and exchange	Train farmers to be trainers (Train the Trainer) on peer learning Promote in person farmer to farmer exchange platforms	Board Secretariat Focal Points OFO Council of Convener
Knowledge access and exchange	Case studies for sustainable practises from farm to market Promote in person farmer to farmer exchange platforms	Board Secretariat Focal Points OFO Council of Convener

Table 3 - Impact Area 3 – LEADERSHIP and CAPACITY BUILDING

Categories	Outcomes	By
Identify leaders	Identify potential and active leader and their capacity to contribute to the needs of organic farmer organisation <ul style="list-style-type: none"> • Youth representatives • Women representatives • Community leaders' representatives 	Board Secretariat Focal Points OFO Council of Convener
Mentoring program	Continuation of expertise, knowledge, wisdom, and commitment for all sectors of the network Developing buddy system for INOFO strategic outcomes <ul style="list-style-type: none"> • connecting generations and minds • connection regions • connecting projects 	Board Secretariat Focal Points OFO Council of Convener

<p>Innovation and change leadership</p>	<p>Develop competency matrix and outcome specific skill portfolio</p> <p>Identify needs of change and innovation for organic farmer organisations and ecosystem network</p> <p>Ensure that leading farmers have the skills, resources, and knowledge to sustain new initiatives, systems, and approaches, both now and in the future, lead to lasting change.</p>	<p>Board Secretariat Focal Points OFO Council of Convener</p>
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Table 4 - Impact Area 4 - ORGANISATIONAL DEVELOPMENT AND GOVERNANCE

Categories	Outcomes	By
<p>Membership engagement</p>	<ul style="list-style-type: none"> • Mapping of members • Recruitment of members • Needs identification • Survey on relevance of INOFO 	<p>Board Secretariat Council of Convener</p>
<p>Governance of INOFO</p>	<p>As a membership organisation INOFO continuously will build its membership and its internal systems for appropriate capacity and competency</p> <ul style="list-style-type: none"> • Developing <ul style="list-style-type: none"> ◦ INOFO Policies and Procedures ◦ Strategy Implementation, Monitoring and Evaluation including GAP analysis of INOFO governance system • Engaging members into INOFO's decision making process through AGM and ad hoc meetings, distributing information to membership • Establishing and reviewing partnerships with relevant industry bodies and farmer organisations • Developing a system to ensure farmers from all social groups to be part of INOFO and its objectives. 	<p>Board Secretariat Council of Convener</p>
<p>Developed projects</p>	<p>Develop Budget</p> <ul style="list-style-type: none"> • key resources • costs • revenues <p>Develop Resource Matrix linked to impact areas</p> <ul style="list-style-type: none"> • overall, for INOFO • Project (log frame specific) <p>Identify income generation channels</p>	<p>Board Secretariat Council of Convener</p>

Developed projects	Identify project partners (as part of Ecosystem networks) Identify Projects (existing or potential) <ul style="list-style-type: none"> • Membership needs oriented ONLY Project management <ul style="list-style-type: none"> • develop log frame for real or potential projects • developed project specific Responsibility Assignment Matrix RAM • Develop and implement projects • Communicate and distribute outcome of projects to members 	Project specific Council of Convener OFO
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c. THEMATIC TOPICS

INOFO will operate under defined thematic topics. Each thematic topic can be addressed under one of the four Pillars/Impact areas. Based on the desired outcome, INOFO can decide on the most appropriate tool/activity to address the thematic topic under a specific pillar/impact are.

e.g., Thematic topic of Youth Engagement under Advocacy can be addressed by using the tool of sending young farmers to international conferences to give them a voice.

But thematic topic of Youth Engagement under Pillar of Knowledge Sharing can be addressed by using the tool of exchange program among young farmers etc.

Pillars/impact areas can be mixed with thematic topics and tools/activities as wanted to ensure that the objective (what we want as an outcome) to be most successful

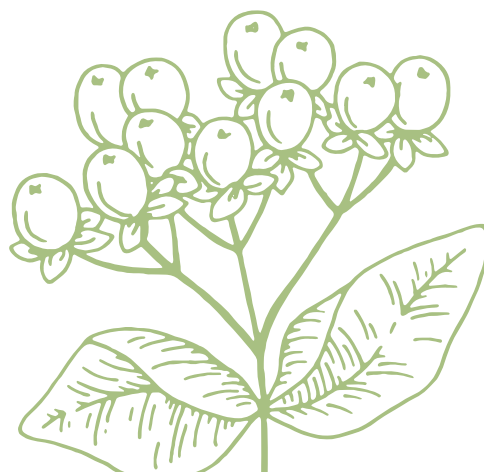


Table 4 - STRATEGIC GOALS - THEMATIC TOPICS

Thematic Topics	GOALS
Food and Nutritional Security	<ul style="list-style-type: none"> • Defend the Rights of all farmers to feed themselves and the world clean, safe, and nutritious food • Empower Small scale farmers with skills, knowledge, and attitude to feed their families through regenerative and organic farming practice
Gender Empowerment and Social Inclusion	<ul style="list-style-type: none"> • To promote inclusion of women in farmer organisational leadership and control of equitable sharing of resources and benefits
Youth Engagement - connecting generations to maintain organic land	<ul style="list-style-type: none"> • To increase access to agroecological production resources for the youth in agriculture through campaigns and training
Climate Resilient Farming Systems and Environmental Protection and Climate Justice	<ul style="list-style-type: none"> • To promote organic farming, a system which fosters climate change mitigation, adaptation, and sustainable use of natural resources • To promote the use of locally adapted crop varieties for climate resilience
Income generation - Market Access and Value Chains	<ul style="list-style-type: none"> • Supporting OFOs in their data management for business decisions • Enabling Knowledge exchange in processing and value adding • To improve market access for agroecological farmers through infrastructure investment, verifiable guarantee systems, value addition and market linkages
Food Systems Transformation - regenerative, sustainable, ecological systems	<ul style="list-style-type: none"> • To ensure that organics as the dominate farming practice for true Food Systems transformation and the right to nutritious food
Family Farms	<ul style="list-style-type: none"> • To utilize Family farm concept as the focus and target of INOFO activities
South-South Co-operation (NB)	<ul style="list-style-type: none"> • Twin farmer organisations with those who have experience and those who need development • To promote farmer to farmer led exchanges • To share practical experiences from around the network