



Farmers and Nature Network Association

Strategic Plan 2021-2025



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Strategic Plan

Farmers and Nature Network Association (2021-2025)

Vision:

"Want to see Cambodian farmers have a prosperous life, live with dignity and have the ownership to decide on their own destiny."

Missions:

- Organize / mobilize and join forces (promote a rural society with solidarity and good cooperation) to protect the rights and put common interests (farmers) as a priority.
- Enhance and promote organic agriculture and agro-ecology.
- Ensure cooperation between communities and relevant organizations both inside the country and overseas.
- Facilitate and build partnerships to access to financial and technical services, agriculture inputs and marketing, etc.
- Develop capacity of the network's members, especially agricultural cooperative leaders, production teams, processing groups, women, youth groups, etc. to become good representatives and leaders.

Core Values:

- Solidarity and good cooperation
- Keep the common interests of farmers as a priority
- Adhere to organic farming and safety
- Transparency, accountability and equity.

Approaches:

Justice: FNN recognizes the inherent dignity of every person and supports vulnerable communities in their efforts to achieve justice, human rights and a sustainable future. FNN facilitates the empowerment of those with whom it works to achieve this end.

Equity/Gender: FNN promotes the fair, even and sustainable access to and distribution of resources and the equitable delivery of social service. FNN believes in the even and balanced treatment of all men and women and marginalized people.

People's Participation: FNN is characterized by inclusive and participatory processes regardless of ethnicity, religion and gender. FNN facilitates participation and promotes ownership of focus groups by applying the empowerment approach, which gives people choices or options in their lives and the competence and confidence to seek and obtain their universal rights and achieve a life with dignity.

Transparency and Accountability: FNN maximizes its capabilities through responsible stewardship of all entrusted resources. This is complemented by the highest standards, flexibility and pragmatism in program implementation —balancing accountability towards the affected population and the expectations of partners and back donors. FNN is committed to transparency of its motives and aims, as well as its financial transactions.

Capacity Development: FNN empowers its beneficiaries (e.g., project staff members, management team, BOD's members, and farmers) through capacity development program (e.g., training courses, coaching, counselling, exposer visit, case studies) for enhancing their performance and ability to talk to the duty-bearer to ensure sustainable community development.

Family Economic Development: FNN mobilizes farmers to establishes agriculture cooperatives and producer groups in order to improve agriculture value chain and saving-credit services for supporting their business development.

Networking and Advocacy: FNN is a representative of Cambodia farmers working to build capacity of farmers and linking them to the world development in term of agriculture practices. In this regard, FNN is a member of national and international network mechanisms such as CCC, NGO Forum, CamboDHRRA, AFA, ILC, LVC, AisaDHRRA. FNN organizes AC business forums/Network meetings and promoting farmers to engage in these forums/networks.

Target groups and stakeholders:

A major part of FNN's work is aimed at poor farmers in rural communities, particularly women and youth. Our staff always work in close cooperation with local authorities, national and sub-national as well as relevant technical institutions such as Ministry of Agriculture, Forestry, and Fishery (e.g., Department of Agriculture Cooperative Promotion, Department of Agro-Industry, Department of Expansion for Agriculture, Forestry, and Fishery), Ministry of Rural Development, Ministry of Commerce, Ministry of Interior, and related subnational government technical institutions and authorities. FNN has facilitated 53,753 members of FNN. Of them 18,430 (11,860 are women) are members of the 96 registered AC in getting actively involved in the implementation of projects.

FNN Development:

In strengthening the organization to improve the effectiveness, efficiency, relevance, impact and sustainability of the program, FNN has focused on five main aspects: 1) Management systems, which refer to organizational structure, administration procedures, monitoring and evaluation, financial management and reporting, 2) Human resources, referring to staff numbers, experience, skills, human resources development, and volunteers, 3) Financial resources, i.e. total financial resources, diversity of funding sources, fundraising capacity, sustainability strategy, and organizational profile, 4) Operational plans, which refers to governance, mission statement, strategic plan, relevance of projects, and accountability to stakeholders, and 5) Delivery, including scale of on-going projects, relevance of projects to livelihood improvement, delivery of project outputs, geographical reach and collaboration.

Strategic Objectives and Strategies of the Farmers and Nature Network Association 2021-2025

Strategic goals	Strategy	Indicators	Target 2025
1) The capacity of farmers and leaders related to production has increased with quality and safety	• Develop capacity of farmers on agricultural techniques according to the principles of nature and safety of farmers and businesses	Number of trained farming families	25,000 families
	• Promote agro-ecological production and safety	% of farming families who practice agricultural techniques	70%
	• Build capacity of farmer trainers to extend training to other farmers	Number of skilled farmers who have strengthened their capacity to become farmer trainers (20% are women and 10% are youth)	1,500 people
		Number of farmer trainers who are capable to extend training to other farmers (20% are women and 10% are youth)	1,200 people
	• Coordinate with agricultural officers to provide technical services to farmers	Number of agricultural officers providing technical services to farmers	1,000 people
	• Improve the capacity of farmers to produce agricultural inputs by their own means (seeds, animal feed, fertilizers, pesticides ...)	Number of farming families producing seeds (rice and animals)	500 families
		Number of farmers who are members of animal feed production group	1,000 families
		Number of farming families producing natural fertilizers, fertilizers and pesticides	15,000 families
	• Provide laboratory and learning facilities (role model farmers and communities)	Number of learning sites (farmer field schools)	100 sites

Strategic goals	Strategy	Indicators	Target 2025
	<ul style="list-style-type: none"> Facilitate to access to certification services and obtain certification 	Number of farmers received certificates (organic and safety)	5,000 families
	<ul style="list-style-type: none"> Promote agro-ecology 	Number of farming families who have improved their agro-ecology practices	10,000 families
2) Self-help associations and ACs have sufficient capacity to effectively provide services to members	<ul style="list-style-type: none"> Strengthen capacity of leaders of self-help associations and ACs in terms of management, leadership, closing balance business plans, reports and ... 	Number of self-help groups (savings groups) received capacity building	1,500 groups
		Number of farmers' associations received capacity building	300 FA
		Number of ACs receiving capacity building	150 farming communities
		Number of women receiving capacity building	10 groups
		Number of youth groups received capacity building	5 groups
		% of self-help groups, farmers' associations and ACs are competent to provide effective services to members	35%
	<ul style="list-style-type: none"> Encourage to organize reflection meetings, share information, and regular closing balance. 	% of self-help groups, associations and ACs regularly organize reflect meeting and share information	65%
		% of self-help groups, associations and ACs have regular closing balance	70%
	<ul style="list-style-type: none"> Establish a human resource training program to provide services and build professional staff to work for ACs. 	Number of ACs that hire professional staff to work for	20 Agricultural cooperatives (ACs)
	<ul style="list-style-type: none"> Enhance and encourage youth and women to participate in leadership and 	% of female leaders of self-help groups, associations and ACs	20%

Strategic goals	Strategy	Indicators	Target 2025
	management in self-help groups, associations and ACs.	% of youth leaders of self-help groups, associations and ACs	10%
	• Link ACs to various institutions to access resources (technical resources)	Number of ACs have linked to various institutions to access resources (technical resources)	150 ACs
	• Strengthen cooperation, knowledge transfer between ACs to ACs	% of ACs that collaborated with other ACs	50%
	• Support AC's Membership Education Program (AC Law)	% of ACs that setup membership training programs	50%
	• Assess the annual growth of ACs	% of ACs assessed their annual growth	70%
	• Encourage AC's members to double their capital investment (shares)	% of ACs that member raised capital investment (shares)	50%
	• Encourage ACs to prepare their business plan to respond to the members' needs	% ACs that prepared business plans	50%
3) Market access for family farmers	• Facilitate building partnerships with the private sector, the public and ACs	% of ACs that connect with other institutions to access market support	70%
	• Strengthen farmers' post-harvest management capacity (transportation, processing, storage, quality control)	Number of farmer families trained on post-harvest management	1,000 households
	• Strengthen the ACs' product brandings	Number of product brandings	10 product brandings
	• Facilitate the collection and distribution centers for agricultural products	Number of collection and distribution centers for agricultural products established	15 collection and distribution centers
	• Establish farmers' and natural markets	Number of markets created	1 site
	• Set up processing and selling ACs' products	• Number of ACs that processed and sold their products	30 ACs

Strategic goals	Strategy	Indicators	Target 2025	
	<ul style="list-style-type: none"> Promote establishing digital markets (E-markets) 	Number of ACs selling their agri-products through online markets and apps	30 ACs	
	<ul style="list-style-type: none"> Promote ACs on contract farming 	Number of ACs had signed contract farming	100 ACs	
4. Access to investment capital/financial resources	<ul style="list-style-type: none"> Establish national agricultural cooperative credit 	National agricultural cooperative credit established	1 national agri-coop credit	
	<ul style="list-style-type: none"> Mobilize local resources in ACs through services and membership revenues 	% of ACs that mobilized local resources in ACs through services and membership revenues	50%	
	<ul style="list-style-type: none"> National and International Charitable Foundations 	ACs that mobilized funds from national and international charities	30%	
	<ul style="list-style-type: none"> Facilitate building partnerships with private and public sector and the ACs. 	% of ACs linked with other institutions to access market support	35%	
5) Access to supportive enabling environment policies	<ul style="list-style-type: none"> Increase dialogue with national and sub-national authorities (building partnerships with private sector, public and ACs) 	Number of policy dialogues and consultations related to agriculture and agribusiness	30 Conversations	
		Number of farmer and cooperative forums organized and participated		
		Number of policies submitted to relevant government institutions were discussed and included in development programs.	4 development policies	
	<ul style="list-style-type: none"> Incorporate the ACs development plan into CDP / CIP 	% of ACs incorporated their development plans into the CDP / CIP	30%	
	<ul style="list-style-type: none"> Increase partnerships with the government through the government development programs 	Number of projects and programs in partnership with the government developed	3 projects	
	<ul style="list-style-type: none"> Strengthen networks with national and 	Number of national and international	12 networks	

Strategic goals	Strategy	Indicators	Target 2025
	international stakeholders	networks connected and cooperated	
	<ul style="list-style-type: none"> Study and evaluate on national, regional and global development policies and programs 	Number of studies conducted	10 studies
		Number of joint statements attended	5 statements
6) FNN is highly capable and professional institution to provide services to members effectively	<ul style="list-style-type: none"> Develop capacity of staff and board of directors 	% of staff and board of directors trained	100%
	<ul style="list-style-type: none"> Setup core staff with expertise that respond to specific needs 	Number of expert teams setup	4 expert teams
	<ul style="list-style-type: none"> Organize regular reflection meetings (monthly, quarterly and annually) 	Number of Board of Directors Meetings	15 meetings
		Number of staff meetings	85 meetings
	<ul style="list-style-type: none"> Prepare and update policy documents, administrative and financial works of institution (FNN) and other relevant frameworks 	Number of policies developed and updated	5 policies
	<ul style="list-style-type: none"> Develop disseminating programs and sharing knowledge 	Compile and publish farmers' experiences	5 articles
		Improve website and Facebook	1
		Produce quarterly farmer newsletter	15 articles
		Live Show	50 shows
	<ul style="list-style-type: none"> Review and reform the leadership and management structure of the institution (FNN). 		