



Panafrican farmers' organization
Organisation panafricaine des agriculteurs
المنظمة الإفريقية للفلاحين

PAFO STRATEGY 2025

*STRATEGIC PLAN
2021-2025*

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List of abbreviation and Acronyms

AfCFTA	African Continental Free Trade Area
AU	African Union
AFDB	African Development Bank
CAADP	Comprehensive Africa Agriculture Development Programme
COLEACP	An association of companies and experts committed to sustainable agriculture
CTA	Technical Centre for Agricultural and Rural Cooperation
EAFF	Eastern African Farmers Federation
EU	European Union
FARA	Forum for Agricultural Research in Africa
FAO	Food and Agriculture Organization
FO	Farmer Organization
FO4ACP	Farmers Organisations for the African, Caribbean and Pacific Countries
IFAD	International Fund for Agricultural Development
NFO	National Farmer Organization
NGO	Non-Governmental Organization
PAFO	Pan African Farmers Organizations
PROPAC	Plateforme sous-Régionale des Organisations Paysannes d'Afrique Centrale
RFO	Regional Farmer Organizations
ROPPA	Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de l'Ouest
SACAU	Southern African Confederation of Agricultural Unions
SWOT	Strengths, Weaknesses, Opportunities, Threats
TFPs	Technical and Financial Partners
UMNAGRI	Union Maghrébine et Nord-Africaine des Agriculteurs
UN	United Nations
WTO	World Trade Organization





1. Foreword

This document contains the objectives to be achieved and the strategic axes over the next five years by PAFO - the voice of dozens of millions of farmers on the continent - as part of its five-year strategy (2021-2025) and its operational plan (2021-2022).

For the development of this document, PAFO carried out an inclusive and participatory approach with its regional networks through individual interviews with the RFOs, regional and continental workshops, with the participation of several stakeholders and PAFO partners.

This document "the five-year strategy (2021-2025) is a strategic vision which proposes a coordinated approach of PAFO interventions for sustainable food and agriculture, which meet the needs and expectations of FOs and the agriculture sector in Africa. The result of this reflection constitute entry points for an advocacy towards transnational policies, strategies and programs aiming to the transition to an agriculture combining high productivity, economic viability and respect for the environment, while being based on inclusion and social justice.

This Strategy was validated by the PAFO Board held in Kigali on 8-9 April 2021.

Acknowledgement

PAFO expresses its gratitude and deep thanks to COLEACP - for its financial support - and STRATEGIES! - for its technical support - which made this strategy and its operational plan possible.



PAFO Secretariat

2. Executive summary

The five-year strategic plan of the Pan African Farmers' Organization (PAFO) was developed through a participatory and inclusive process which included the Regional Farmers Organizations (RFOs), and some of their members.

The process included several key steps: Individual consultations of RFO leaders, regional and continental workshops with RFOs, key stakeholders and PAFO partners.

Agriculture is one of the most important economic sectors in Africa. It accounts for about 23% of the continent's GDP and provides employment for about 60% of the active population in sub-Saharan Africa. Women provide most agricultural production. Livestock accounts for about 40% of the continent's agricultural GDP, and Africa has a third of the world's livestock. The fisheries sector accounts for 6% of African agricultural GDP.

Yet the vast majority of the over 33 million small-holder farms in Africa remain at a subsistence level due to poor productivity and limited access to markets.

In 2020, this already challenging environment saw the advent of two key crises: COVID-19 and the locust invasion in Eastern Africa. The impact is a further decrease in production, limited access to farming inputs, loss of jobs in the agriculture sector and restricted trade.

PAFO members analyzed that these crises also provide opportunity. The moment is ripe to truly increase regional trade, notably with the African Continental Free Trade Area (AfCFTA) coming into effect. It is imperative for PAFO to build on its established office in Rwanda, its permanent staff, increasing reputation and notoriety as the continental voice for African farmers and access to continental and international forums on agriculture, to advocate for and obtain gains for African farmers.

PAFO members re-emphasized that the foundation of the organizations work is to foster: "Farming as a business and a pillar for economic, social and cultural development in Africa". The five-year strategy was built on this foundation.

To develop its strategy, PAFO first of all refined its theory of change and determined the two key elements necessary for the transformation of African Agriculture to be:

- Strengthening African farmers as entrepreneurs to run farms that ensure their economic, social and cultural development
- Providing a conducive environment for agriculture investment, production, marketing, knowledge management, etc.

PAFO's role is therefore to work on these two key levers at continental and international levels ensuring that all African farmers are impacted.





PAFO's Theory of change



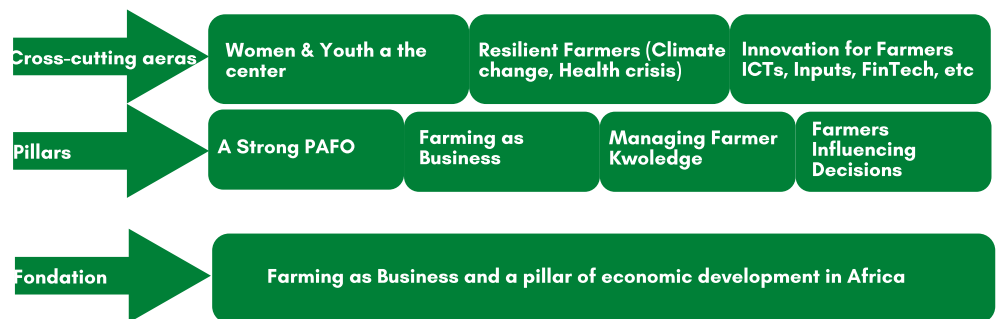
Farmers are defined as :

- Women
- Youth
- Men
- Including those from the most vulnerable socioeconomic categories: living with disabilities, ethnic minorities, refugees & displaced, living in conflict areas, etc.
- Who practice agriculture as a livelihood
- All must be equitably represented at all levels where decisions are being made and resources are being allocated in agriculture

Strategic Framework 2025

On the foundation of “Farming as a business and a pillar for economic, social and cultural development in Africa”, PAFO built a 5-year strategy of four key pillars and three cross-cutting issues.

PAFO strategy 2025



Pillar I: Focuses on strengthening PAFO as an organization to enable it to execute the strategic plan.

Pillars II & III: Focus on strengthening farmers as entrepreneurs

Pillar IV: Focuses on influencing laws, policies, programs, financial mechanisms, etc. to benefit farming as a business in Africa.

This five-year strategic plan will be used by PAFO to mobilize the resources needed for its execution and will truly enable the organization and its partners to transform agriculture in Africa.

3. Introduction

3.1. Background

The Pan African Farmers' Organization, created in October 2010 by the five regional platforms: EAFF, PROPAC, ROPPA, SACAU and UMNAGRI, with the support of the African Union, is today recognized as the representative body of African farmers' organizations at continental and international levels.

In 2019, PAFO was registered in Kigali as first INGO with headquarters in Rwanda. With its 2016-2020 strategic plan coming to an end, PAFO has initiated a strategic (2021- 2025) and operational (2021-2022) planning process, the results of that process are presented in this document.

3.2. Planning Process

The planning process conducted by PAFO was inclusive and participatory. All five Regional Farmers' Organizations were consulted to develop the strategic and operational plans. Over a three-month period, individual interviews, regional and continental workshops were held involving key stakeholders and PAFO partners.

The draft strategy was presented at the continental workshop and discussed by PAFO members. The current strategic plan is the outcome of this process.

4. Context of the Strategic Plan

In the planning process, the current trends in African Agriculture were presented with a specific look at the key trends in each region. Below are the key aspects highlighted by PAFO members and used to determine the organization's priorities for the next five years.

4.1. Analysis of the environment: Current trends in African Agriculture

Agriculture is one of the most important economic sectors in Africa. It accounts for about 23% of the continent's GDP and provides employment for about 60% of the active population in sub-Saharan Africa. Women provide most of the labor agricultural production.

Despite its importance, the sector continues to suffer from insufficient investment. For example, African farming remains the least mechanized in the world. Better mechanization would allow, among other things, the reduction of post-farm losses, the reduction of food contamination and the improvement of product safety.

The livestock sector in Africa, accounts for about 40% of the continent's agricultural GDP, ranging from 30 to 80% in the different countries and Africa has a third of the world's livestock. However, as in general with African Agriculture, the livestock sector suffers from a lack of investment. It rarely receives more than 5 to 10% of agricultural investments and, consequently, is not very efficient. East Africa has more than half of Africa's livestock and exports the most live animals. At the continental level, women are heavily involved, with about 249 million women who are livestock owners and have livestock farming as their main source of income.



The fisheries sector accounts for 6% of the African agricultural GDP. The largest contribution to this agricultural GDP comes from artisanal maritime fishing, representing 1.82%; while inland fishing and industrial maritime fishing have the same contribution, representing 1.62%. Aquaculture accounts for almost 1% of this GDP. This sector employs about 12.3 million people. The main challenges in the African fisheries sector are overexploitation of stocks and weak enforcement of the legislative and regulatory framework.

Important trends emerging in the African agricultural sector relate to the following issues:

- Trade in agricultural products
- Food security
- The agro-technology sector
- The effects of climate change
- Demographic change
- The COVID-19 Pandemic

a. Trade in agricultural products: A deficit and an opportunity to increase production

According to a study by McKinsey & Co., exports of agricultural products in Africa are valued between \$35 billion and \$40 billion per year, while the value of imports varies between \$45 billion and \$50 billion. As for imports of agricultural inputs, they are estimated at \$8 billion per year. Imports of agricultural products being higher than exports, Africa has a trade deficit in the sector, suggesting there are opportunities for increased production as well as for increased intra-continental trade.

The table below presents a ranking of the top 10 exporting and importing countries in Africa.

COUNTRIES	EXPORT (IN MILLIONS \$)	COUNTRIES	IMPORTS (IN MILLIONS \$)
SOUTH AFRICA	11,964.0	EGYPT	15,361.0
IVORY COAST	7,988.2	ALGERIA	9,806.6
MOROCCO	5,533.9	SOUTH AFRICA	7,353.3
EGYPT	5,057.0	MOROCCO	5,707.3
GHANA	3,651.6	NIGERIA	5,386.1
KENYA	3,469.8	KENYA	3,374.9
ETHIOPIA	2,450.7	TUNISIA	2,646.6
SUDAN	2,050.5	GHANA	2,444.5
TANZANIA	1,826.5	SUDAN	2,245.1
UGANDA	1,765.7	ANGOLA	2,081.1

Source: International Trade and Market Access Data – OMC 2017



b. Food security: A challenge offering opportunities to increase productivity

In a report published by FAO in March 2020, 34 African countries need food assistance due to a deficit in food production and supply as well as a limited market access for distribution. Once again these challenges represent opportunities for the development of domestic production.

The countries most concerned by food insecurity, analyzed according to PAFO regional networks are the following:

RFOS	COUNTRIES
EAFF (9)	Kenya, Ethiopia, Burundi, DRC, Djibouti, Eritrea, South Sudan, Tanzania, Uganda
PROPAC (6)	CAR, Burundi, DRC, Cameroon, Congo, Chad
ROPPA (9)	Niger, Sierra Leone, Liberia, Burkina Faso, Cape-Verde, Senegal, Guinea, Mali, Nigeria
SACAU (9)	Zimbabwe, Madagascar, Eswatini, Malawi, Lesotho, Namibia, Tanzania, Zambia, Mozambique
UMNAGRI (1)	Mauritania

Source : Répartition réalisée par STRATEGIES ! à partir des données de la FAO

c. Agro-technology: Potential for a higher productivity

The use of ICTs in the agricultural sector has several proven advantages for producers:

- Access to information on climate conditions, market conditions, etc.
- Better organization of agricultural tasks
- Increase in efficiency
- Improved crop management thanks to technological developments such as aerial imaging, weather forecasting, soil sensors, etc.
- Opportunity to obtain agricultural financing

Since 2016, there has been a tremendous progress in the sector of new technologies at the service of agriculture in Africa. The number of start-ups in the sector has increased by 110% and they have been able to mobilize more than \$800 million in financing between 2013 and 2018. To date, about 82 start-ups in 16 African countries are specialized in this field. One third of them are particularly focused on e-commerce, allowing producers to find online buyers. Others provide platforms for sharing information and knowledge, offering advice to farmers. Finally, some entrepreneurs offer FinTech solutions to farmers facilitating access to agricultural credit. This sector provides the opportunity to attract young people and a specific skill-set to the agriculture sector.

d. Climate change: A context that requires farmers to adapt

For years, climate change has been significantly reducing agricultural productivity on the African continent and thus aggravating its challenges with food security for a rapidly growing population. Climate change repercussions are direct not only on production, but on key aspects of the physical environment. For example, the African river basins around which most agricultural activities are concentrated have deteriorated considerably in recent years: Nile (-42%); Niger (-50%); Senegal (-51%); Volta (-67%); Limpopo (-66%) and Lake Chad (-26%).

These changing basic conditions require farmers not only to adapt for production, but also for land tenure and land use. Poor management of which can lead to full-blown conflict, creating further destabilization for farmers.



e. Demographics: An increasing market to supply

Demographic projections in the coming years predict a rapid and steady growth of a young, urbanizing African population. The continent is expected to have about 2.4 billion inhabitants in 2050, about half of whom will be less than 25 years old and about 60% of whom will live in cities.

Agricultural production therefore needs to be structured and financed in order to increase productivity to feed a growing number of people, fewer and fewer of whom will be producers.

4.2. Priorities for PAFO: Services to members

After analyzing these trends, PAFO members determined key priorities for support to farmers and for influencing policy to be as follows:

Strengthening Farmers as Entrepreneurs		Facilitating a conducive environment	
Access to Finance	<ul style="list-style-type: none"> Innovative financing mechanisms for family farms 	Investment policies	<ul style="list-style-type: none"> Implementation of policies that ensure government investment and attract private sector investment
Access to markets	<ul style="list-style-type: none"> Ensuring that markets work for farmers Increase intra-African or cross-border trade to reduce imports Organizing farmers into cooperatives 	Trade policies	<ul style="list-style-type: none"> Implement policies that eliminate dumping of agriculture products and reduce imports Ensure the AfCFTA works for African farmers
Production Techniques	<ul style="list-style-type: none"> Access to technology that increases production & yield and reduces post-harvest losses 	Land policies	<ul style="list-style-type: none"> Implement policies that ensure farmers increased access to land and increased land security
Agro-ecology	<ul style="list-style-type: none"> Climate-friendly production techniques Agro-forestry 	Rural infrastructure	<ul style="list-style-type: none"> Implement policies that ensure the required rural infrastructure: roads, electricity, schools, internet, health facilities, etc. are in place.
Capacity building	<ul style="list-style-type: none"> Empowerment in the agro-pastoral and forestry-pastoral sectors Increase in training for youth and women farmers 		
Cross-cutting issues			
<ul style="list-style-type: none"> Ensure women and youth are integrated into all programs and receive resources Ensure innovation is integrated into all support to farmers Ensure all solutions are climate-friendly 		<ul style="list-style-type: none"> Ensure women and youth are specifically integrated in all advocacy, both in written policy and in advocacy delegations Use innovation and technology to advocate Integrate climate change in all advocacy 	



4.3. Analysis of PAFO: A growing organization

The following SWOT analysis is the result of an inclusive discussion carried out by PAFO members.

STRENGTHS	<ul style="list-style-type: none"> • PAFO has an executive secretariat, headquarters, operational staff and competent leadership capable of defending the vision and interests of the farmers. • It has strengthened its negotiating capacity with the various partners. • Collaborative mechanisms through regional programs facilitate the sharing of experiences. Most of the networks have economic support mechanisms for their members (cooperatives). • PAFO leadership and initiatives are clearly committed to women and youth in general, particularly those in rural areas. PAFO ensures special follow-up of initiatives aimed at their empowerment. • Regular reflections aimed at developing family farming are carried out in order to provide support to small farmers.
WEAKNESS	<ul style="list-style-type: none"> • The staff of the PAFO Executive Secretariat remains small in relation to the volume of work to be accomplished. • High dependence on external financial support. • A strengthening of the governance structure of PAFO is necessary: harmonization and coherence of the vision, themes, approaches and priorities of PAFO members. • Lack of an institutional partnership agreement between PAFO and the African Union in the long term to enable the organization to project itself in the long term with the overall AU framework.
OPPORTUNITIES	<ul style="list-style-type: none"> • PAFO's recognition gives it the possibility to negotiate partnerships and to advocate in the forums and summits of continental and international organizations (AU, AfDB, IFAD, FAO, UN, etc.). • The existence of various programs and policies at national, continental and international levels on the development of the agricultural sector, the employment of rural youth and women, mechanization and the use of technology in the agricultural sector, the financing of agribusiness and family farming, etc. These programs include the African Union CAADP Framework, the United Nations Decade for Family Farming, the AfDB's New Strategy for the Development of Agriculture in Africa, the African Union's Economic Plan to 2035, etc. • Processes at the global level such as climate change negotiations, trade negotiations. • The possibility of raising funds at continental and international levels to finance farmers' projects. • Technological advances in the agricultural sector that improve productivity, transformation and marketing. • The establishment of the AfCFTA that can lead to a considerable increase in intra-regional / intra-African trade.
THREATS	<ul style="list-style-type: none"> • The existence of new continental platforms of farmer organizations that can capture some of the PAFO membership and disperse energy and resources. • Tensions within PAFO, interference from partners and the external influence of foreign NGOs acting outside the PAFO framework at various levels can weaken the unity of the members. • Climate change, the health crisis of Covid-19 and its economic effects are negatively impacting agricultural growth in Africa. • The major challenges in the African agriculture sector that to date do not have adequate responses notably, marketing, strong farmers' organizations, the influx of foreign actors in agriculture and fishing without adequate regulations, land grabbing, etc. • Infrastructure challenges such as the low rate of internet penetration, low levels of mechanization, limited use of technology, insufficient capitalization and sharing of experiences between and within the RFOs in these areas. • The major challenges on the continent which impact agriculture such as peace and security, youth migration, forced displacement, etc. • Challenges faced by youth including, insufficient funding for youth entrepreneurship in the agricultural sector, rural exodus, drug use among young people and lack of interest in agriculture.



4.4. Priorities for PAFO: Strengthening the organization

Based on the above analysis, priorities for PAFO as an organization were identified as follows:

<p>Reinforced identity and unity within the organization</p>	<ul style="list-style-type: none"> • It is necessary for PAFO to reinforce the adherence of members to its mission, vision and values • It will be important to strengthen team spirit and ownership of the strategic plan to ensure its implementation • Members should discuss challenging issues such subsidiarity, the bilingual functioning of PAFO and others to overcome any barriers to working together as a continental team
<p>Financial autonomy and management</p>	<ul style="list-style-type: none"> • PAFO must develop a fundraising strategy that will ensure long-term autonomy and sustainability. • Good financial practices such as regular reporting and audits which are already in place, should be reinforced to ensure continued transparency and accountability for members and partners. • PAFO should raise funds for itself as an organization and should also continue assisting member RFOs in fundraising for programs that impact farmers at local level.
<p>Policy Power</p>	<ul style="list-style-type: none"> • As a continental farmers’ organization, PAFO’s main role is to promote the interests of African Farmers in continental and global policy conversations that will impact farmers on the ground. • PAFO needs to strengthen its capacities to participate, initiate and negotiate in such discussions.

Following the analysis of environmental trends and the analysis of PAFO as an organization, the five-year strategic plan was developed to overcome challenges by seizing the opportunities identified.

5. PAFO Strategy 2025

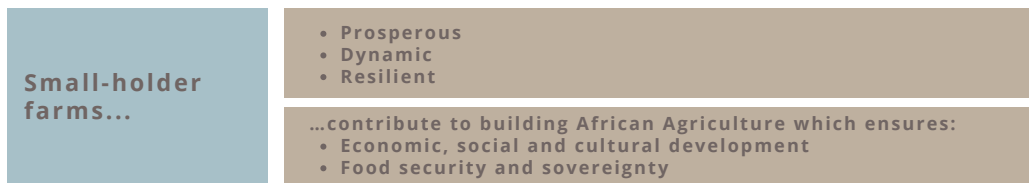
5.1. Vision

The developed PAFO vision is as follows:

“Dynamic, prosperous and sustainable African agriculture that ensures food security and sovereignty, economic, social and cultural development of Africa, and is built around well-organized regional networks and efficient family farming”.

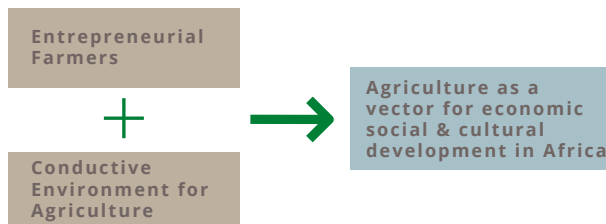


The vision can be broken down to :

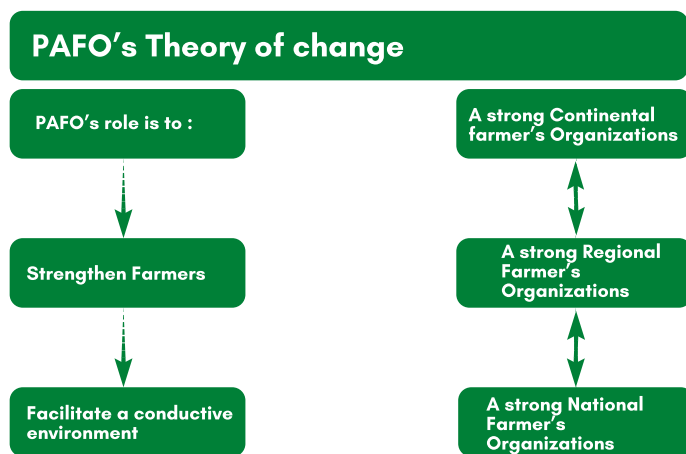


5.2. PAFO Theory of Change

On the basis of this vision, the theory of change developed is that African agriculture can be transformed by building on two key levers :



This theory of change has led PAFO to refine its areas of action to two. The effectiveness of the continental organization is dependent on the strength of the national farmers' organizations which make up the regional farmers' organizations, which are PAFO's members. These three levels are interdependent and the strength and effectiveness of one impacts the two others. It is important therefore to respect subsidiarity and to strengthen coherence and synergy at all three levels for the benefit of African farmers.



5.3. Definition of farmers

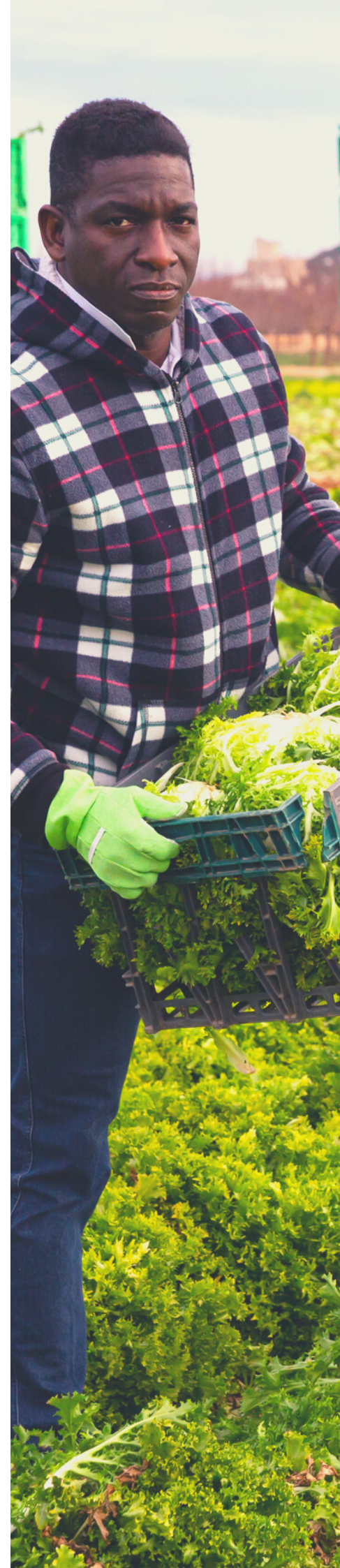
To ensure make farmers of all types and categories are taken into account in the PAFO strategy, the definition of a farmer was re-emphasized.

Women, Youth, Men

Including those from the most vulnerable socioeconomic categories: living with disabilities, ethnic minorities, refugees & displaced, living in conflict areas, etc.

Who practice agriculture as a livelihood

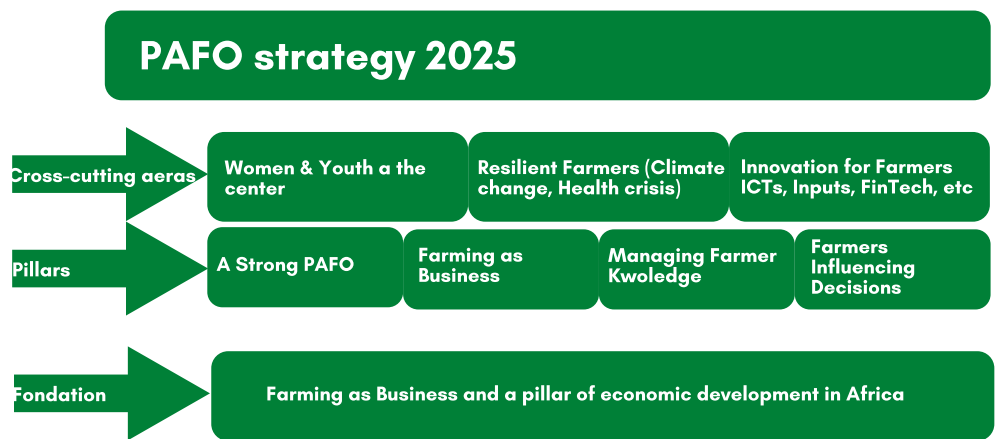
All must be equitably represented at all levels where decisions are being made and resources are being allocated in agriculture





6. PAFO Strategic Framework 2021-2025

The PAFO strategic framework for 2021 to 2025 is a 7 point strategy built on the foundation of “Farming as a business and a pillar for economic, social and cultural development in Africa”.



The four key pillars focus on three areas of work:

- Pillar I : Strengthening PAFO as an organization so that it can execute the strategic plan
- Pillar II et III : Strengthening farmers as entrepreneurs
- Pillar IV : Strengthening the conducive environment by influencing laws, policies, programs, financial mechanisms and more to benefit farming as a business in Africa

These four pillars are to be executed while integrating at all times the three cross-cutting areas of:

- Women and youth farmers
- Climate change
- Innovation



6.1. Strategic Framework

Foundation

Farming as a business and a pillar of economic development in Africa

Key pillars

<p>A Strong PAFO</p>	<ul style="list-style-type: none"> • Staff & statutory bodies are effective • Strong governance system is in place • Good financial management is exercised
<p>Farming as a Business</p>	<ul style="list-style-type: none"> • Programs and projects that facilitate farming as a business with special attention to family farmers specificities are being implemented • Farmers are organized and defend their interests vis-à-vis other actors in the public and private sector.
<p>Managing Farmers' Knowledge</p>	<ul style="list-style-type: none"> • A knowledge management strategy, across the three levels is implemented • PAFO has identified domains of excellence and specialization • The international calendar of agriculture events is strategically used to further PAFO objectives
<p>Farmers Influencing Decisions</p>	<ul style="list-style-type: none"> • A continental food sovereignty strategy which favors increased productivity by African farmers is implemented • The business environment favorable to entrepreneurship in agriculture improves • Policies recognizing farming as business and agriculture as formal work are adopted

Cross-cutting areas

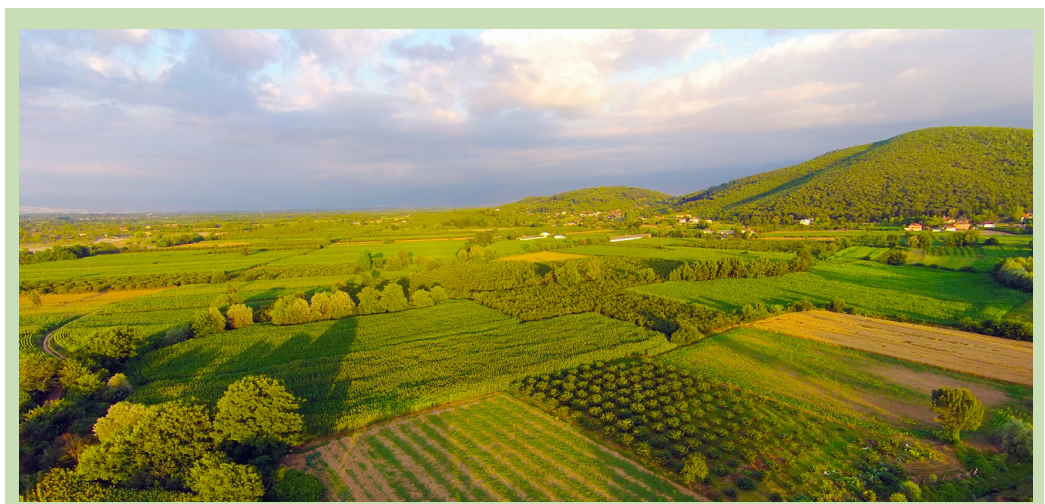
<p>Women & Youth at the Center</p>	<ul style="list-style-type: none"> • Women and youth are represented in every department and every program • Women and young people are represented in every policy and program. • Women and youth are integrated into all aspects of Knowledge Management • Women and youth are integrated into all aspects of policy
<p>Resilient Farmers (Climate change, Health crisis)</p>	<ul style="list-style-type: none"> • A mechanism to identify risks and threats, develop a risk and threats management strategy and provide effective solutions to farmers is in place. • Knowledge management regarding risks and crises is in place • Key policies are adopted: <ul style="list-style-type: none"> -To prevent and mitigate climate change -To mitigate COVID-19 impact on agriculture -To manage future crises
<p>Innovation for Farmers ICTs, Inputs, FinTech, etc.</p>	<ul style="list-style-type: none"> • Innovation is developed for and by farmers, used by farmers and continuously improved. • Knowledge management on innovation is effective • Key policies on innovation for farmers are implemented



6.2. Strategic axes

1- A Strong PAFO

Objectives	Indicators
1.1 Staff and statutory bodies are established and effectively providing high quality services to members	<p>PAFO operates in accordance with the statutes and rules of procedure</p> <ul style="list-style-type: none"> • Manuals and tools on rules of procedure are finalized • Leadership is regularly renewed • Statutory meetings are held regularly • All functions of the Executive Secretariat are filled with qualified and contracted staff
	<p>PAFO member organizations, RFOs, effectively:</p> <ul style="list-style-type: none"> • transmit data, information and services from the global and continental levels to the national level • transmit data, information and services on continental concerns from the national level to the continental and global levels <p>PAFO member organizations, RFOs and their NFOs benefit from regular training in organizational development (Partners and tools provided)</p>
	<p>The visibility of PAFO and effective representation of farmers is strengthened through regular production of data and reports at continental and international level on:</p> <ul style="list-style-type: none"> • Farmers and farmer organizations • Priority issues concerning African farmers • Perspectives of African farmers on global issues
1.2. A strong governance system is in place	<p>PAFO has a mission, a vision, principles and an operating charter clearly understood and accepted by all its members</p>
	<p>PAFO has set up working mechanisms and tools that allow members to:</p> <ul style="list-style-type: none"> • Formulate consensual positions on common issues • Adapt to crises (Covid 19, Disasters, deterioration of the socio-political environment, etc.) • Have equitable access to resources and opportunities
	<p>PAFO has set up a system for planning and evaluating activities:</p> <ul style="list-style-type: none"> • Work plans and reports are produced regularly (2 per year) • Work plans and reports are accessible to all members • The schedule of activities is available and updated on a regular basis
	<p>PAFO has set up an internal and external communication system that ensures the fluidity of information and the credibility of PAFO:</p> <ul style="list-style-type: none"> • PAFO members and farmers' organizations are regularly informed of the progress of the various projects • The calendar of events is available and frequently updated • PAFO's key partners regularly receive information on PAFO's activities and achievements





1- A Strong PAFO

Objectives	Indicators
<p>1.3. PAFO exercises good financial management ensuring financial autonomy and credible fund management</p>	<ul style="list-style-type: none"> • A budget is defined in advance • A strategy for resource mobilization with a healthy balance of self-generated and partnership funds is implemented
	<p>PAFO staff is remunerated regularly and has favorable working conditions</p>
	<ul style="list-style-type: none"> • PAFO has at least three long-term partnerships to finance its operations, advocacy and network strengthening activities. • PAFO is not dependent on any one source for more than 40% of its total funding.
	<p>PAFO strengthens its mechanism to ensure compliance with the norms and standards of the PAFO financial management procedure manual including remuneration</p> <ul style="list-style-type: none"> • Financial reports are produced on a regular basis • PAFO's financial and managerial audits are carried out on a regular basis • Financial planning, evaluations and audit reports are accessible to members
	<p>A procedure manual for the management of inventories and materials is developed and applied.</p>
<p>PAFO is promoting programs and projects that enable small-holder farmers to participate in decision-making at continental and international levels by:</p> <ul style="list-style-type: none"> • Creating space for them in decision-making spheres • Providing training and coaching that enables small-holder farmers to make valuable and effective contributions. Ex: AfCFTA negotiations, etc. • Supporting PAFO members (RFOs) in ensuring implementation at regional and national levels 	



2-Farming as a Business

Objectifs	Indicators
<p>2.1. Programs and projects that facilitate farming as a business with special attention to family farmers specificities are being implemented</p>	<p>PAFO partnerships to facilitate the implementation of Farming as a Business on a continental scale in areas such as:</p> <ul style="list-style-type: none"> • Entrepreneurship Training • Strategic positioning in Value Chains • Production training and technology • Marketing • Financing • Organization for action in markets and in public decision-making are effective. <p>PAFO members (RFOs) are implementing programs on Farming as a Business that impact at least XX% of the farmers in their region (Tools are at the disposal of RFOs to transfer and implement programs on Farming as a Business at national level)</p> <p>PAFO partnerships with CAADP Biennial Review and other frameworks from partners to evaluate the impact of policies, programs and partnerships on Farming as a Business including areas such as:</p> <ul style="list-style-type: none"> • Revenue of small-holder farmers • Surface area of land cultivated • Value Chain positioning of small-holder farmers • Market access and Market share of small-holder farmers, etc. • Access to means for production (Finance, Inputs, Land, Technology, etc.) are effective.
<p>2.2. Farmers are organized and defend their interests vis-à-vis other actors in the public and private sector.</p>	<p>PAFO is promoting policies, programs and projects that enable small-holder farmers to organize within sectors and value chains to act together and increase their ability to:</p> <ul style="list-style-type: none"> • Buy inputs in quality and quantity that are favorable to them • Sell at a market price and point that is favorable to them • Access technology at conditions that are favorable to them • Limit post-harvest losses <p>PAFO is promoting programs and projects that enable small-holder farmers to participate in decision-making at continental and international levels by:</p> <ul style="list-style-type: none"> • Creating space for them in decision-making spheres • Providing training and coaching that enables small-holder farmers to make valuable and effective contributions. Ex: AfCFTA negotiations, etc. • Supporting PAFOmembers (RFO) in ensuring implementation at regional and national levels





3-Managing Farmers' Knowledge

Objectifs

Indicators

3.1. A knowledge management strategy, across the national, regional and continental levels is implemented

- A database is established which adds value to PAFO members in terms of knowledge, information, opportunities, etc. covering priority thematic areas determined by members.
- PAFO members, RFOs, are regularly providing information and data on the situation of farmers on the ground that feeds the database and provides information to PAFO for advocacy
- Information is collected from the international & continental levels and disseminated to regional & national levels and vice versa
- This continental database is linked to the regional databases

Partnerships are established with institutions (research, universities, private institutes, etc.) specialized in knowledge management to collect, analyze and share knowledge from within the PAFO network to other organizations and vice versa on PAFO's key areas of work:

- Farming as a Business
- Climate-friendly Agriculture
- Women's agriculture
- Youth Agriculture
- Innovation for Farmers
- Farmer-friendly Agriculture Policies

3.2. PAFO has identified domains of excellence and specialization

Domains of excellence are established, with:

- Identified domains of excellence within PAFO membership
- Norms defined by PAFO in conformity to international standards
- Information and expertise in the domain is collected, analyzed and made available
- PAFO experts in the domain are identified

PAFO is in partnership with all continental partners and several international partners in selected domains of excellence. PAFO is able to:

- Influence the establishment and/or development of centers of excellence in African Agriculture
- Participate in a leadership capacity in the development of centers of excellence in African Agriculture
- Facilitate the exchange amongst its members, between its members and other regions of the world in an area of excellence

3.3. The international calendar of agriculture events is strategically used to further PAFO objectives

PAFO has established a calendar of international agriculture events that enable PAFO to achieve its objectives regarding:

- Strengthening Agricultural Entrepreneurship
- Developing farmer-friendly agriculture policies Participation in events is based on an established process for:
- Consulting members, collecting and analyzing data
- Determining PAFO objectives during the event
- Ensuring representation that gives visibility to farmers and PAFO's specific target groups (women, youth vulnerable groups, etc.)
- Providing feedback to members on participation

PAFO organized events are designed to further PAFO objectives in areas such as:

- Farming as a business
- Women and Youth in farming
- Excellence in specific areas, etc.

3.4. Cross-cutting priorities are well-integrated into knowledge management

Women and youth farmers are represented at XX% each in all aspects of knowledge management

Climate change, COVID-19 and crises management are integrated into the knowledge management system with:

- Information and case studies collected, analyzed and published within the PAFO network
- Information and case studies collected, analyzed from outside the PAFO network and shared within the PAFO network

Innovation for farmers is integrated into the knowledge management system with:

- Information and case studies collected, analyzed and published within the PAFO network
- Information and case studies collected, analyzed from outside the PAFO network and shared within the PAFO network

4- Farmers Influencing Policy

Objectifs	Indicators
4.1. A continental food sovereignty strategy which favors increased productivity by African farmers is implemented	<p>PAFO has developed an advocacy strategy that addresses the external factors impacting agricultural productivity in Africa such as:</p> <ul style="list-style-type: none"> • Unfair international trade - dumping, unfair tariffs and conditions, etc. <p>and continental sensitive issues such as:</p> <ul style="list-style-type: none"> • Massive land transfers and allocations to foreign companies when African farmers cannot access land <p>as well as food sovereignty as a solution to:</p> <ul style="list-style-type: none"> • Food security • Climate change • Agriculture as a vector for economic development <p>PAFO is present at the key roundtables where decisions impacting farmers are being taken at the continental level. PAFO has created platforms where key decision-makers are invited to discussions.</p> <p>PAFO leaders are strengthened in their capacity to negotiate with:</p> <ul style="list-style-type: none"> • Statistics from the PAFO network • Skills on high-level advocacy and negotiation <p>PAFO advocates for this African Food Sovereignty strategy at all AU and international instances</p> <p>PAFO members advocate for an African Food Sovereignty strategy at regional and national levels</p>
4.2. The business environment favorable to entrepreneurship in agriculture improves	<p>A set of key attributes for African countries with regard to promoting Farming as a Business notably in the areas of:</p> <ul style="list-style-type: none"> • Access to training for farmers and rural youth on entrepreneurship, production, marketing, technology, etc. • Access to land, especially for women farmers • Access to finance • Access to markets • Access to partnerships with the private and public sectors • Access to decision-making tables <p>is developed by PAFO.</p> <p>PAFO advocates for Farming as a Business Attributes at all AU and international instances</p> <p>PAFO members advocate for Farming as a Business Attributes at regional and national levels</p> <p>To be tracked for advocacy purposes:</p> <p>At least one region and X number of countries are implementing Farming as a Business Attributes by 2025</p>
4.3. Cross-cutting priorities are well integrated into policy work	<p>Women and youth farmers are represented at XX% each in all aspects of:</p> <ul style="list-style-type: none"> • Policy development • Advocacy • Policy negotiation <p>Climate change, COVID-19 and crises management are integrated into development of policies and indicators.</p> <p>Innovation for farmers is integrated into development of policies and indicators</p>



Panafrican farmers' organization
 Organisation panafricaine des agriculteurs
 المنظمة الإفريقية للفلاحين

 Adresse : Bibare, Street KG125, House No. 88, Kimironko Kigali - Rwanda
 Tel : (+250) 733202069 / 733202070
 Mail : info@pafo-africa.org

