



The Southern African Confederation of Agricultural Unions (SACAU)

STRATEGIC FRAMEWORK

2006-2010

Presented at the 2005/6 AGM, Mount Amanzi Lodge, Pretoria, South Africa 16-17 March, 2006

SACAU STRATEGIC FRAMEWORK 2006-2010

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List of Acronyms

ADB	African Development Bank
AGM	Annual General Meeting
Agri-SA	Agri-South Africa
AU	African Union
BAU	Botswana Agricultural Union
CAADP	Comprehensive African Agricultural Development Programme
CEO	Chief Executive Officer
CFU	Commercial Farmers Union
COMESA	Common Market for Eastern and Southern Africa
CPM	Madagascar Farmers' Coalition
DBSA	Development Bank of Southern Africa
ECOWAS	Economic Community of West African States
EPAs	Economic Partnership Agreements
FARA	Forum for Agricultural Research in Africa
FANRPAN	Food, Agriculture and Natural Resources Policy Framework
FAO	Food & Agriculture Organisation of the UN
FEKRITAMA	Federation Chretienne des Paysans Malagasy
FO(s)	Farmer Organisation(s)
FUM	Farmers Union of Malawi
HIV/AIDS	Acquired Human Immuno Deficiency Syndrome
IFAD	International Fund for Agricultural Development
IFAP	International Federation of Agricultural Producers
IFPRI	International Food Policy Research Institute
LFU	Lesotho Farmers Union
M&E	Monitoring and Evaluation
NAFU	National African Farmers Union
NASFAM	National Small Scale Farmers Association of Malawi
NAU	Namibia Agricultural Union
NNFU	Namibia National Farmers Union
NEPAD	New Economic Partnership for Africa's Development
SADC	Southern African Development Community
SACAU	Southern African Confederation of Agricultural Unions
SBF	SADC Business Forum
SCC (ROSA)	Swedish Cooperative Centre-Regional Office for Southern Africa
USAID	United States Agency For International Development
TCAL	Tanzania Chamber of Agriculture and Livestock
UNAC	National Small Scale Farmers Union- Mozambique
ZFU	Zimbabwe Farmers Union
ZNFU	Zambia National Farmers Union
WTO	World Trade Organisation

FOREWORD

SACAU is pleased to present its Strategic Framework for the period 2006 to 2010. The Framework describes the scope and content of its engagement in its quest to become a key player in the development of agriculture in the region. It reflects the key priorities for the organisation, and provides a reference framework within which specific activities will be developed and implemented, and within which engagement with potential partners, cooperating partners and development agencies will be undertaken. The foundation framework was developed with the participation of several farmer organisations in Southern Africa, both members and non-members of SACAU, and stakeholders.

Broadly, the Strategic Framework addresses two fundamental issues; namely weak farmer organisations with limited capacity to provide effective support and services to their members, and lack of effective representation of farmers at regional, continental and international levels. Thus, the Framework focuses on strengthening the capacity of FO's and the Secretariat of SACAU to play a critical role in developing agriculture in Southern Africa. Both elements are fundamental for the success of SACAU and therefore considered main priorities for the organisation.

Implementation of the Framework will involve close cooperation with a broad spectrum of partners, such as development organisations, knowledge and learning centers, cooperating partners as well as secretariats of member organisations. Thus, SACAU invites and welcomes interested organisations to join it in the implementation of the plan.

May I take this opportunity to express, on behalf of SACAU, the input made by its members and their secretariats, other farmer organisations in the region, key stakeholders, consultants and the SACAU Secretariat in the development and production of the Framework. Their invaluable contributions are duly acknowledged. Last but not least, special thanks go to USAID for sponsoring the initial workshop and to SCC-ROSA for the finalisation of this Framework.

The Strategic Framework 2006-2010 is also available on the SACAU web site <http://www.sacau.org>. The report on the Strategic Planning Workshop that provided the foundation for this framework is also available on the same site.

Ajay M. Vashee

President

1. BACKGROUND ABOUT SACAU

1.1 Full Name

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1.4 Date of Establishment

SACAU was formed in 1992.

1.5 Legal Status

SACAU operates as a regional non-profit making organization bound by its constitution and based in South Africa.

1.6 Nature of the Organisation

SACAU is a federation of national farmers' unions and its membership is open to all qualifying organisations within SADC member countries. The member organisations should represent farmers on a voluntary basis, are autonomous, farmer governed and independent of political parties.

1.7 Organisational/Governance Structures

Currently, there are nine members of SACAU. These are:

<i>Madagascar</i>	-	<i>Federation Chretienne des Paysans Malagasy (FEKRITAMA)</i>
<i>Malawi</i>	-	<i>Farmers Union of Malawi (FUM)</i>
<i>Namibia</i>	-	<i>Namibia Agricultural Union (NAU)</i> <i>Namibia National Farmers Union (NNFU)</i>
<i>South Africa</i>	-	<i>Agri South Africa (Agri SA)</i> <i>National African Farmers Union (NAFU)</i>
<i>Zambia</i>	-	<i>Zambia National Farmers Union (ZNFU)</i>
<i>Zimbabwe</i>	-	<i>Zimbabwe Farmers Union (ZFU)</i> <i>Commercial Farmers Union of Zimbabwe (CFU)</i>

Membership application by NASFAM (Malawi) and CPM (Madagascar) will be considered at the AGM in March 2006.

The governing body of SACAU is the Council comprising of three representatives from each of the member organisations accepted as members of SACAU.

The Board of Directors consists of: The President; two Vice Presidents, and two other members all elected by the Council. The term of office of the Board is from termination of the Annual Council meeting till the end of the following Annual Council meeting. The President shall not hold office for more than 5 consecutive terms. Board meetings are held at least three times per year. The SACAU Secretariat oversees the day-to-day management of the organization.

1.8 Staff

The current staff complement in the Secretariat comprises of a Chief Executive Officer, an Agricultural Trade Specialist and Personal Assistant/Secretary. It is envisaged that a Capacity Building Officer/Advisor and an Information/Communication Officer will be recruited during the plan period.

1.9 Vision and Values

SACAU seeks to attain regional co-operation and understanding among farmers' organisations, agricultural leaders, and the farming community in the SADC region. This is considered vital in strengthening the voice of agriculture in its relations with national governments and other stakeholders to promote the well being of all the farmers and the overall viability of agriculture in the region. SACAU is positioning itself to become a major player in the agricultural development of the region by facilitating capacity development support to FOs and providing a platform through which the collective voice of farmers is heard, as well as by providing appropriate information.

1.10 Mission

According to the constitution, SACAU seeks to:

- Provide a forum for the discussion of matters of common concern to member organizations and/or their affiliates and in the process to promote a common understanding of and approach to such matters;

- Commission studies and other detailed investigations required for the purpose of making informed inputs into the policy making process by the member organisations at both the national and regional level;
- Disseminate views and information to member organizations, other agricultural organisations, governments, and other organisations and bodies in SADC as well as internationally;
- Support capacity building initiatives for staff and representatives of member organisations;
- Provide regional/international agricultural trade information and information about trade opportunities in the region;
- Encourage attendance of each other's congresses and meetings in order to foster goodwill and understanding between member organizations and their leaders;
- Arrange joint meetings between SACAU and the Ministers of Agriculture and/or other Ministers and/or State Departments and/or State or private agencies in the region in order to discuss matters of common interest and to promote an understanding and common approach to such matters amongst the respective countries;
- Promote the maintenance, and establishment, where necessary, of strong farmers organisations within SADC as a prerequisite to the strengthening of the position and well-being of farmers and farming communities within the various countries of the region; and
- Associate with the International Federation Producers (IFAP), its Development Cooperation Committee (DCC) and any association or body having objectives or interests similar or complimentary to those of SACAU for purposes which in the opinion of the Council would or might be beneficial to members of SACAU.

1.11 Partnerships with other Agencies

Swedish Cooperative Centre (SCC) is currently the main cooperating partner to SACAU, and has already provided core funding for the Secretariat for the period 2006-2008. Other cooperating partners that have funded specific project activities are AgriCord, The French Embassy and USAID.

SACAU is a member of the SADC Business Forum (SBF) which groups together nine sector-based regional business associations in the region. It currently has the Presidency of the SBF and acts as its secretariat. SACAU is recognized by both the SADC and COMESA Secretariats as the representative of farmers at the regional level and has an MOU with the latter whilst discussions for an MOU with SADC have already been initiated. It has an MOU with the Food, Agriculture and Natural Resources Policy Network (FANRPAN). The organisation has also initiated discussions with NEPAD aimed at attaining formal recognition as the representative of farmers at the regional level. In addition, SACAU is a member of the Forum for Agricultural Research in Africa (FARA). Furthermore, discussions for formal collaborative arrangements with IFAD have been initiated. Finally, the organisation is also discussing with FAO with the view for attaining the formal status as FAO's focal point in the region on agricultural matters.

Seven of the current nine members of SACAU are affiliated to the International Federation of Agricultural Producers (IFAP) and interact with IFAP's Development Cooperation Committee (DCC).

2. INTRODUCTION

In order for SACAU to succeed in its quest to be a leader in capacity building of farmer organizations in the region, and to be the leading voice of farmers on agriculture related regional and international matters, it has now become imperative that it develops a strategic framework that will guide its operations. This framework should give more substance and greater meaning to its role as the focal point for all matters related to agricultural development in the region. Indeed, the organization now needs to be clear about its priorities, guided by the needs of national FOs, as well as the expectations of its development partners/stakeholders, among them cooperating partners, regional economic structures, knowledge centers and others.

Recent developments with respect to regional agricultural development and international trade arrangements have given more impetus for a more broad-based mandate and a coherent and clearly articulated framework that will guide the engagement process by SACAU. To this end, SACAU held its strategic planning workshop in July 2005. Workshop participants were drawn from 13 national agricultural unions (both SACAU members and non-members) from 10 different SADC countries. The following national agricultural unions were represented:

- a) Agri-SA
- b) National African Farmers Union
- c) Namibia National Farmers Union
- d) Namibia Agricultural Union
- e) Zambia National Farmers Union
- f) Zimbabwe Farmers Union
- g) Commercial Farmers Union - Zimbabwe;
- h) Farmers Union of Malawi
- i) National Association of Small Farmers of Malawi;
- j) FEKFITAMA of Madagascar;
- k) Tanzania Chamber of Agriculture and Livestock;
- l) Lesotho Farmers Union;
- m) National Small Scale Farmers Union- Mozambique
- n) Botswana Farmers Union.

Representation from the national farmer unions was generally at the highest levels, namely the presidents/chairpersons and chief executive officers/directors. All the Board Members of SACAU were present. In addition, the following stakeholders were also represented: COMESA, NEPAD, FAO, IFPRI, IFAP, DBSA, the Agribusiness Chamber of South Africa, the Swedish Cooperative Centre-Regional Office for Southern Africa and other invited guests.

The purpose and objectives of this workshop were achieved. The mission, objectives, activities and roles of SACAU were understood, whilst the FOs were able to articulate their needs and priorities leading to the development of priorities for the organisation. Indeed,

the workshop managed to provide SACAU with a broad-based mandate as a regional body. Furthermore there was a keen willingness and goodwill from development partners present, such as NEPAD, FAO, COMESA, IFPRI and IFAP to establish formal working relations with SACAU. The workshop report is available on the SACAU web site www.sacau.org

Whilst the workshop managed to develop a strategic agenda for SACAU, the task of elaborating the strategic agenda became the subject of a committee comprising the Executive Directors/CEOs of member organisations which subsequently met in November 2005 to produce a more detailed framework with the assistance of a consultant. The development of this framework also benefited from the results of a survey of national farmer organisations that was undertaken by SACAU which covered 70 organisations in ten SADC countries.

3. KEY EXTERNAL FACTORS

A number of external factors which will have a critical bearing on the development of agriculture in Southern Africa were taken into consideration in the development and formulation of this framework.

Agriculture provides the main source of livelihood for the majority of people in Africa. Yet the continent has not been able to feed itself. The number of chronically undernourished people in Africa has risen from 173 million in 1990-92 to some 200 million in 1997-99. Of these, 194 million are in Sub-Saharan Africa. Projections indicate that the region will be able to feed only 40 per cent of its population by 2025. Although a net food exporter before the 1960s, Africa has become more dependent on food imports and food aid over the past three decades. During the period 1974 to 1990, food imports into Sub-Saharan Africa rose by 185 per cent and food aid by 295 per cent. In 1995, food imports accounted for about 15 per cent of total food needs in the region. In the year 2000, Africa spent some US\$18.7 billion on food imports.

There are an estimated 632 million hectares of arable land in Africa, but only 179 million hectares are actually cultivated. Agriculture is providing 60 percent of employment and constitutes the backbone of most economies in Africa. In most countries it is also the single largest contributor to GDP, the biggest source of foreign exchange and the main generator of savings and tax revenues. The agricultural sector is also the dominant provider of industrial raw materials, with about two-thirds of manufacturing value-added in most African countries being based on agricultural raw-materials. Yet the agricultural potential of the continent remains largely untapped.

The rural areas, where agriculture is the mainstay of all people, the industry supports some 70 to 80 percent of the total population, including 70 percent of the continent's extremely poor and undernourished. Improvement in agriculture performance has potential to increase rural incomes and purchasing power for large numbers of people.

There are a number of specific issues that will influence the future of agriculture in the region and these issues are as follows:

3.1 Globalisation

Globalisation of all aspects of the food and fiber system is having a major impact on African agriculture. Global factors include the emergence of highly competitive markets and diseases that know no national boundaries and evolving diets are among the factors that have brought about changes worldwide. These changes have led to a dramatically new trade environment, threats of exotic diseases and pests to domestic production, and international controversies over the use of biotechnology. To survive, the food and agriculture sector in Africa needs to take these developments into consideration.

3.2 Information and Communication

The explosion of Information Communication Technology (ICT), the worldwide use of the Internet, and the major advancements of cyberspace communications are changing the way business is conducted. Vast amounts of business information are available in real time, more people from around the world are now in a position to retrieve this information, and advanced computer software and the application of the principles of information organisation and management are increasingly making this information more useful and meaningful. Farmers will need to take advantage of ICT if they are to remain viable and sustainable.

3.3 Workforce

Technological advances in agricultural production require better skills and a technically adept workforce. The devastation caused by the HIV/AIDS scourge and other communicable diseases such as malaria and tuberculosis in the region have severely affected the availability of skilled labour. Workforce productivity levels have gone down immensely, an issue which must be given due attention in order for agriculture to deliver on its expectation as the engine for economic growth in many national economies.

3.4 Technology

Advances in technology—such as genomics and proteomics, bioengineering, precision agriculture, remote sensing, information technology, and decision modeling—can transform agricultural production, nutrition, environmental protection and market access. These technological advances offer great promise for the development of agriculture in Southern Africa, if only they can be more accessible to majority of farmers.

3.5 Changing Demographics

Growing global populations, demographic changes, and economic growth will substantially increase the demand for agricultural products and create new markets for African products. At the same time increased agricultural efficiency in other countries abroad will force African agriculture to be more competitive. These growing demands will also increase the need for research to maximize yields, protect marginal areas from unsustainable development, and minimize the harmful effects of agriculture on the environment and the natural resource base.

3.6 Climatic Change

Growing concern about the impact of emissions of greenhouse gases on the Earth's surface and atmosphere has prompted policy discussions and international negotiations. Specific concerns have been raised about the effects of global climate change on agriculture and the effects of agriculture on global climate change. Southern African has not been spared from these changes, and has increasingly become more susceptible to climatic changes. The need for early warning systems, accessible by the majority of

farmers to help them manage the changing environment and the associated potential risks and hazards is critical for agricultural development in the region.

3.7 Changing Structure of Agriculture

The structure of the food and fiber system—from farm to market—has been undergoing fundamental changes. Globally, an increasing share of food and fiber is being produced on fewer, larger, and more specialised farms. Similar change can be seen across the food and agriculture sector. Farms are larger, and production methods are more specialised. Production and marketing are more vertically and horizontally integrated. Concentration—characterised by sharp declines in the number of buyers or sellers of a product—is greater. Consumer preferences, new technology, and global markets drive continuing change, affecting farmers, processors, marketers, and consumers. While this change is taking place globally, in Africa agriculture is failing to move from mere subsistence and hence there is need to see how lessons can be drawn to assist farmers in the region to adapt to these world trends.

4. GOALS, OBJECTIVES, OUTPUTS AND ACTIVITIES

4.1 Introduction

The landmark strategic planning workshop which was held in July 2005 identified key regional and international issues, as well as the challenges, problems and constraints faced by FO's. From this, the following priority areas were identified as constituting the strategic agenda for SACAU:

- i) Capacity development*
- ii) Representation and advocacy*
- iii) Market Access and Trade*
- iv) Information systems and management*
- v) Strategic linkages*
- vi) Regional Policy/Programme*
- vii) Infrastructure*
- viii) Sustainable agriculture*

The above agenda has been further elaborated into a more detailed strategic framework whose goals, outputs and activities are presented below. The presentation largely follows the specific agenda items above, with the exception of items 6 and 7 which have been conveniently merged into one but without any loss of content. This framework is for the entire organisation and the Secretariat is tasked with spearheading its implementation.

Seven *goals* have been determined from the core agenda of SACAU. These goals are expressions of long term, desirable results towards which the work of the organisation is ultimately directed. The goals guiding SACAU's work relate to the following:

- *Develop the capacity of SACAU and its members*
- *Enhance the legitimacy and relevance of SACAU to represent farmers in Southern Africa*
- *Improve market access and promote trade opportunities*
- *Enhance access to and use agricultural Information*
- *Promote strategic linkages between SACAU and key institutions as well as between members and partners*
- *Participation in the development of regional agricultural policy and programmes*
- *Promote sustainable agriculture*

The goals have further been elaborated into *objectives, outputs and activities*. Each goal has several objectives that more precisely focus on the mission and work of SACAU. The outputs describe specific measurable achievements that indicate progress towards reaching the goals and objectives. In each annual performance plan, SACAU will identify specific performance indicators and anticipated outcomes that will, if accomplished, measure progress towards achieving their achievement. Finally the key activities that SACAU will undertake in fulfillment of the outputs and objectives are highlighted.

The following is a detailed presentation of SACAU's strategic framework.

4.2 GOAL 1: Develop The Capacity Of Sacau And Its Members

Strong private sector institutions are critical for agricultural transformation in the region; in as much as civil society organisations are necessary in a well functioning democracy. Among the critical issues regarding the capabilities of FO's include the following: their capacity to expand and improve service delivery that meet the needs of farmers; their ability to effectively engage in policy making processes in order to improve the broad macro-economic environment within which farmers operate; the extent to which the institutions are democratically and efficiently managed, and dealing effectively with issues relating to resources and financial sustainability.

The development of strong and vibrant member associations is a key strategic goal for SACAU. The organization attaches great importance towards the development of weak FO's, and its constitution specifically provides that one of its Vice Presidents has responsibilities for capacity building. Thus, special attention will be given to the development of capacities of weak FO's that comprise the majority of SACAU's members.

Whilst the issues, challenges and constraints confronting farmer organisations in the region are generally known from various research that has already been undertaken, it is important to understand that the different FO's in the region are at various stages of their organisational life cycle. For example, some are in their infancy, whilst others have reached adulthood and yet a few have reached the maturity stage. It is important to move from the general to the specifics. The different stages in the organizational cycle are associated with different challenges and problems. Thus, before organizational development support/interventions are designed and implemented, better understanding of the specific circumstances of each of the different organisations is imperative. Issues to do with strategic planning and implementation, as well as leadership development and financial sustainability; provide a key focus for capacity development of FO's.

The majority of farmer organisations in the region are young, weak and remain marginalised in the policy making processes and as a result are unable to effectively influence the broad macro-economic policy framework within which they operate locally, regionally and internationally. Furthermore, most of the organisations have limited capacity to facilitate farmers' access to their production and marketing requirements. Stakeholders such as NEPAD and COMESA have identified the capacity of FOs as a major area that needs to be urgently addressed. SACAU as an organisation is fairly young and requires its capacity to be strengthened as well so that it is able to deliver effective service to its members.

The rich experience that mature FO's have acquired over the years presents opportunities for the weaker and relatively new FO's to learn from, and this should be an important element of capacity building. Similarly, cross learning can also be achieved by instituting peer reviews as part of the performance management and measurement system for FO's.

Finally, several facilities for organisational development exist. Establishing strategic alliances with such institutions and developing tailor-made solutions aimed at addressing the capacity constraints of FO's will be a key strategy in a capacity development

programme. The following provides the framework that will guide the development of SACAU's specific capacity development initiatives.

Objective 1.1

Determination of the capacity development needs of SACAU and its members

Output

1.1.1 Capacity gaps/needs of SACAU and its members established

Activities

- Mobilisation of technical and financial resources
- Development of an appropriate organizational assessment framework/tool
- Organisational assessments of SACAU and its members
- Production and dissemination of information materials

Objective 1.2

Implementation of capacity building programmes for SACAU and its members

Outputs

1.2.1 Comprehensive and well-resourced capacity building programme implemented with support from development partners

1.2.2 Well functioning FO's and secretariat

Activities

- Development of specific capacity enhancement activities
- Mobilization of technical and financial resources
- Development of a performance measurement and management framework
- Development of concepts/frameworks/mechanisms for the sustainable funding of FO's
- Facilitating the development of partnerships between FO's and development partners
- Institutional development seminars
- Implementation of leadership development initiatives, including training workshops, staff exchange/secondment etc
- Determination of appropriate structure and staffing requirements for SACAU
- Technical backstopping and support to members
- Performance review and measurement (M&E)

Objective 1.3

Improved/Effective corporate governance

Outputs

1.3.1 SACAU and its members are transparent, efficient and accountable

1.3.2 Peer review mechanisms put in place

Activities

- Development/review of corporate governance and codes of conduct for SACAU and its members
- Establishing best practice and encouraging members to comply with best practice
- Establishing a peer review framework
- Peer reviews among members

4.3 GOAL 2: Enhance The Legitimacy And Relevance Of SACAU To Represent Farmers In Southern Africa

Up to now, the involvement of farmers in influencing the global agricultural environment, including trade, has been limited. This has been due to a number of factors, including the lack of effective representation at regional and international levels and the limited role played by SACAU in this respect, as well as inadequate capacity of national FO's to develop and articulate their positions in such matters.

Currently SACAU is officially recognized by COMESA and has been acknowledged by SADC, FAO, NEPAD, IFAP, FARA and other agencies as a regional farmer organisation. The organisation seeks to strengthen its position as the main voice of farmers in Southern Africa on regional and international matters and seeks wider recognition in this regard, not only by the FO's themselves, but by key stakeholders such as national governments, bilateral and multilateral agencies. In order to achieve this recognition, it will be imperative for SACAU to demonstrate that it indeed broadly represents FO's in all the countries in Southern Africa beyond its current membership of nine FO's from six countries. Furthermore, it will need to constantly put the concerns of FO's at the centre of all its engagements with key stakeholders. Thus, expanded membership and increased interaction and consultations between SACAU and FO's, as well as greater involvement of FO's in SACAU's agenda, are essential in attaining broad official recognition. More critically, SACAU will need to demonstrate added value to its members, particularly by assisting them to develop their capacities, hence the importance attached to the capacity development goal.

SACAU's work in this area will be guided by the following objectives, outputs and associated activities:

Objective 2.1

Broaden membership and widen geographical representation of SACAU in all Southern African countries

Output

2.1.1 SACAU represents a cross section of farmers in all countries of Southern Africa

Activities

- Review of membership criteria, categories and fees in order to attract more members
- Lobbying regional commodity associations to join SACAU
- Development, production and dissemination of publicity materials
- Membership mobilization
- Participation of non-members in SACAU's AGM as well as in specific initiatives (workshops, seminars etc).

Objective 2.2

Increase consultation and interaction between SACAU and national FO's

Outputs

2.2.1 Increased input/participation of FO's in key policy making processes

2.2.2 Increased communication between SACAU and FO's

Activities

- Establish working committees that involve FO's
- Facilitate representation of national FO's in strategic forums at regional, continental and international levels
- Production of monthly newsletter
- Production of specific information bulletins
- Policy making workshops, seminars and meetings
- Develop interactive internet based platform
- AGM and special meetings
- Monitoring and evaluation of participation of FO's in SACAU's activities

4.4 GOAL 3: Improve Market Access And Promote Trade Opportunities

SACAU's success as well as its future is underpinned by the existence of successful farmers who have access to local, regional and international markets. The organization will need to actively promote increased market access as well as trade opportunities for farmers in the region. Currently a number of impediments prevent access by the majority of farmers to regional and international markets. These include tariff and non-tariff barriers, including SPS regulations and trade distorting and protective subsidies that advanced countries provide to their farmers.

Farmers are generally not familiar with the different frameworks which regulate regional and global trade, and neither have they been effectively involved in their development and review due to lack of capacity. And yet these rules and regulations have profound direct and indirect impacts on the long term sustainability of their enterprises. There is urgent need for farmers to develop the awareness and competencies required to directly participate in the formulation and review of national, regional and global trade arrangements through national, regional and international platforms. Thus, SACAU intends to encourage and strengthen the participation of its members in trade negotiations being conducted under EPAs, SADC, SACU, COMESA and other protocols.

SACAU's seeks to take advantage of its role as the leading agency expected to spearhead implementation of activities under Pillar 2 of CAADP that focuses on "Rural Infrastructure and Trade-related capacities for Improved Market Access" to develop the required capacity in FO's to actively engage on trade matters.

Objective 3.1

Identify issues relating to intraregional and international trade barriers and lobby for improvements

Outputs

- 3.1.1 Increased awareness and knowledge of trade barriers/issues affecting intra-regional and international trade by members and other FO's
- 3.1.2 A framework for advocacy and lobbying is in place
- 3.1.3 SACAU's position on various regional and global trade issues developed

- 3.1.4 SACAU is a recognized voice in lobbying and advocating for a conducive trading environment

Activities

- Review and synthesis of information on existing trading arrangements and related issues
- Publication and dissemination of results of review of existing trade arrangements
- Identifying key priorities for lobby and advocacy
- Development of common positions on key issues and development of policy papers
- Establishment of strategic alliances and networks in policy research, lobbying and advocacy and trade promotion
- Participation in SADC, COMESA, NEPAD, WTO, SBF and other strategic fora
- Policy advice to member organisations
- Continuous review of trade developments and production and dissemination of information

Objective 3.2

Build capacity of members to engage in trade-related matters/issues

Output

- 3.2.1 Effective participation of FOs in trade related processes

Activities

- Review and analysis of trade related issues at national levels
- Assessment of existing trade-related capacities within FO's
- Development and implementation of appropriate trade-related skills enhancement programmes
- Cooperation with relevant knowledge centers and training institutions in capacity development
- Sensitization and general training enhancement workshops/conferences/seminars
- Implementation of a special skills development programme for each FO
- Research/studies, including value-chain analysis
- Policy advice and backstopping support to members
- Monitoring and evaluation

4.5 GOAL 4: Enhance Access To And Use Of Agricultural Information

Timely access to key information by farmers is critical to the development of agriculture. It is critical in decision making processes regarding what to produce, in what quantities, how, at what cost, for whom, and other issues. Both demand and supply side information has become a major source for local and global competitiveness – information has indeed become a source of knowledge and power. Yet the majority of farmers in the region have limited access to key information necessary for informed investment and operational decision making. This is more so in view of the collapse of the traditional extension systems, which were largely state sponsored, hitherto an important source of information for farmers.

SACAU indeed recognises access to key agricultural information as critical source of empowerment of farmers. It is absolutely necessary that information on various areas such as markets, climatic changes and inputs is widely available and accessible for sustainable

improvements in productivity, production and market access. It is positioned itself to spearhead implementation of activities under Pillar 2 of CAADP which focuses on “Rural Infrastructure and Trade-related capacities for Improved Market Access” which has a component of agricultural information.

Key impediments to access to information by the majority of farmers include weak ICT platforms existing in most farmer organization, the many sources available for information and weak capabilities within FO's to effectively use existing information. The power of the internet cannot be ignored in the present day and therefore there is need to ensure that all members have developed appropriate information and technology communication platforms needed to tap on this source. This will help in reducing the cost of communication and will also allow speedy and effective communication.

The power of networking and information sharing cannot be overemphasized. In this regard, SACAU recognizes the importance of networking and sharing of information among its members, and the development of appropriate information systems.

Objective 4.1

Establish effective and efficient information systems

Outputs

- 4.1.1 Effective and efficient information systems in operation
- 4.1.2 Relevant agriculture information widely available and easily accessible to members and stakeholders

Activities

- Assessment of the information needs of members and identifying gaps
- Review/Audit the ICT capability of SACAU and its members
- Review and further development of the existing ICT framework for SACAU
- Resource mobilization for implementation of the ICT framework
- Further development of the existing website
- Maintaining and updating of data base and website
- Development, production and dissemination of information materials
- Skills enhancement programmes for FO's
- Technical backstopping and support to FO's
- Monitoring and evaluation

Objective 4.2

Provision of climatic information to FO's

Outputs

- 4.2.1 Timely and accurate information on climatic conditions available and accessible to farmer organisations

Activities

- Determine key climatic data/information needs for FO's
- Develop alliances with relevant local, regional and international institutions in this field, including the SADC Early Warning Unit
- Establishing key links with relevant information sources on website

- Regular review, synthesis and dissemination of key information/data
- Annual seminar/conference on climatic conditions and implication for farmers
- Monitoring and evaluation

Objective 4.3

Promote networking and sharing of experiences, knowledge and information

Output

- 4.3.1 Increased cooperation and learning/information sharing amongst farmer organisations and between SACAU and other regional FO's in Africa and elsewhere

Activities

- Facilitate staff exchange/secondment programmes and learning visits
- Workshops/seminars/conferences
- Facilitate the attendance of member at each other's functions
- Supporting and facilitating dialogue between national FOs where more than one national organisation exists.

4.6 **GOAL 5: Promote Strategic Linkages Between Sacau And Key Organisations As Well As Between Members And Partners**

The lean nature of SACAU's Secretariat, coupled with the broad functions and roles it is expected to play, suggests the need for establishing collaborative and strategic alliances with selective partners for wider impact. To increase its visibility and level of influence, SACAU intends to establish partnerships with a number of regional and international bodies. In addition, the organization recognizes the need for facilitating linkages/alliances between relevant agencies and national FO's aimed at strengthening their capacities in various spheres, including policy analysis and organizational development. Furthermore, the farming community needs to directly engage with suppliers of various services, both public and private, including information, technology and development support services. Cultivation of cordial relationships and working arrangements between FO's and national governments will also receive special attention by SACAU.

Objective 5.1

Identify and establish partnerships with strategic regional and global allies

Outputs

- 5.1.1 Cooperation frameworks concluded with key partners
- 5.1.2 Official representation of SACAU on structures of relevant regional, continental and international bodies such as SADC, COMESA, NEPAD, FARA and FAO.

Activities

- Identification of strategic allies in various areas including policy research, trade, organizational development, skills development
- Negotiating MOUs and establishing operational modalities
- Attending key meetings/workshops/conferences at regional, continental and international levels
- Implementation of joint initiatives with partners.

- Periodic review of the relationships
- Evaluation of partnerships

Objective 5.2

Facilitate greater cooperation between governments and farmer organisations

Outputs

- 5.2.1 Cordial relations and increased cooperation between governments and farmers organisations
- 5.2.2 FOs have adequate capacity to effectively engage in policy dialogue and lobbying with their national governments.

Activities

- Review and analysis of the involvement of farmer organisations in policy making processes
- Implementation of skills development programmes for FO's in policy negotiation as well as advocacy and lobbying.
- Facilitation of joint meetings/workshops between national FO's and governments
- Providing technical backstopping support to FO's
- Monitoring and evaluation of the policy engagement processes at all levels

4.7 GOAL 6: Participation In The Development Of Regional Agricultural Policy And Programmes

A number of regional economic development programmes exist, with strong agricultural development components. These include SADC's Regional Indicative Strategic Development Plan (RISDP), NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP) and COMESA's Agriculture Policy (CAP). Although various stakeholders have been involved in the development of regional agricultural development frameworks and policies, including trade protocols, the input from farmer organisations has been weak disjointed and rather limited. The underlying causes for this include the lack of effective representation of farmers at the regional level, the limited capacity of SACAU to address regional and international agricultural development issues and inadequate capacity of national FO's to develop and articulate their positions.

It is important that farmers now assert themselves so that their interests are represented in the negotiations for trade and other agreements and policies as well as development programmes that have an impact on their sustainability. At the regional level, SACAU has positioned itself to discharge this responsibility. Through this strategic plan, SACAU will address the challenges on advocacy and lobbying on policy in the region and at an international level.

Objective 6.1

Improved understanding of regional agricultural policy and other initiatives

Output

- 6.1.1 Increased awareness of regional agricultural policies and programmes by FOs

Activities

- Review and synthesis of existing policies and programmes
- Information dissemination to FO's

Objective 6.2

Develop regional positions on key agricultural development issues

Output

- 6.2.1 SACAU's policy positions on key agricultural development issues are widely acknowledged

Activities

- Partnership development with knowledge and information centers, including FANRPAN
- Development of concept/issue papers on agricultural research & extension, land reform, agricultural trade, biotechnology, models for agricultural development and other issues
- Establishing positions on the above and other issues
- Information dissemination and promotion of information sharing amongst FO's
- Monitor ongoing debates and information dissemination
- Lobbying and advocacy

Objective 6.3

Effective involvement in the development and implementation of regional policies and programmes

Output

- 6.3.1 SACAU is able to influence the development of regional policies and programmes

Activities

- Negotiating official representation in SADC, COMESA, NEPAD, FARA, and other key institutions
- Participation in the conceptualization, planning and M&E of programmes
- Review of existing and planned regional infrastructural development projects
- Regular meetings with regional institutions
- Information dissemination on policies and infrastructure programmes

4.8 GOAL 7: Promote Sustainable Agriculture

A number of factors will have an impact on the long term sustainability of agriculture in Southern Africa. These include the HIV/AIDS pandemic, gender issues, appropriate technology, macro-economic stability, environmental management, private sector involvement.

Sub-Saharan Africa is at the epicenter of the HIV/AIDS epidemic. The short-term effects on production and income are staggering in the labour-based economies of the poor. While production and incomes decline, families concurrently experience dramatic rises in health and death-related expenditures. The longer-term effects on the inter-generational transfer of knowledge, on traditional social security mechanisms, and on basic demographic and socio-economic characteristics of these societies are likely to be even greater. The gravity and scale of the HIV epidemic is such that development interventions

in agriculture - and particularly those in the rural areas where the majority of the affected live - need to face the issue head on. Beyond HIV and AIDS there are other communicable diseases such as malaria that are also interrupting production at the farm level.

Women are the principal users of land, particularly in the small farming sector. Thus, any development efforts and interventions should take into account the special needs of women in the entire production cycle, including access and user rights over the land they work. Currently, few women are in leadership positions of national FO's. Thus, interventions should also be aimed towards the development of their leadership and management capabilities.

Access to and use of appropriate technology and the development of capabilities needed to fully maximize it will enhance the long term sustainability of agriculture. In this regard, improved access to information on appropriate technology, and the development of appropriate land systems in the small scale farming community are considered important factors.

A stable and conducive macro-economic policy environment is a prerequisite for the sustainability of farming operations. Among other things, predictable policies, consistency in policy implementation, fair pricing of inputs and products, security and respect for the rule of law are important considerations that will lead to greater investment by the private sector in agricultural development. A particularly problematic aspect of the enabling environment in many countries is the issue of the land holding structure which remains inequitable. Equitable access to land for productive use will lead to improvements in agricultural production. Thus, orderly and consensual land reform is considered an important condition for sustainable agricultural development.

Degradation of the environment through wanton cutting of trees, river bank cultivation, indiscriminate use of chemicals, massive burning of grass and trees poses a major threat to sustainable agriculture.

Objective 7.1

Support the fight against HIV and AIDS as well as other communicable diseases

Outputs

7.1.1 Increased awareness and involvement of FO's in the fight against communicable diseases

Activities

- Establish partnerships with institutions involved in the fight against communicable diseases.
- Link FO's to relevant research and development organisations
- Provide regular information/data about communicable diseases

Objective 7.2

Promote gender equity in FO's

Outputs

- 7.2.1 Policy on promotion of gender equity developed in FO's.
- 7.2.2 Gender mainstreamed in programmes and projects

Activities

- Establish partnerships with institutions involved in gender and agriculture development
- Collate and synthesize different policy perspectives on gender in Agriculture
- Review and analysis of gender composition in all the FOs
- Facilitating regular debate on gender issues in FO's
- Promoting gender balance in FO's
- Information dissemination

Objective 7.3

Promote appropriate technology

Outputs

- 7.3.1 Increased availability and access to information on appropriate technology by FO's
- 7.3.2 Promoting of appropriate land use systems

Activities

- Establish partnerships with institutions involved in R&D
- Link FO's with relevant research and development organisations
- Identify and support major environmental restoration initiatives in the region.
- Provide regular information/data on appropriate technology
- Develop skills enhancement programmes, including learning visits etc

Objective 7.4

Promote macro-economic stability and investment in Southern Africa

Outputs

- 7.4.1 Improved macro-economic stability
- 7.4.2 Increased private sector investment in agriculture in the region

Activities

- Develop strategic partnerships with investment promotion agencies, development finance institutions, SADC, COMESA, NEPAD, FAO, SBF, Multilateral institutions, knowledge and learning centres and other relevant agencies
- Facilitate regular review and synthesis of macro-economic environment and investment in agriculture in Southern Africa
- Disseminate information on macro-economic environment and investment in agriculture
- Continued participation in regional business associations such as the SADC Business Forum
- Monitor and lobby governments with respect to agricultural investment and the 10% annual budgetary commitment towards agriculture.

Objective 7.5

Promote effective public-private sector dialogue

Output

- 7.5.1 Effective public-private sector dialogue is established

Activities

- Identifying key areas for public-private sector cooperation in agriculture
- Promoting private public-private sector dialogue in agriculture
- Investment promotion in identified areas
- Monitoring private–public sector dialogue

5. IMPLEMENTATION STRATEGY

As already stated, this Strategic Framework reflects the priority areas of focus for SACAU, and provides a guide within which specific project activities/initiatives will be formulated and implemented. In addition, it provides the basis upon which engagements with the development community and cooperating partners will be undertaken.

SACAU's Secretariat will have responsibility for the operationalisation of the Framework. Implementation of the framework will be through annual plans with specific and measurable targets. These plans will also form the basis for managing and measuring the performance of the organization towards the achievement of its strategic goals. The full staff complement of the Secretariat under this plan period is expected to comprise of a Chief Executive Officer, a Trade Specialist, an Organisational/Capacity Building Advisor, and an Information/Communication Officer. These will be supported by an Office Manager and a PA/receptionist.

The framework is broad in scope, and numerous and varied activities are envisaged to be undertaken during the 5-year period. Thus, whilst the Secretariat is tasked with implementation, it is clear that, due to its limited human resources capacity, it cannot do it alone. In order to address this, the Secretariat will establish a network of well structured collaborative arrangements, partnerships and alliances with relevant organisations, including development service providers and consultants, for the implementation of the various activities. It will take the lead in the conceptualization and development of specific interventions, as well as in the mobilization of the required technical and financial resources, in partnership with other agencies. To this regard presentations will be made to cooperating partners to mobilise funding as well as technical support in the implementation of the framework. Thus, a central role will be project coordination, facilitation and supervision, as well as quality control of the inputs provided. In this context therefore, SACAU wishes to invite and welcomes the involvement of various players in the implementation of the Framework.

6. NECESSARY CONDITIONS

Several assumptions or conditions underpin the successful implementation of the strategic framework, key among them the following:

- SACAU will be able to mobilize adequate financial and technical resources for its members and secretariat from cooperating partners and other sources in good time.
- Key regional, continental and international institutions stand ready and willing to cooperate/work with SACAU.
- The organisation will be successful in mobilizing a cross-section of FO's from the rest of the countries in the region for which it currently has no membership.
- Regional commodity associations will be willing to join SACAU and that the organization will review its constitution to accommodate them.
- That SACAU will be able to maintain its current staff and to mobilize resources for the recruitment of additional human resources.

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- The organization will establish constructive dialogue and working relations with regional and/or international small-scale farmers' networks that may emerge.
- The small and weaker FOs will be able to maintain their interest and membership in SACAU.
- Governments and key regional/continental/international organisations will consult SACAU and its members in their policy making processes.

SACAU is confident that these conditions will be successfully managed, leading to the successful implementation of the Framework.

STRATEGIC FRAMEWORK 2006-2010: SUMMARY

GOAL 1: DEVELOP THE CAPACITY OF SACAU AND ITS MEMBERS	
Objective 1.1: Determination of the capacity development needs of SACAU and its members	
Outputs	Activities
<p><i>1.1.1 Capacity gaps/needs of SACAU and its members established</i></p>	<ul style="list-style-type: none"> • Mobilisation of technical and financial resources • Development of an appropriate organizational assessment framework/tool • Organisational assessments of SACAU and its members • Production and dissemination of information materials
Objective 1.2: Implementation of capacity building programmes for SACAU and its members	
Outputs	Activities
<p><i>1.2.1 Comprehensive and well-resourced capacity building programme implemented with support from development partners.</i></p> <p><i>1.2.2 Well functioning FO's and secretariat</i></p>	<ul style="list-style-type: none"> • Development of specific capacity enhancement activities • Mobilisation of technical and financial resources • Development of a performance measurement and management framework • Development of concepts/frameworks/mechanisms for the sustainable funding of FO's • Facilitating the development of partnerships between FO's and development partners • Institutional development seminars • Implementation of leadership development initiatives, including training workshops, staff exchange/secondment etc • Determination of appropriate structure and staffing requirements for SACAU • Technical backstopping and support to members • Performance review and measurement (M&E)
Objective 1.3: Improved/Effective corporate governance	
Outputs	Activities
<p><i>1.3.1 SACAU and its members are transparent, efficient and accountable.</i></p> <p><i>1.3.2 Peer review mechanisms put in place.</i></p>	<ul style="list-style-type: none"> • Development/review of corporate governance and codes of conduct for SACAU and its members • Establishing best practice and encouraging members to comply with best practice • Establishing a peer review framework • Peer reviews among members • Facilitate attendance of FO's at each other's congresses

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GOAL 2: ENHANCE THE LEGITIMACY AND RELEVANCE OF SACAU TO REPRESENT FARMERS IN SOUTHERN AFRICA	
Objectives 2.1: Broaden membership and widen geographical representation of SACAU in all the Southern African countries	
Outputs	Activities
2.1.1 <i>SACAU represents a cross section of farmers in all the countries of Southern Africa</i>	<ul style="list-style-type: none"> • Review of membership criteria, categories and fees in order to attract more members • Lobbying regional commodity associations to join SACAU • Development, production and dissemination of publicity materials • Membership mobilisation • Participation of non-members in SACAU's AGM as well as in specific initiatives (workshops, seminars etc).
Objective 2.2: Increase consultation and interaction between SACAU and national FO's	
Outputs	Activities
2.2.1 <i>Increased input/participation of FO's in key policy making processes</i> 2.2.2 <i>Increased communication between SACAU and FOs</i>	<ul style="list-style-type: none"> • Establish working committees that involve FO's • Facilitate representation of national FO's in strategic forums at regional, continental and international levels. • Production of monthly newsletter • Production of specific information bulletins • Policy making workshops, seminars and meetings • Develop interactive internet based platform • AGM and special meetings • Monitoring and evaluation of participation of FO's in SACAU's activities
GOAL 3: IMPROVE MARKET ACCESS AND PROMOTE TRADE OPPORTUNITIES	
Objective 3.1: Identify issues relating to intraregional and international trade barriers and lobby for improvements	
Outputs	Activities
3.1.1 <i>Increased awareness and knowledge of trade barriers/issues affecting intra-regional and international trade by members and other FO's.</i> 3.1.2 <i>A framework for advocacy and lobbying is in place</i> 3.1.3 <i>SACAU's position on various regional</i>	<ul style="list-style-type: none"> • Review and synthesis of information on existing trading arrangements and related issues • Publication and dissemination of results of review of existing trade arrangements • Identifying key priorities for lobby and advocacy • Development of common positions on key issues and development of policy papers • Establishment of strategic alliances and networks in policy research, lobbying and advocacy and trade promotion

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<i>and global trade issues developed</i>	<ul style="list-style-type: none"> • Participation in SADC, COMESA, NEPAD, WTO, SBF and other strategic fora • Policy advice to member organisations • Continuous review of trade developments and production and dissemination of information
3.1.4 <i>SACAU is a recognized voice in lobbying and advocating for a conducive trading environment.</i>	
Objective 3.2: Build capacity of members to engage in trade-related matters/issues	
Outputs	Activities
3.2.1 <i>Effective engagement by FOs in trade related processes</i>	<ul style="list-style-type: none"> • Review and analysis of trade related issues at national levels • Assessment of existing trade-related capacities within FO's • Development and implementation of appropriate trade-related skills enhancement programmes • Cooperation with relevant knowledge centers and training institutions in capacity development • Sensitization and general training enhancement workshops/conferences/seminars • Implementation of a special skills development programme for each FO • Research/studies, including value chain analyses • Policy advice and backstopping support to members • Monitoring and evaluation
GOAL 4: ENHANCE ACCESS TO AND USE OF AGRICULTURAL INFORMATION	
Objective 4.1: Establish effective and efficient information systems	
Outputs	Activities
4.1.1 <i>Effective and efficient information systems are put in place.</i> 4.1.2 <i>Relevant agriculture information is widely available and easily accessible to members and stakeholders</i>	<ul style="list-style-type: none"> • Assessment of the information needs of members and identifying gaps • Review/Audit the ICT capability of SACAU and its members • Review and further development of the existing ICT framework for SACAU • Resource mobilization for implementation of the ICT framework • Further development of the existing website • Maintaining and updating of data base and website • Development, production and dissemination of information materials • Skills enhancement programmes for members • Technical backstopping and support to FO's • Monitoring and evaluation

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Objective 4.2: Provision of climatic information to FO's	
Outputs	Activities
4.2.1 <i>Timely and accurate information on climatic conditions available and accessible to farmer organisations</i>	<ul style="list-style-type: none"> • Develop alliances with relevant local, regional and international institutions in this field, including the SADC Early Warning Unit • Determine key climatic data/information needs for FO's • Establishing key links with relevant information sources on website • Regular review, synthesis and dissemination of key information/data • Annual seminar/conference on climatic conditions and implication for farmers • Monitoring and evaluation
Objective 4.3: Promote networking and sharing of experiences, knowledge and information	
Outputs	Activities
4.3.1 <i>Increased cooperation and learning/information sharing amongst farmer organisations and between SACAU and other regional FO's in Africa and elsewhere</i>	<ul style="list-style-type: none"> • Facilitate staff exchange/secondment programmes and learning visits • Workshops/seminars/conferences • Facilitate the attendance of members at each other's functions • Supporting and facilitating dialogue between national FOs where more than one national organisation exists
GOAL 5: PROMOTE STRATEGIC LINKAGES BETWEEN SACAU AND KEY INSTITUTIONS AS WELL AS BETWEEN MEMBERS AND PARTNERS	
Objective 5.1: Identify and establish partnerships with strategic regional and global allies	
Outputs	Activities
5.1.1 <i>Cooperation frameworks concluded with key partners</i> 5.1.2 <i>Official representation of SACAU on structures of relevant regional, continental and international bodies such as SADC, COMESA, NEPAD, FARA and FAO.</i>	<ul style="list-style-type: none"> • Identification of strategic allies in various areas including policy research, ICTs, trade, organizational development, skills development • Negotiating MOUs and establishing operational modalities • Attending key meetings/workshops/conferences at regional, continental and international levels • Implementation of joint initiatives with partners • Periodic review of the relationships • Evaluation of partnerships

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Objective 5.2: Facilitate greater cooperation between governments and farmer organisations	
Outputs	Activities
<p>5.2.1 <i>Cordial relations and increased cooperation between governments and farmers organisations</i></p> <p>5.2.2 <i>FOs have adequate capacity to effectively engage in policy dialogue and lobbying with their national governments.</i></p>	<ul style="list-style-type: none"> • Review and analysis of the involvement of farmer organisations in policy making processes • Implementation of skills development programmes for FO's in policy negotiation as well as advocacy and lobbying. • Facilitation of joint meetings/workshops between national FO's and governments • Providing technical backstopping support to FO's • Monitoring and evaluation of the policy engagement processes at all levels
GOAL 6: PARTICIPATION IN THE DEVELOPMENT OF REGIONAL AGRICULTURAL POLICY AND PROGRAMMES	
Objective 6.1: Improved understanding of regional agricultural policy and other initiatives	
Outputs	Activities
6.1.1 <i>Increased awareness of regional agricultural policies and programmes by FOs</i>	<ul style="list-style-type: none"> • Review and synthesis of existing policies and programmes • Information dissemination to FO's
Objective 6.2: Develop regional positions on key agricultural development issues	
Outputs	Activities
6.2.1 <i>SACAU's policy positions on key agricultural development issues are widely acknowledged</i>	<ul style="list-style-type: none"> • Partnership development with knowledge and information centers, including FANRPAN • Development of concept/issue papers on agricultural research & extension, land reform, agricultural trade, biotechnology, models for agricultural development and other issues • Establishing positions on the above and other issues • Information dissemination and promotion of information sharing amongst FO's • Monitor ongoing debates and information dissemination • Lobbying and advocacy
Objective 6.3: Effective involvement in the development and implementation of regional policies and programmes	
Outputs	Activities
6.3.1 <i>SACAU is able to influence the development of regional policies and</i>	<ul style="list-style-type: none"> • Negotiating official representation in SADC, COMESA, NEPAD, FARA, and other key institutions • Participation in the conceptualization, planning and M&E of programmes

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<i>programmes</i>	<ul style="list-style-type: none"> • Review of existing and planned regional infrastructural development projects • Regular meetings with regional institutions • Information dissemination on policies and infrastructure programmes
GOAL 7: PROMOTE SUSTAINABLE AGRICULTURE	
Objective 7.1: Support the fight against HIV and AIDS as well as other communicable diseases	
Outputs	Activities
<i>7.1.1 Increased awareness and involvement of FO's in the fight against communicable diseases</i>	<ul style="list-style-type: none"> • Establish partnerships with institutions involved in the fight against communicable diseases. • Link FO's to relevant research and development organisations • Provide regular information/data about communicable diseases
Objective 7.2: Promote gender equity in FO's	
Outputs	Activities
<i>7.2.1 Policy on promotion of gender equity developed in FO's. 7.2.2 Gender mainstreamed in programmes and projects</i>	<ul style="list-style-type: none"> • Establish partnerships with institutions involved in gender and agricultural development • Collate and synthesise different policy perspectives on gender in Agriculture • Review and analysis of gender composition in all the FOs • Facilitating regular debate on gender issues in FO's • Promoting gender balance in FO's • Information dissemination
Objective 7.3: Promote appropriate technology	
Outputs	Activities
<i>7.3.1 Increased availability and access to information on appropriate technology by FO's 7.3.2 Promoting of appropriate land use systems</i>	<ul style="list-style-type: none"> • Establish partnerships with institutions involved in R&D • Link FO's with relevant research and development organisations • Identify and support major environmental restoration initiatives in the region. • Provide regular information/data on appropriate technology • Develop skills enhancement programmes, including learning visits etc

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Objective 7.4: Promote macro-economic stability and investment in Southern Africa	
Outputs	Activities
<p><i>7.4.1 Improved macro-economic stability</i></p> <p><i>7.4.2 Increased private sector investment in agriculture in the region</i></p>	<ul style="list-style-type: none"> • Develop strategic partnerships with investment promotion agencies, development finance institutions, SADC, COMESA, NEPAD, FAO, SBF, Multilateral institutions, knowledge and learning centres and other relevant agencies • Facilitate regular review and synthesis of macro-economic environment and investment in agriculture in Southern Africa • Disseminate information on macro-economic environment and investment in the region • Continued participation in regional business associations such as SADC Business Forum. • Monitor and lobby governments with respect to agricultural investment and the 10% annual budgetary commitment towards agriculture.
Objective 7.5: Promote effective public-private sector dialogue	
Outputs	Activities
<p><i>7.5.1 Effective public-private sector dialogue is established.</i></p>	<ul style="list-style-type: none"> • Identifying key areas for public-private sector cooperation in agriculture • Promoting private public-private sector dialogue in Southern Africa • Investment promotion in identified areas • Monitoring private-public sector dialogue