

LANKA ORGANIC AGRICULTURAL MOVEMENT (LOAM)



STRATEGIZING FOR 2023 – 2027

Facilitated and Compiled by

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Acknowledgement

The opportunity that I got to interact with the able staffs and non staffed members of Lanka Organic Agricultural Movement, (LOAM) was academically stimulating and practically rewarding experience for me, personally.

Though I knew lots of happenings of LOAM at a distance, I came to know the tremendous amount of valuable work that they are engaging with, in the process of the Strategic Planning exercise.

First I Thank Mr. Thilak Kariyawasam who invited me to involve in this work, but not interfered at all in the work, but facilitated everything. He expressed his opinion in the sessions and helped me to understand the whole picture of LOAM.

The able staff members, permanent and part time, some farmers and trainers who interacted in the process, helped all the participants to understand the responsibilities come on LOAM, especially in the current unfortunate situation of the country, which will continue to be prevailed for another couple of years.

I opt not to mention any names, as there is a possibility of missing a most important name, thus attached the list of participants to acknowledge their valuable contributions throughout the whole process. Mr. AjanthaPalihawadana always inquires about the needs and arranged them timely.

I thank them ALL, most sincerely for supporting me to compile this report, which in fact carries their ideas, opinions and suggestions.

I am very thankful to you all for the opportunity provided to me for taking part of the great, difficult tasks of LOAM.

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Abbreviations

CARP	—————	Council of Agriculture Research
CBO	—————	Community Based Organizations
CSO	—————	Civil Society Organizations
CSA	—————	Community Supported Agriculture
EDB	—————	Export Development Board
EU	—————	European Union
FGPIC	—————	Forest Garden Products Inspection and Certification
FIAN	—————	Food First Information and Action Network
GEF	—————	Global Environmental Facility
HARTI	Hector Kobbakaduwa Agriculture Research and Training Institute
IFOAM	—————	International Federation of Organic Agriculture Movements
ITI	—————	Industrial Technology Institute
ITN	—————	Independent Television Network
LOAM	—————	Lanka Organic Agricultural Movement
MESA	—————	Multinational Exchange for Sustainable Agriculture
MOH	—————	Medical Officer of Health
MONLAR	———	Movement for National Land and Agricultural Reforms
NAFSO	—————	National Fisheries Solidarity Organization
NIBM	—————	National Institute of Business Management
NIPM	—————	National Institute of Plantation Management
NGO	—————	Non Governmental Organizations
NOCU	—————	National Organic Agriculture Control Unit
NOCU	—————	National Organic Control Unit
PGS	—————	Participatory Guaranteed System
PHI	—————	Public Health Inspector
RLF	—————	Rosa Luxembourg Foundation
SLBC	—————	Sri Lanka Broadcasting Corporation
SLSI	—————	Sri Lanka Standard Institution
UNDP	—————	United Nations Development Program

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1. EXECUTIVE SUMMARY

The need for formulating a Strategic Plan for LOAM for three years (2024 to 2026) was discussed and started with a two day workshop with the staff and non staff participants in Kandy. The second workshop after a month of the first took place in Bolgoda and the main concerns were presented, discussed and agreed. The first draft presented to the key staff members after three weeks to check whether the facts are correct. The history and the main milestones of LOAM were discussed as it was started in 1994, to understand the journey that they have come through.

External Context Analysis was done, as the situation of the country is fast changing due to the economic crisis and illegitimate government. The analysis was done in four sectors, Economic, Political, Social and Agricultural from the perspective of farmers and poorer sections of the society.

The Internal situation of LOAM analyzed and identified the set of strengths and areas to be improved. An island wide network / contacts with the numerous organizations, , A history of a commitment to organic agriculture, A team with lots of knowledge and experiences, A set of people around who could be mobilized and Matured and dedicated leadership marks the strengths of LOAM. Lack of programs for making people aware of the organic agriculture related matters, Shortage of staffs for project implementation and follow-up related matters, Lack funds and resources for the sustainability of the organization, were the areas that were identified for improvements.

With regard to the staff of LOAM, there is a set of well experienced, knowledgeable and dedicated group at its disposal and could be treated as an asset. The systems of project and process managements, which have occurred with the shortage of staffs to be improved and there are few important vacancies to be filled for LOAM to be more effective and productive.

LOAM has worked with a large number of stakeholders and identified six broad categories, namely the governmental institutions and positions, corporate sector, International Governments and EU, International CSOs, NGOs and Donor

partners, CSO/NGOs/ Movements/ Networks / Individual and lastly, the Media. The participants developed different strategies to deal with each sector.

Vision and Mission were re-visited and formulated Vision as ***“A Healthy And Just Society With Ecological Harmony”*** and Mission as ***“Fulfilling the food needs of the society, with agro ecological farming lifestyle, securing food sovereignty through technologically appropriate, subsistence, socially just, trustworthy marketing system based on a circular economy”***

From the Context analysis, 12 main problems were identified from perspective of the farmer and poorer sections of the society. LOAM decided to intervene in them by adopting a five pronged strategy, namely, Policy Interventions/, Education, Training, Research and awareness ,/ Food Sovereignty and Climate Change , / Subsistence circular economy, Marketing , Fair Trade & Certification /and Communication and Technological Development. It was also decided to make Networking and Gender as crosscutting themes when intervening. There are 36 objectives to be achieved in three year, when dealing with these 12 problems identified. A set of “Activities” will be developed to cater these according to the prevailing situations.

With regard to the Resources and Funds, apart from the donor funding, LOAM has planned to diversify the funding base for a sustainable future and the Finance Unit assigned with responsibility to carry them out.

The structure of LOAM, designed considering to match the membership based network with a strong project implementation arm. The members give the mandate and the policy guidance to the 15 member Executive Committee, which is nominated/ elected at the Annual General meeting. The Executive committee will select the main Office Bearers, the President, Secretary, Treasurer, Vice President and Assistant Secretary. The President will act as the Managing Director of the Project implementation arm and answerable and reports to the General membership.

As a ‘Strategic Plan Document’ is a live document, it will be subjected to the minor changes according to the situations, keeping the main thrust intact though.

2. THE PROCESS OF THE STRATEGIC PLANNING WORKSHOP

The idea of developing a Strategic Plan came in an informal discussion held with Mr. Thilak Kariyawasam, the current President of LOAM.

First, with the available literature in websites and other sources helped to gather an idea of as how LOAM came all the way to the present situation. The current President, kept LOAM alive with lots of difficulties, it learned.

Atwo day discussion with a group of connected people held in Kandy on 6th and 7th of January, 2023, followed by another on 5th and 6th of February 2023 in Bolgoda and a briefing to the key staff members on 28th February to check the matters are factually correct.

The participants engaged in various exercises and come up with basic information and analysis that are needed to formulate the three year strategic plan. First the participants come up with their expectations and broadly, when categorized, there were five expectations, get to know the organization (LOAM) well, strategies as how to get the LOAM's message through in the society, identify the ways and means of the working arrangements in the coming three years, re-visiting the vision and mission of LOAM and to know the role of the individuals, units and LOAM.

The workshop schedule is attached in Annex

The participants were given different tasks at the first workshop to be completed and send before the next meeting and most of them have sent the reports.

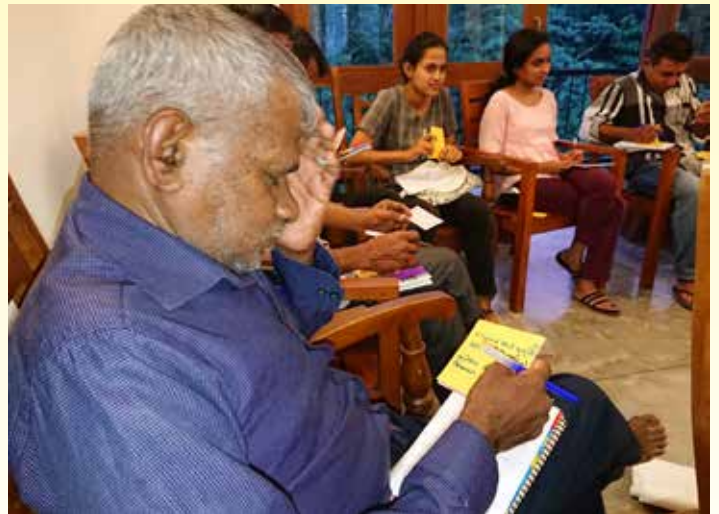
The next consultation took place on 5th and 6th February at Bolgoda, started with a presentation of the summery, compiled with the inputs sent by the participants.

Thorough and constructive discussions took place with every presentation and were able to agree on at the end of the discussions.

The draft report was presented to the key members of LOAM on 28th February to check whether the facts are correct and all the concerns are included.

The final version of the Strategic Plan formulated in this process and it is subjected to make adjustments accordingly, as this is a live document and thus could make changes but keep the main strategy intact with.

KANDY WORKSHOP DAY 01



KANDY WORKSHOP DAY 02



3. LANKA ORGANIC AGRICULTURAL MOVEMENT – LOAM

The History and the Main Milestones of LOAM

In 1994 Like-minded people including Mr. Denzel Zosa, Dr. Ray Wijewardana, Mr. Kularathna, Dr.Gaffar, Mr. Amunugama, Dr. Dadly Disanayake Dr. Herath Manthreetilaka, Mr. Ranjith de Silva, Mr. G. K. Upawansa, Mr. Madugalle, Mr. Prabath Kumara, Mr. A.S. Pillei, Mr. Ajantha Palihawadana met at Upper Mahawali watershed management project in Polgolla and discussed the need for establishing an organization to promote organic agriculture. It was then initiated with the groups of organic farmers, scientists, researchers, professionals, members of the organic corporate sector and interested individuals. In 1995 LOAM was established as an association with the likeminded individuals and few organizations in an informal manner.

During the years of 1995 to 2002 LOAM initiated awareness programs on Organic Agriculture. After the initial stage, in year 2001 LOAM got new generation into the movement and revitalized the organization. With that Dr. SarathRanaweera became the President and Dr. Keerthi Mohotti appointed as the secretary and Ranjith de Silva continue as the treasurer. Many programs were conducted with interested organizations and individuals also with the help of Gemi Seva Sevana, Galaha led by Mr. Ranjith de Silva, PASASA, Nawalapitiya led by Mr. G. K. Upawansa, and Human Development Organization-Tholangamuwa, which led by Mr. Podinilame.

LOAM was requested from government to have government's owned Wariyapola farm to demonstrate Organic concept in that farm. This was taken up to ministry level but some of the government officials who were not ready to accept new way of thinking rejected our proposal. Mr. R.M. Jayasena from Isura Development Center played major role on behalf of LOAM. Also Mr. Kahandawa from FIOH was coordinated this initiative with Norwegian Development fund for funding, they have approved 25 million rupees as an initial grant to develop the demonstration farm concept.

After continues requests and lobby in 2003 it was able to include 'Organic' word in to Agriculture Policy for the first time in history.

The year 2005 was a land mark year for LOAM as it was able to establish the 'Organic Product Council' together with Global affairs division of the Ministry of Environment. LOAM was able to do many work under that, one key out come of it was Guideline for Organic standard for Sri Lanka. After few years it helped the

development of Organic Standards by SLSI. LOAM also involved in the EU-SLOP Project an EU funded project, from 2006 to 2011 to develop organic sector in Sri Lanka.

LOAM worked at policy level and provided other support services to growth of organic agriculture sector. They include, establishing NOCU – National Organic Control Unit, standardizing organic standards - SriCert certification services, establishment of Organic PGS council , introducing National Standard Guide lines in 2003, Inclusion of organic agriculture to National agriculture policy document in 2003, Promotion of organic production among farmers and products at supermarket chains and has submitted Numerous policy documents to the government.

LOAM together with many other regional groups in the years 1995 to 2005 many regional activities has started with leadership of Mr. Ranjith Silva. In 2007 Organic Rice Chain program conducted in Sri Lanka with the support of Earth Net and Green Net Foundations from Thailand. LOAM also trained some groups in Internal Control System (ICS) in Sri Lanka. Based on this, later to avoid the high cost for Certification LOAM has started “SriCert” as local certification body. In 2009 LOAM also got support from Indian PGS council by providing guidance FOR training on Participatory Guarantee System (PGS). In the same time, LOAM was able to conduct big event call “Blooming Organic Sri Lanka” in 2010, with the support of some regional groups.

In 2013 LOAM could talk to all the private super market chains for establishing organic corners in their supper markets. Local level commercial organic producers got some kind of opportunity to supply their products to super market chains.

In year 2014 after many years of discussions with the government LOAM got organic regulations under National Organic Control Unit by amending of the EDB act of 1979. LOAM had many hopes with NOCU but it was functioning with few individuals, and not produced the expected results. Recently the Government failed both in Organic policy level and implementation level in their operations, mainly due to the lack of proper consultation with sector and farmers.

At the beginning, Vision of LOAM read as “To protect and conserve the soil, as a base for future generations, produce high-quality food, maintain a harmonious balance with a complex series of eco systems”.

Its Mission stated as “Sri Lankan Agriculture System turn in to Organic agriculture, which is an environment friendly, culturally sensitive, socially just, and economically viable and a sustainable & efficient production system”.

LOAM also has set three **objectives** as follows.

- I. To promote organic agriculture in Sri Lanka.
- II. To establish, improve and maintain standards for organic agriculture in Sri Lanka
- III. To create an awareness of organic products among the people of Sri Lanka

Geographically, LOAM works in the whole country in Policy matters and implementation of various projects. During the past five years, LOAM has involved in all the nine provinces and worked in the districts, namely, Jaffna, Killinochchi, Mannar, Mulativu, (Northern Province), Trincomalee, Batticaloa and Ampara districts (Eastern province), Colombo, Kalutara and Gampaha districts (Western province), Monaragala and Badulla districts (Uva province), Galle and Hambantota districts (Southern province), Kurunegala district (North Western province), Anuradhapura and Polonnaruwa districts (North Central province) , Kandy and Nuwara Eliya district (Central province) and Kegalle and Ratnapura districts (Sabaragamuwa province). LOAM has the constant contacts and links with the CSOs and CBOs across the country.

LOAM works on different Thematic areas such as , **Organic farming**-based home gardens, **Research, training development** and facilitation related to Home garden and Organic fertilizer and pesticides, **Organic standardization and certification**, Standards and **PGS certification** and PGS council, policy interventions, Production of educational materials such as Organic handbooks, manuals, Posters and leaflets, Video programs, **Representing farmer rights, Networking** with organic farming stakeholders and **Facilitating and linking international trainings** and exposure to local farmers groups and stakeholders etc.

Currently (2023) LOAM involves in projects such as, Organic rubber and intercropping program, Organic tea cultivation program, Home gardening and nutritional security program for pregnant mothers , Traditional paddy cultivation program, Translation and dubbing of 75 organic agriculture farmer educational video programs to Sinhala and Tamil and Trainings and awareness for the government officers.

LOAM intends to involve in projects, Rubber intercropping project for 6000 farmers in Monaragala district, Soil carbon sequestration project for organic paddy lands for 25,000 farmers in 18 districts and Home garden project covering 50,000 home gardens across 25 districts in coming years.

LOAM, is having a serious concern to have **Training Institute**, as most of such governmental and non governmental institutions are fading away rapidly. Most of the government institutions, even during their peaks, advocated the chemical based agricultural practices, which is responsible for the devastations, in the environment and in the public health. The discussion on this, in fact, paved the way for formulating a three year strategic plan for LOAM.

LOAM gets Donor support from, KSAPA – France, Agronatuén – Germany, Government of Sri Lanka, Access agriculture – France and Rosa Luxemburg Foundation.

LOAM works in partnership with the Department of Agriculture, Provincial Agriculture departments of Uva and Eastern provinces, Ministry of plantation, World Vision, Green movement of Sri Lanka, MONLAR and Many CBO's and NGO's in Sri Lanka.

LOAM is registered as a 'Guaranteed Limited Company' and registered at Registrar of companies, Sri Lanka with the Registration Number of GA 605.

LOAM has many achievements to its credit. Some of the main achievements are as follows.

- ✓ 2007- 2009 obtain the SLSI Organic Standard
- ✓ 2008 –Establishment of SriCert to cater the need of local certification agency to support the local market. This was done with the support of UNDP GEF.
- ✓ 2009 – PGS National workshop and initiation of PGS farmer group establishment with the assistance of Keystone foundation in India.
- ✓ 2010 – Blooming organic National Program to promote organic agriculture
- ✓ 2011 – Sending Volunteers to USA under MESA program
- ✓ 2012 – Local market promotion program
- ✓ 2013 – Supermarket awareness program
- ✓ 2014 - Organic regulations and NOCU establishment
- ✓ 2017 – Organic Stakeholder Trip to Indian IFOAM Meeting
- ✓ 2018 – Organic sector –Multi stakeholder meeting with Future Organic Development
- ✓ 2020 -Kaluganga Organic Zone was gazette and LOAM officers were appointed as technical committee members

- ✓ 2021 –Establishment of model organic inter cropping villages in tea and rubber plantations under STARR project in Bibile and Panangala
- ✓ 2021 -Initiation of organic advance Certificate Courses in NIPM and NIBM under the stewardship of LOAM.
- ✓ 2021 –After President Gotabhaya’s decision to go organic, provision of technical training for higher government officials of agriculture department on organic farming.
- ✓ 2021- International webinar and Proposal for Road Map of Government Organic Program
- ✓ 2021 – Prof. Sultan Ismail’s Sri Lankan lecture series on wormy-culture at Kandy, Vavuniya and Jaffna. Program supported by Rosa Luxemburg foundation.
- ✓ 2022 –Agronatu project for on traditional paddy varieties cultivation and promotion
- ✓ 2022 - Initiation of home garden program for pregnant mothers in Dehiwala, Mt. Lavinia municipal councils.

LOAM consists of capable and committed staff and have close contacts with the wide range of professionals specialized in various fields link to Organic Agriculture. (Staff details are in a separate chapter in this document).

LOAM head office situated in Nugegoda, No 54, Wijerama Lane and a site office is situated in Bibile.

4. EXTERNAL CONTEXT ANALYSIS

The Process

The external context is fast changing due to the economic crisis and unstable government, and thus, it was suggested that LOAM has to look in to this situation critically, in order to plan for three years. As the government itself announced that the country is bankrupt, and there is no possibility of paying the due installments of the external debts, and no foreign exchange to buy the essentials and also severe shortage of rupee income even to pay salaries, the entire population of the country left with uncertainty and hopelessness. Most of the people are going through a severe shortage of food with high rocketing prices of the essentials. As LOAM is basically an agriculture/ food-based network, cannot ignore this situation of the people and the poorer sections of the society, difficult though.

The participants thus paid an attention to the external context that would prevail in the country for the next three years and come up with a list of concerns in the group discussions. The main points are as follows.



External Context			
Economic	Political	Social	Agriculture
Small and medium scale industries grabbed by the bigger companies	Unstable government	Social unrest increase	Value adding and exports discouraged as the prices of raw materials increased
Land grabbing for mega projects	Weak opposition	Shortage of foods and malnutrition increased	Prices of the agricultural inputs increased
Privatization of land	Abolition of welfare benefits	Increase of foreign and urban migration	Collapse of local agriculture
Increase of debts of the general public	Continuation of the wars and Ukraine – Russia in particular	Increase of “development refugees”	Destruction to entire environment
Increase of the prices of the essential imported items	Increase of state repression	Increase of unemployment	Youth and farmers detached from agriculture
Grabbing of natural resources for the benefits of the rich	Bringing out of the Anti people Seed/ Land/ water / etc Acts	Massive challenges for the ‘Food sovereignty ‘ concept and practices	Absence of a proper national agriculture policy
Implementation of the IMF proposals		Increase of public protests	Massive challenges for the ‘Food sovereignty ‘ concept and practices
Increase of inflation of the essential commodities		Brain drain	
		Increase of mental illnesses of the public	
		Increase of robberies	

5. LOAM INTERNAL SITUATION ANALYSIS

STRENGTHS AND AREAS TO BE IMPROVED OF LOAM

Process

The participants were asked to think about the internal situation of LOAM, in contrast to the work that they were compelled to involve in the coming three years 2024 – 2026. They were asked to identify the strengths and the areas that have to be improved to fully engage in the work without any disturbances.

The participants come up with following list in the plenary.

Strengths	Areas to be developed
<ol style="list-style-type: none">1. An island wide network / contacts with the numerous organizations2. A history of a commitment to organic agriculture3. A team with lots of knowledge and experiences4. A set of people around who could be mobilized5. Matured and dedicated leadership6. Partnership and collaboration7. Easy to take decisions with a small and focused management structure8. Ability to find resources / funds9. Having a bigger dream and positive expectations	<ol style="list-style-type: none">1. Insufficient programs for making people aware of the organic agriculture related matters due to shortage of resources2. Proper and organized project implementation and follow-up related matters due to uncertainty of long term funding/ resources3. Plans and funds for the sustainability of the organization4. Difficulty for retaining the staffs due to lack of funds5. Systems to delegate responsibilities among staffs and members due to a lack of workable structure

<ul style="list-style-type: none"> 10.Ability to maintain relationships with local and international organizations 11.Dedication to the work 12.Unity 13.Linked with people / professionals with diverse expertise 14.Having a work team with divers skills/ knowledge and expertise 15.Team work and team spirit 16.Ability to work creatively and with freedom as there is no rigid institutional set up 17.A strong leadership with quick and correct decision making abilities 18.Leadership with dedication 19.Having a great vision and objectives 20.Having audio visual facilities and resources on organic farming 21.Having cordial and friendly relationships with other likeminded organizations and stakeholders 	<ul style="list-style-type: none"> 6. Facilities and resources at the Head office 7. Problems that occur due to decisions make instantly and hurray 8. Organized approach 9. Formal monitoring and follow-up processes 10.Lack of funds 11.Lack of funds / resources and human resource to work effectively island wide 12.Number of staffs
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It was agreed to keep up with the strengths of LOAM and to address the areas to be improved with following suggestions.

	Areas to be improved	Strategy
1.	Insufficient programs for making people aware of the organic agriculture related matters due to shortage of resources	TREAT THIS AS THE MAIN PROBLEM AREA ❖ Appoint a team for fund raising for Projects and Process
2.	Plans and funds for the sustainability of the organization	❖ Appoint a strong Project Team to attend to this problems
3.	Proper and organized project implementation and follow-up related matters due to uncertainty of long term funding/ resources	
4.	Difficulty for retaining the staffs due to lack of funds	❖ Workout systems with the New Structure of LOAM
5.	Systems to delegate responsibilities among staffs and members due to a lack of workable structure	

BOLGODA WORKSHOP DAY 01



BALGODA WORKSHOP DAY 02



6. STAFF PROFILE, CAPACITIES AND GAPS IN LOAM

LOAM has a set of a capable staff, well versed in Organic Agriculture and having a vast experience and theoretical knowledge on the subject.

The main decision making body, the Board consists of theoretically sound and well experienced group of people, led by **Mr. Thilak Kariyawasam**, (President and Managing Director) a charismatic leader. He has 25 years of experience in Organic Agriculture and in Rural Development. He has exposed to numerous regional and international forums and has an updated knowledge on the subject matter.

The other members, **Mr. Ajantha Palihawadana** (Special Program Manager) having more that 30 years of experience in Agriculture, environment and Rural Development, **Mr. Athula Priyantha** (Technical Expert) 25 years of experience in Agriculture, environment and Rural Development, **Mr. Fyzal Mohamed** (Special Program Manager) 15 years of experience in Agriculture, environment and Rural Development, **Mr. S. Pushparaj** more than 20 years of experience in Agriculture and Rural Development, **Mr. Anil Fernando** more than 25 years of experience in Organic Agriculture and **Ms Renuka Badrakanthi** more than 20 years of experience in Agriculture and Rural Development proves the capability and the expertise that LOAM has.

In addition to these staff carder, **Mr. Rasika Kumarage**, (Technical Facilitator), **Ms Thilini Ranaraja** (Field Coordinator) , **Ms Dhanushi** (Management Trainee) work as fulltime staff.

There are temporary staffs, **Ms Thusara Perera**, (Administrative Manager), **Mr. Indrajith Hettige**, (Finance Consultant), **Mr. Shehan Ritigahagoda**, (Office Assistant), **Mr. Namal** (ICT expert) **Ms Thinethi Nanayakkara** (Social Media Officer), **Mr. M.A.K. Perera** (Creative writer), **Mr. Lasantha Warusawithana** (Audio Visual Specialist) and **Ms Nadeera Priyadarshani** (Trainer) function in the respective work areas.

The staffs have the multitasking skills and adaptability to changing project activities in short notice. They are having the capability for conducting Training Programs in all three languages, Sinhala, Tamil and English. LOAM is also having the luxury with extensive CBO/ CSO network allowing quick field data gathering and field work arrangement allowing efficient and quick work implementation. In addition, to this LOAM is having an own video production unit, which is an asset for the kind of work that they engage in.

It is also revealed that the number of staffs are inadequate, compare to the tasks that undertaken by LOAM and with future plans.

At present it looks like that the full usage of the existing staffs are not streamlined and capitalized, mainly due to the unavailability of the resources. This has to be addressed by securing long term resources and making capable staffs for a reasonable time period.

The workload may increase if the Board approves of this Strategic Plan and some areas may need new recruits.

On the other hand, LOAM is in a position to assign different tasks to the outsiders, ranging from animator levels to, research and consultation levels, as LOAM maintains a good rapport with them.

No	WORK	PROPOSED STRATEGY FOR STAFF MANAGEMENT
1	Full-time on going work	Plan to keep the capable staffs with securing necessary funds and capacity development of present staff in relevant areas
2	Full-time new work	Recruit skilled people and streamline
3	Specific "tasks" in ongoing work and new work	Assignments and contract basis

At present though there are experienced and well versed staffs involved with the work of LOAM, due to lack of long term resources, it is difficult to have long term involvements and plans with the stakeholders. Once the resources are secured, an efficient **monitoring system** could be worked out with conducting regular **'Staff Meetings'**. The Staff meetings will help to get the feed-backs of the work and more importantly, it could be identify the work and experiences that could be developed in to **Case Studies, Most Significant Cases, and Documentations** in the form of **Video, Audio or Print** before they were forgotten. It is revealed that most of the important events, results, significant cases are not documented fully at the moment.

Capacity Building of the present Staffs and new recruitments

The participants have identified the areas that the present staffs need to improve capacities and the areas which need new recruits.

No	Area	Staff Capacity Improvement with the present staffs	Skilled new recruitments	Assignments and Contract basis work
1	Entrepreneurship development		Recruit new staff with clear job description	Hire if needed for short term consultancies / assignments
2	Marketing- Strategy			
3	Market Research			
4	Education , Training And Trainers Training Center	Use the present staffs with their expertise and	Recruit new staff with clear job description	Hire trainers in special subject areas

5	Researches Unit (to be amalgamated with the Training Unit)	Develop Capacities accordingly		as and when needed
6	Advocacy systems	Streamline and Develop Capacities of the present staffs		
7	Appropriate Technology and Communication establishing a Separate Unit		Recruit according to the scope of the unit	Assign specific tasks on a contract basis
8	Development of a Communication strategy	Streamline present staffs and Assign specific responsibilities	Recruit if needed	Hire expertise according to the special work
09	Climate Change	Use the present staff	Recruit according to the scope and need	Higher as and when needed
10	Project Planning and Progress Monitoring	Identify a suitable staff member and assign FULL responsibility and capacity development in required areas		Look for the possibilities of get an able intern from an appropriate agency

7. STAKEHOLDER ANALYSIS

LOAM, for the last many years have interacted with numerous Stakeholders from beneficiaries and farmers at the grassroots levels to the policy makers at local regional and international levels.

With the experience in interacting with the stakeholders, the participants come up with a list of stakeholders with whom that supposed to be interacted with, for the work of LOAM in the coming three years. The list, which is NOT complete though, is as follows. There will be another set of stakeholders involve in the activities of LOAM, given the diverse nature of the projects and activities in the coming three years.

It felt that it is better to cluster the Stakeholders in broader areas as the STRATEGIES essentially are different to interact with different groups of stakeholders. For example, LOAM can work in collaboration with the government in certain areas and could be very hostile when negotiating the policy matters.

Considering the nature of the relationships and interactions the broad strategies have developed for more clarity and for the preparedness when approaching and interacting with them. The group has categorized the stakeholders in five broad clusters. They are as follows

STAKEHOLDERS
That would interact with in next three years

No	Sectors	Strategy	Stakeholders
1	Governmental Institutions and positions	<i>Collaborating Partnership Lobby / Advocacy Hostile</i>	<ul style="list-style-type: none"> - HE President - Prime minister - Minister - Agriculture - Minister- Trade - Registrar – Pesticides - Mr. Gemunu Saliya – PHI - Urban commissioner – Dehiwala Mt. Lavinia Municipal council - MOH – Dehiwala Mt. Lavinia Municipal council - MOH – Rathmalana Urban Council - MOH – Sri Jayawardanapura urban council - Mid wives of Urban Councils - PHI’s – Urban councils - Provincial Director of Agriculture – UVA - Deputy Director of Agriculture – Monaragala

			<ul style="list-style-type: none"> - Provincial Director of Agriculture – Eastern - Deputy Director of Agriculture – Trincomalee - Deputy Director of Agriculture – Ampara - Governor – Eastern province - HARTI - Officer in-charge - Sri Lanka Police In Service Training Center Attidiya - NIPM - NIBM - SLSI - SLAB
2	Corporate Sector	<i>Pressurizing Collaborating Partnership</i>	<ul style="list-style-type: none"> - KSAPA - Crop Life - CIC - HEYLES Agriculture - Officer in-charge – Dilmah training center - Michelin - Sanilma
3	International Governmental Institutions	<i>Partnership</i>	- Yapi University - France
4	International CSOs/ NGOs/ Donor Agencies	<i>Partnership</i>	<ul style="list-style-type: none"> - Agronauten - Shock foundation - Missario - IFOAM - INOFO - RLF

5	CSO/NGOs/ Movements/ / Individual	Partnership Network Common Action Influencing	<ul style="list-style-type: none"> - Prof Gamini Hitinayake - Prof. Buddhi Marambe - Prof. Sulthan Ismail - Dr. Kamal Gammanpila - Dr. Ranil Senanayake - Dr. Suren Batagoda - Dr. Ananda Malawathanthri - Samadanie Kiriwandeniya - Jayathissa Polonnaruwa - Keerthi Rajapaksha Attorney at Law - Lawyer Association - CARP –Council of Agriculture Research - EDB – NOCU - MONLAR - NAFSO - World vision Lanka - Kantha Mahaa Sangamaya - Weligepola - Savisthri Women’s Movement - Gemi Sewa Sewana - Earth Restore Action - SriCert - FGPIC - FIAN - Good market - Green movement - STARR Project - ITI - Sirimal Premakumara - Dr. Keerthi Mohotti
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			<ul style="list-style-type: none"> - Wijerathn Dutuwewa - Dr. Vishaka Thilakarathne - Dr. Subha Kuragala - Mr. Pillai
6	Media	<i>Engaging (Social Media) Collaborating (Main stream media)</i>	<ul style="list-style-type: none"> - Youth Social Media Forums - VISURA - Sri Lanka Rupavahini - ITN - Sirasa - Hiru - Derana - Swaranawahini - SLBC - Government owned News Paper Institutions - Privately owned news paper agencies

It is better to place these stakeholders on a Power Map, to decide on the strategies for each stakeholder when interacting.

08. THE VISION, MISSION AND VALUES OF LOAM

VISION AND MISSION OF LOAM

After considering various versions and discussions all agreed the following version as the updated Vision of LOAM.

VISION

**“A HEALTHY AND JUST SOCIETY WITH
ECOLOGICAL HARMONY”**

MISSION

**Fulfilling the food needs of the society,
with agro ecological farming lifestyle,
securing food sovereignty through
technologically appropriate, subsistence,
socially just, trustworthy marketing system
based on a circular economy**

09. MAIN PROBLEMS IDENTIFIED THROUGH THE CONTEXT ANALYSIS

With the external context analysis, it was able to identify 12 main problems which are critical for the farmer community and thus for the whole society. They are as follows.

ECONOMIC

1. Collapse of small and medium scale food producing and processing industries
2. The giant Super market chains grabbed the market spaces occupied by the small and medium scale producers

POLITICAL

3. Threat of bringing about the anti-farmer/ people legislatures on Seeds/ Water management/ Land usages ownership/ to satisfy IMF & other Financial Institutes
4. Possibility of bringing the Seed Act by the government

SOCIAL

5. Lack of adequate, diverse and nutritious food
6. Lack of awareness on fair trade systems and CSA

AGRICULTURE

7. Due to previous governments (green economic) policy, wrong attitude prevail among people on organic agriculture
8. The farmers and young people detached from agriculture
9. Lack or absence of the appropriate agriculture technological, research and educational institutions
10. Lack of knowledge of the alternative ways/ methods / techniques for mitigating climate change
11. Lack or absence of institutions for introducing farmer /people/ eco friendly appropriate technologies and effective communicational tools
12. The prices of the agricultural inputs increased due to the wars, particularly between Ukraine and Russia

10. INTERVENTION IN STRATEGIC AREAS, THEIR GOALS AND OBJECTIVES

LOAM as a network of number of member organizations and individuals, decided to intervene in this situation from a farmer perspective and more particularly, from Organic Agricultural point of view. The main thrust for this stand is that to secure the food rights of the people and make the food production environmental friendly and low cost, for the benefit of the poor which is the majority sector of the society.

In keeping with this understanding, LOAM strategized to approach this problem area with a five pronged approach.

CROSSCUTTING STRATEGY

In this move, LOAM keeps the **Network** aspect and **Gender**, as crosscutting themes for assuring they are inbuilt in all the moves.

FIVE PRONGED APPROACH

This approach adopted to streamline the problems and specializations intact and to focus on the goals and objectives of the each stream.

The proposed five streams are as follows.

1. Policy Interventions
2. Education, Training, Research and awareness
3. Food Sovereignty and Climate Change
4. Subsistence circular economy, Marketing , Fair Trade & Certification
5. Communication and Technological Development

NETWORK AND GENDERS AS CROSS CUTTING STRATEGY

1. Policy Interventions	2. Education, Training, Research and awareness	3. Food Sovereignty and Climate Change	4. Subsistence circular economy, Marketing , Fair Trade & Certification	5. Communication and Technological Development
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The 12 problems identified were clustered in the five streams, to address them for more effective and results oriented ways.

Accordingly Goals were formulated for each stream and the objectives formulated against the identified problems to ensure SMART approach for greater efficiency.

STRATEGY IN NUTSHELL

NETWORK AND GENDER AS CROSS CUTTING STRATEGIES

05

• STRAMS

05

• GOALS

12

• PROBLEMS

36

• OBJECTIVES

	Stream	Goal	Problems identified	Objectives
01	Policy Interventions	01	04	08
02	Education, Training, Research and awareness	01	01	07
03	Food Sovereignty and Climate Change	01	03	06
04	Subsistence circular economy, Marketing , Fair Trade & Certification	01	02	04
05	Communication and Technological Development	01	02	11
		05	12	36

The details of the Strategic Areas, Goals, and problems identified and the objectives are as follows.

Strategic Areas	Goals	Problems identified	Objectives
01	Policy Interventions		
Policy Interventions	<i>Environment and Farmer Friendly and Good Health</i>	1. Threat of bringing about the anti-farmer/ people	1. Form a collective of CSOs, Trade Unions and other interested groups to work against

*related Policies
are in place*

**legislatures on
Seeds/ Water
management/
Land usages
ownership/ to
satisfy IMF &
other Financial
Institutes**

the anti-poor and
destructive Acts
through workshops,
awareness in al all
provinces with 3000
participants

2. Involve 50 farmer
organizations in the
collective to work
against the destructive
Acts

3. Make 100 organic
farmer leaders aware
of the ill effects of the
proposed anti-poor
Acts

**2. Possibility of
bringing the Seed
Act by the
government**

4. Establish 20 Seeds
Banks in selected
districts with 50%
women based
participation

5. Organize 200
Farmers to collect,
preserve , multiply and
distribute traditional
seeds as a traditional
practice and to
counter the provisions
of the proposed Seed
Act

**3. The farmers
and young
people detached
from agriculture**

6. Train 100 youth in
Organic Agriculture
related business and
promote them as
young entrepreneurs
as a pilot project

7. To establish an organic agriculture business incubation hub to offer youth on novel approach to organic agribusinesses

4. Due to previous governments (green economic) policy, wrong attitude prevail among people on organic agriculture

8. Collect and disseminate local and international success stories on practices and policies

02

Education, Training, Research and awareness

Education, Training, Research and awareness

Conscious society with knowledge and skills in Environmental Farming related matters

5. Lack or absence of the appropriate agriculture technological, research and educational institutions

9. Start a Training Center in collaboration with like-minded organizations OR alternatively by LOAM

10. Farmer exchange programs with overseas partner organizations for 3 program with 5 participants each year

11. Train 300 farmers in Organic Agricultural practices

12. Publish three Research papers on important issues/ policies

13. Establish a Library and a documentation Unit for disseminating updated information to the farmers and others

14. Establishment of 10 demonstration models for agro ecology in collaboration with agriculture related institutions

15. Socialization of information on 50 success stories of agroecology through mass media and social media

03

Food Sovereignty and Climate Change

**Food
Sovereignty
and Climate
Change**

*Food
Sovereignty
through
increasing food
supplies by
empowering
farming*

**6. Lack of
knowledge of the
alternative ways/
methods /
techniques for
mitigating
climate change**

16. Development of 10 climate resilient farm / agro ecological models suitable for different agro climatic zones

communities in organic agriculture, effects climate change.

17. Training 100 farmer leaders on climate resilient crop models

18. Production of leaflets / handouts/ video program and mobile app in Sinhala and Tamil languages on climate resilient crop varieties and farm models

7. Collapse of small and medium scale food producing and processing industries due to loss of marketing spaces

19. Selected 250 small and medium scale organic producers connect with a Fair Trade mechanism

8. Lack of adequate diverse and nutritious food

20. Established 750 home gardens with nutritionally vulnerable communities (urban and village) and groups (Pregnant and lactating mothers)

21. Training and demonstration programs targeting 500 mother on Nutrition food with home gardens

04

Subsistence circular economy, Marketing , Fair Trade & Certification

Subsistence circular economy, Marketing , Fair Trade & Certification

Agro ecological based diverse farming lifestyle along with subsistence, socially just, trustworthy marketing system on a circular economy level

9. The giant Super market chains grabbed the market spaces

22. Establish Fair Trade cells in 4 provinces connecting 400 organic producers with a trade name

23. Promotion of PGS certification and register 500 farmers under this

24. Development of CSA (Community Supported Agriculture) based direct marketing network with 250 farmers and 1000 CSA supporters

10. Lack of awareness on fair trade systems and CSA

25. Make 2000 people aware by conducting 50 Meetings consisting 40 participants each on CSA and fair trade concepts

05

Communication and Technological Development

Communication and Technological Development

Farmer communities and others with appropriate technology,

11. Lack or absence of institutions for introducing farmer /people/

26. Establish a separate specialized Unit in LOAM with skilled staffs

knowledge and skills

eco friendly appropriate technologies and effective communicational tools

27. Introduce three simplified alternative technological tools / methods to 300 farmers trained under 08 above.

28. To disseminate the knowledge through websites, social media for selected 1000 farmers

29. Twenty Popular cultural and innovative low cost events at village level for popularizing agro ecology concept

30. Introduce an easy / appropriate App for the Farmers linked with the Fair Trade Network to pass and know the updated market information such as prices, demands and locations, supplies and locations etc

31. Develop at least 1 education and training center with demonstration model on appropriate technology

32. Ten awareness programs for 1000

12. The prices of the agricultural

inputs increased due to the wars, particularly between Ukraine and Russia

organic farmers on developing fertilizer and weed and pest control methods

33. Identifying 5 innovators to develop appropriate agro mechanical equipment's and provide assistance to realize the innovation

34. Develop 10 innovators on Agri-inputs with appropriate technology to fulfill the present market demand with rurally available resources

35. Train 10 young person on repair and maintain electro mechanical equipment's by using appropriate methods

36. Identify 25 committed and capable youth to train in social media to disseminate and popularize the agro ecological concepts among people and youth

The set of "ACTIVITIES" have to be decided upon according to the each situation, ensuring achieving the objectives in SMART manner.

11. RESOURCE AND FUND RAISING STRATEGY

When discussing the Internal Situation of LOAM, many have stated the unstable resource base prevail in the movement. Some have stated that some of the important intervention had to be postponed, due to lack of resources.

Hence this will be a main concern in the next three years as well.

The outcome of the discussion with the participants was encouraging as they have tried to think out of box solutions and come up with ideas which will help LOAM to diversify its resource base and planning for a sustainable future.

The participants have identified broad 10 areas to be tapped to secure a resource base for LOAM aiming at a sustainable footing.

The suggestions are as follows

1. Interacting with International Donor Agencies and obtain support for the projects, negotiating for a long term commitments.
2. Entering market, Fair Trade, Value Adding Products for foreign markets and Farm based pre sponsor programs
3. Negotiating with the Corporate sector to obtain funds from Corporate Social Responsibility budgets
4. Approach locally available funds of the government and other sectors
5. Get support from the philanthropists and intellectuals for a worthy cause
6. Popularizing YouTube and get an income through raising subscriptions
7. From introducing a membership fee
8. By hiring the professional services of LOAM to the commercial ventures and develop it as a source of income.
9. Seeking assistances for Foster Children and Pregnant and lactating mothers for feeding programs
10. Obtaining part payments from the trainees, who could afford them

The Finance Unit has to take the responsibility along with the Treasurer of LOAM and formulate a program to carry out the suggestions made by the participants. Each participant was given an assignment to start this process and the Finance Unit has to follow up with them.

12. LOAM STRUCTURE

LOAM STRUCTURE AND THE DESCRIPTION

1. LOAM MEMEBERS

LOAM members are the base and the most powerful group in the whole structure. Their majority decisions are the ultimate decisions of the movement. They are mainly involved with the policy direction of the movement.

2. Annual General Meeting

The members discuss and take all decisions at the Annual General meeting and nominate/elect a 15 member Executive Committee for carrying out the work of LOAM. The 15 members should nominate to represent,

- 09 Actual Farmers/ Farmer Leaders who represent the **different sectors** i.e., Paddy, Vegetable and Fruits, Rubber, Tea, Coconut, Spices, Livestock, Home Gardens and Medicinal Plants and Small scale producers/ food processors with value adding etc.
- 01 from **Private Companies related** to Organic farming/products,
- 01 from the **Training Institutions** which is committed to organic agricultural training,
- 01 from the **Research Institutions**,
- 01 from the **Certification Bodies and**
- 02 from National **NGOs/ CSOs**.

The Executive Committee works for three years and the fresh committee will be nominated once in three years. They give a mandate to the executive committee to elect the Office Bearers and to manage all the affairs of the movement.

3. The Executive Committee.

The Executive Committee Nominate / elects at the AGM, manage all the affairs of LOAM, in accordance to the constitution and the decisions taken at the AGM. They nominate/ elect the Office Bearers of LOAM, the President, Secretary, Treasurer, Asst Secretary and the vice President, for a three year period.

4. MD and the Management Committee

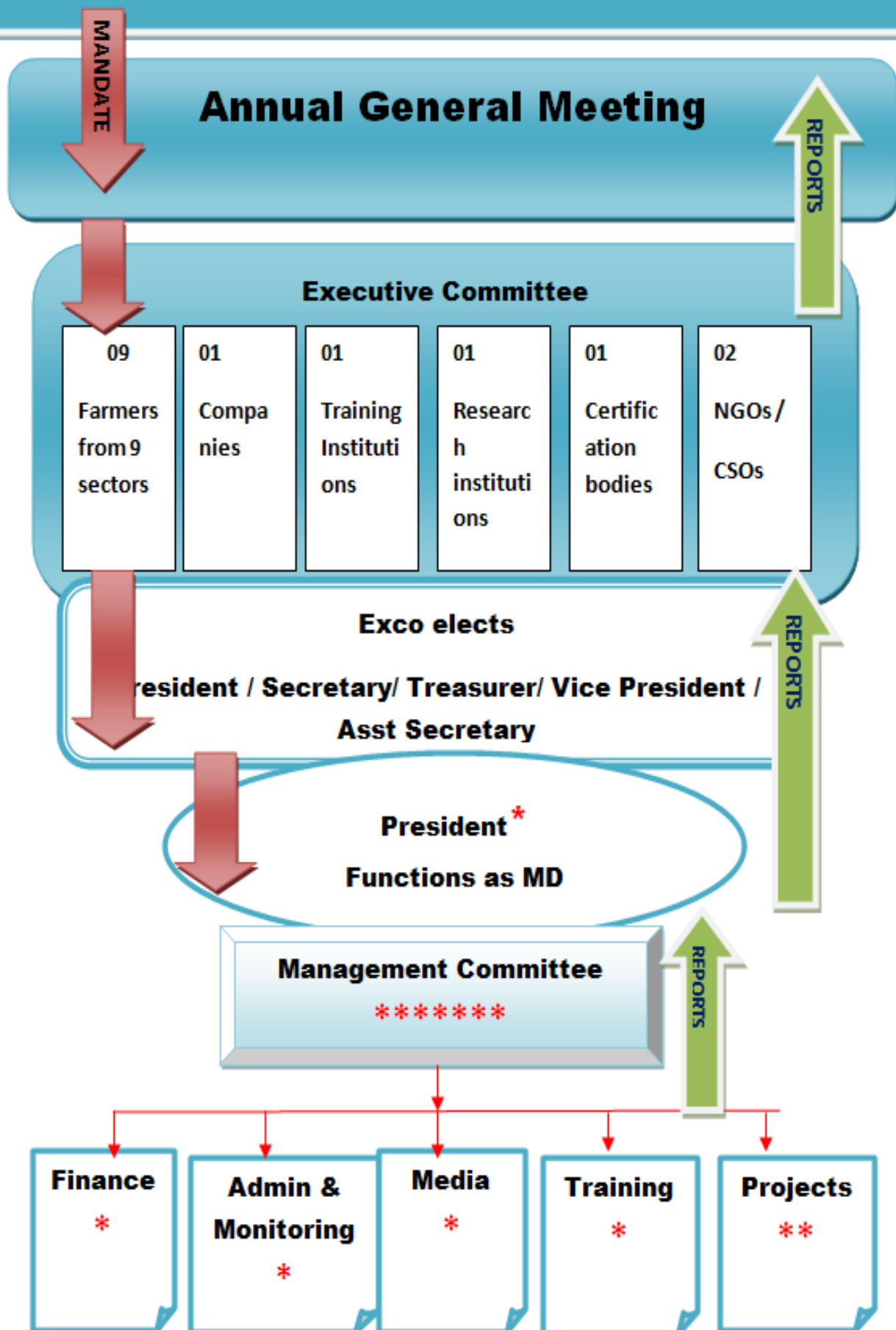
The Chairman nominated/ elected functions as the Managing Director of LOAM, who is the Head of the Management Committee. The Management Committee alone with the Chairman is responsible for all the Project and Process related work of LOAM. Management Committee is an operational committee and takes the entire project and process related decisions and implements them. They are answerable to the Executive Committee and to all the stakeholders.

The management Committee consists of 07 members,

**Chairman,
Unit Heads of the Finance, Admin and Monitoring, Media, Training and
Two from the Project Unit.**

Unit Heads are responsible fully for all the work of the respective Units and answerable to the Management Committee and to the Executive Committee.

LOAM MEMBERS



ANNEX - Participant of the process

Initial Strategic Discussion at Kandy – Hanthana House 6th ,7th and 8th of January 2023

1	Thilak Kariyawasam	President
2	Athula Priyantha	Secretary
3	Ajantha Palihawadana	Special Project Director
4	Fazly Mohomad	Project Manager
5	Indrajith Hettige	Financial Advisor
6	Rasika Kumarage	Technical program Coordinator
7	Nadeera Priyadarshini	Urban Gardening Program Coordinator
8	Athula Weerathna	Rice Program Technical Coordinator
9	Vipula Bandara	Rice Program Technical Coordinator
10	ThiliniRanaraja	Field Program Assistant
11	Gayangani Bandara	Adman and Finance Assistant
12	Nanda	Training Management Specialist
13	Kalyananda Perera	Social Media Facilitator
14	Lasantha Warusawithana	VIDEIO Program Producer
15	Silochan	Seed Bank Facilitator

Program Facilitated by Lalith Abesinghe

Fallow up Strategic Discussion at Bolgoda

5th and 6th of February 2023

1	Thilak Kariyawasam	President
2	Athula Priyantha	Secretary
3	AjanthaPalihawadana	Special Project Director
4	FazlyMohomad	Project Manager
5	IndrajithHettige	Financial Advisor
6	Rasika Kumarage	Technical program Coordinator
7	Nadeera Priyadarshini	Urban Gardening Program Coordinator
8	AthulaWeerarathna	Rice Program Technical Coordinator
9	Vipula Bandara	Rice Program Technical Coordinator
10	ThiliniRanaraja	Field Program Assistant
11	Gayangani Bandara	Adman and Finance Assistant
12	Nanda	Training Management Specialist
13	KalyanandaPerera	Social Media Facilitator
14	Lasantha Warusawithana	VIDEIO Program Producer
15	Peter Voltz	Agronaeten

Program Facilitated by Lalith Abesinghe

