



URGENCI – General Assembly – APPROVED ACTION PLAN November 22nd 2015, Beijing, China

Principles guiding the implementation of the following action plan:

- a. Think beforehand of a financial plan together with each action;
- b. Form a working group (or rather an “Advisory Committee”) that would operate on a specific issue, each advisory group would also be attended by one IC member to bring the topics to the higher level;
- c. In the action plan that follows, activities have been sorted out by topic and characterized according to how difficult/easy they are and when could they be realized;
- d. Then, the IC, assisted by staff, should define what are the priorities and launch the advisory committees, based on the common Action Plan;
- e. **Continental/ national cooperation should be based on priorities agreed on at international level.**

1. ACTION PLAN

1.1 Experience Sharing: How can we strengthen experience sharing within Urgenci?

#	Name of action	Rationale	Feasibility	Schedule	In charge
1	Observers	Make sure there are URGENCI observers on regional CSA meetings who disseminate URGENCI message	Easy	2016	Judith Hitchman
2	Allies	Cooperation with our allies: URGENCI should be as much as possible represented at allies' meetings	Easy	Permanent	Judith Hitchman
3	Exchanges	Farmer to farmer, network to network, or regional, meetings should be intensified	Difficult	Long-term	Rupert Dunn
<ul style="list-style-type: none"> ▪ By multiplying experience sharing at different levels 					
4	Mentorship	A Mentorship program and a contact directory could be set up, with a list of key persons to be contacted in order to provide trainings	Easy	Summer 2016	Jérôme Dehondt
5	Continental programs	Within continents or countries, there should be similar programs replicating the European experience sharing projects. As a general principle, the focus should be on exchanges on specific topics, on which experience can be shared.	Difficult	Long term	Jocelyn Parot
<ul style="list-style-type: none"> ▪ Increase participatory methods, both on a permanent basis and during our face-to-face meetings 					
6	Online tools	Use online tools - that allow us to have a long-distance dialogue (for ex. Facebook groups, Instagram, webinars, online classrooms etc.) - ideally open-source solutions	Work in progress for some social networks	Long term	Danjel Balaban
7	Webinars	Webinar technology can allow us to organize seminars on a regular basis with well-known CSA practitioners and advocates	Easy	Autumn 2016	Communication Group
8	More Participatory events	Our events could be even more participatory (compared to the Symposium in China), and include eating, cooking together, dance, mystica...etc...	Easy	3 rd European Meeting	European Kernel
9	Stories from the field	Case studies can be shared widely, through films, photos (to avoid language barriers), radio interviews	Difficult Requires project support	Long term	Comm. Group.

1.2 Advocacy

How can we build up Urgenci's advocacy capacity?

<ul style="list-style-type: none"> ▪ Principles to conduct a sound Advocacy Capacity building process 					
10	Alliances	Work with our allies.	Easy	Already done	Advocacy Group
11	Touch base	Start from the base to build advocacy actions.	Difficult, requires a lot of communication and staff work.	Long-term	IC+Advocacy Group
12	Identify Advocacy	Identify what advocacy is, assess how advocacy is interlinked from local to global, and bring the need for advocacy to the local level.	Difficult, should be done collectively by the Advocacy Group.	First half of 2016	IC+Advocacy Group
<ul style="list-style-type: none"> ▪ Create a systematic process to decide Urgenci's positioning on major issues 					
13	Core Advocacy Ground	Define what issues should be addressed by Urgenci.	Easy, and done, with the Pledge: all what is not in the pledge should not be addressed by Urgenci.	Done	Advocacy Group
14	Define Advocates	Enlarge the Advocacy Group (with the creation of a list...etc...).	Easy, work in progress.	End of January 2016	Advocacy Group
15	Decision-making Clarification	Agree on a decision-making method that is clear and flexible.	Difficult.	First half of 2016	IC and Advocacy Group
<ul style="list-style-type: none"> ▪ Communication (both external and internal) regarding Advocacy 					
16	Pledge	The Pledge that was written in China should be used as the basis for Advocacy, and should be disseminated widely.	Easy	First half of 2016	IC, Gen-Sec
17	Communication stream	URGENCI should feed a stream to communicate what is done on a global level to the local level.	Difficult	Long term effort	Advocacy Group
18	Policy papers	URGENCI should be more active on the publications' side of Advocacy, with a more systematic trend to issue policy papers, books about experiences, good practices and so forth.	Very difficult, requires specific fund.	2017	Advocacy Gr.

19	Charter	A work should be started on a Charter defining what CSA are in different contexts.	Very difficult, but necessary, a process towards a common and context sensitive definition of CSA would require specific funds.	Long term	IC
20	Media Outreach	Need to improve our media outreach, for example through a joint Global campaign on a specific key issue.	Difficult	Long term	IC, Communication group

1.3 Communications

How can we improve Urgenci's internal and external communications?

<ul style="list-style-type: none"> Reinforce the website, fed with original content 					
21	Testimonials	Farmer and customer testimonials are very important to give more flesh to the content, to bring a sense of community.	Easy but needs editing team.	April 2016 to set the editing team	Communication Support group (Danijel Balaban)
22	Centralise Communications	Prioritize website over Facebook and googlegroups.	Easy	Permanent	Comm. Support Team
23	Communication Officer	Get an intern working specifically on communication. Make a job description altogether (IC+ Comm).	Easy	Summer 2016	GenSec with Communication Support Team
24	Toolkit for newcomers	To make Urgenci purpose and functioning more understandable: who is who, what is happening.	Easy	Summer 2016	IC + Comm. Support Team
25	Website Contributors	Form a collective of regular contributors to the website, ask each organization to make a contribution per month, in order to provide original content. Trainees and students could help in this respect.	Difficult, but work in progress with already 5-6 contributors	Enlarge group in 2016	Communication Support Team
<ul style="list-style-type: none"> Make Urgenci work more visible 					
26	Activity Yearbook	Write an Activity Yearbook (in English and French) to be available on the website. It will be a toolkit for education, follows up what has been done that year.	Easy, French versions ready.	April 2016	General Secretary
27	Public Relations	Give Urgenci a proper Public Relations Strategy	Difficult	2016	IC + Comm. Support Team

1.4 Tools/resources/research

What are the tools/resources/research that Urgenci can offer to its members.

<ul style="list-style-type: none"> Research our movement and assess the challenges CSA are facing 					
28	Result Dissemination	The results should be made accessible to a larger public, thus raising the question of languages, translation and level of language.	Difficult	2016	Research Group+Translators Team
29	Action-research	Encourage research on impact that is useful for farmers (how to create and sustain CSAs) and based on action-research.	Difficult, requires project funding	2016	Research Group
30	Database	Collect a database of all members and allies, map them and make the database widely available.	Difficult, especially to make it in a user-friendly way	2017	Gen. Sec.
<ul style="list-style-type: none"> Shared tools offered by the network 					
31	CSA Toolkit	Develop tools to help people to create CSA and CSA networks, bring and share knowledge: video explaining the worldwide CSA movement; giving the right links, contacts, redirect to allies, mentors.	Difficult.	2017	IC+Educational Expert
32	CSA Network Toolkit	Realize a video on how to create a new CSA network.	Difficult	End of 2016	Existing Networks

1.5 Financial Stability

How can we ensure financial stability for Urgenci?

<ul style="list-style-type: none"> ▪ How can partners support Urgenci in order to increase staff's capacity? 					
35	Staff time contribution	Member organizations contribute staff time	Easy	Already done	Member organisations + Gen Sec
36	Regional Fundraising	Local staff from partner organizations should seek funding sources for specific events or projects, as has traditionally been the case for the International Symposiums.	Easy	Already partly done. Should be done more systematically	Member organisations, networks
<ul style="list-style-type: none"> ▪ How to collect more income? 					
33	Funding Diversification	Diversify funding sources as a principle, instead of relying on a particular funder.	Difficult but already being done	Permanent	Gen. Sec.
34	Increase Membership	Improve communication about Urgenci actions and propose a different membership model, based on networks' contributions.	Difficult	First goal: as many members in years without GA as in years with GA	IC + Gen. Sec.

2. GEOGRAPHICAL ACTION PLANS

AFRICA

1. Identify actors (farmers, NGOs, associations, coops, etc) / Simon
 2. Training and Dissemination programs / Umar
 3. Organize sub-regional and national meetings and events / Simon & Umar
 4. Establish advisory committees (both at the sub-regional and national levels) / Simon & Umar
- The project area is delimited to both French-speaking and English-speaking West Africa.

ASIA

What actions do we want to do together? What are our common goals?

1. Create common directory of Asian CSA models/examples – Narumi
2. Find variables that can be compared across farms and countries – Narumi
3. Organise contact people in each country to coordinate exchanges
4. Collect data (or aggregate existing data) about CSA in each country
5. Document & share concrete growing (and animal husbandry) techniques, especially traditional ones

How can we network with each other?

1. Document at a country level what CSAs look like
 2. Share that information & different models
 3. Organise an Urgenci Asia conference every other year; planning stage (Joy & Shinji) / collaborate with IFOAM Asia
 4. Base communication on common, simple data, ideas
 5. In-person communication very important: farm visits, exchanges, short internships
- Q/ How do we overcome the language barrier?

What CSA experiences & best practices can Asian CSAs share?

1. In many Asian contexts: huge rural/urban divides, class divides: successful examples of joint participation in cooperatives & CSA models
2. Teikei: speaks to power of principles rather than duplicating exact models: applying shared principles in diverse contexts: use Teikei as model for 10 core principles

How can Urgenci support the CSA Asian network?

1. Money for in-person meetings (and/or online)

2. Expertise in compiling CSA experiences
3. Research/ Document different supportive governmental policies – ISOFAFAR – IFOAM’s research arm
4. Help connect farmers with funding for farm exchanges
5. Institutional experience & knowledge
6. Collaboration with other organizations (eg IFOAM)

LATIN AMERICA

1. Find out what CSA values are shared and practised in LA
2. Map organization forms and social movement
3. Make visible the diversity of groups and actions
4. Link solidarity economy and food sovereignty axis for actions
5. Promote PGS strategy to impulse agroecology and strengthen communities
6. Organise an LA international meeting in 2016
7. Create Urgenci LA

NORTH AMERICA

1. Disseminate information about the China conference + Urgenci locally / Elizabeth writes appeal
2. Map, list all networks and create e-mail list / Fair Share
3. Focus on organizing a North American conference next fall / Equiterre & find funding for one organizer.

EUROPE

Present

Zsofi, Danijel, Isa, Judith, Pierre, Andrea, Jerome, Florian, Denis, Rupert, Jason, Peter, Jan, Stephan.
Notes/RD

Discussion

IC Nominations

All those present unanimously supported the nomination of Judith, Denis and Andrea to the roles of international committee members of Urgenci (Zsofi was also elected during the GA unanimously).

Update on EU CSA Kernel activities

A number of initiatives are already under way across Europe, directly coordinated by kernel members.

- Current EU declaration/charter writing process to define a common vision and values for CSA.
- Research group collaborating on and collecting research on CSA for dissemination.
- Erasmus funded 'CSA training' program within Be part of CSA project.
- 'Hungry for rights' project working on food policy in local councils throughout Europe.
- Logistics project in Belgium creating open source software to improve CSA produce distribution.
- Planning the 3rd EU CSA meeting in Czech Republic September 16th- 18th 2016.
- Recent conclusion of the Eu Gruntdivig funded 'CSA 4 Europe', supporting CSA exchanges between thousands of people and the production of a handbook on starting a CSA.

All those present were very encouraged by the progress made so far in Europe.

Kernel Structure & Decision Making

The kernel (meaning coordination group) currently contains up to 20 members and works informally. There was a shared feeling that it is now the right time to create more structure and formality in the kernel. This could include:

- Creating a framework for the role of a kernel member, what is expected? **Action: to further this at next kernel meeting.**
- Creating a clear decision making process to endorse Urgenci EU positions for those representing Urgenci in Europe.
- Reducing the need for support from Jocelyn and Morgane, thereby freeing them up to do more work for Urgenci globally.
- Creating more transparent ways of communicating and finding activities about Urgenci in Europe. **Action: Danijel to add people to the email distribution list 'EU CSA kernel' and speak with Fabian about migrating this and other email lists to an Urgenci website forum. Also to create a list of the current discussion groups on the website. Building on our success going forward**

A number of projects were proposed.

- Work more on food policy on an EU level to make it easier for peasant and CSA producers. Sharing guidance and good practice with local, national authorities and producers. It was noted that Urgenci represents many consumers across the EU and some of the funding for agriculture could be used for a project on food policy. **Action: Isa to share Via Campesina documents on this subject with the kernel.**

- Potential to work on 'guardian' roles. i.e a consumer 'guardian'. **Action: Isa to share info with kernel.**
- Everyone agreed unanimously to support their neighboring countries with CSA development. i.e Jan of the Czech Republic has been supporting the Polish movement. **Action: develop ways to make this support working in a regular way.**
- It was decided to give some focus to supporting and promoting community-supported fisheries in Europe.
- The Kernel would like to request a regular update from the IC on Urgenci activities worldwide.
- The Kernel will focus on building alliances and projects with key European institutions, foundations and movements, whether environmental, academic, social, or political in nature.
- PGS was noted after the meeting as a potential project. **Action, liaison with Eva at IFOAM to discuss potential EU PGS, CSA project.**

3. ADVISORY COMMITTEES

Resources and Research for CSA (R&R Group)

Pierre Besse, France

Jérôme Dehondt, France

Ariel Molina, Brazil

Jan Valeska, Czech Republic

Josefina Cendejas, Mexico

Stephan Pabst, Austria

Ryan Galt, US

Experience Sharing Supporting Team

Rupert Dunn, UK

Jan Valeska, Czech Republic

Oumar Diabaté, Mali

Fernando Nacpil, Philippines

Isabelle Joncas, Canada

Tammi Jonas, Australia

Shiriji Hashimoto, Japan

Communication Supporting Team

Elizabeth Henderson, USA

Joy Daniel, India

Danijel Balaban, Croatia

Scott Chaskey, USA

Jason Nardi, Italy

Simon Todzro Anoumou, Togo

Stephan Pabst, Austria

Advocacy Group

Veikko Heintz, Germany

Jérôme Dehondt, France

Erika Jones, USA

Isabel Alvarez, Spain

Dave Runsten, USA

Denis Carel, France

Tammi Jones, Australia

Claudia Cossio, Chile

Finance Team

Frédéric Thiérault

Erika Jones

Scott Chaskey