



Women Organizing for Change in  
Agriculture & Natural Resource Management

**wocan**



# Leadership and Advocacy

Strategic Plan 2011-2015

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Several others not mentioned specifically here, from Asia, Africa, Europe, North America

### WOCAN Members

Lamia El-Fattal, Syria and USA

\*Note: All Board Members, Staff, Core Associates and WOCAN Members listed here participated in the June 2011 Strategic Planning Meetings.

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# Executive Summary

WOCAN staff, Board of Directors, selected Core Associates and members from Asia, Africa, Europe and North America convened in June 2011 to draft this Strategic Plan for 2011-2015. This Plan augments the previous Strategic Plan for 2007-2010 by re-organizing WOCAN's programs into two 'pillars' to fulfill its mission to build women's leadership in agriculture and natural resource management through organizational and individual transformation: 1) Women's Leadership Development and 2) Policy Advocacy. These build on expertise that WOCAN has developed over the past seven years to produce results that are recognized by peers to be both unique and valuable to addressing current global crises.

To support the two main goals of women's leadership and policy advocacy, WOCAN will undertake knowledge generation/sharing and networking activities through its Research for Development and Networking programs. These functions will be enhanced through two teams of experts in leadership development and advocacy, comprised of an expanded group of WOCAN Core Associates with special expertise in these areas.

To better serve its members and address its mission, WOCAN has moved its headquarters to Bangkok, Thailand. Our new base in Asia will allow us to make the implementation of project activities more effective and 'grounded' in a local context, and makes it easier to manage our Asian and African teams of Leader Trainers for Women's Leadership Development and Advocacy Experts, while working more closely with women farmers' groups and members in South and Southeast Asia. We also expect to improve fund raising prospects.

The structure of WOCAN has been revised to include regional offices in Asia and Africa, and the establishment of Women's Leadership Circles in six to eight countries within the Asian and African regions, depending upon interests and opportunities. To manage this increased scope and level of activities within these two regions, the executive staff of the secretariat office will expand. Liaison staff will continue to work from their strategic locations in Rome, Italy and Washington, DC.

# Vision and Mission

WOCAN's **Vision** is of a world where gender equality has been achieved within agriculture and natural resource management organizations, policies, programs and markets to achieve food security and sustainable development.

WOCAN's **Mission** is to build women's leadership in agriculture and natural resource management through organizational and individual transformation.

As we move into our next five year phase of operations, we have updated and re-focused our core strategies. In the past, we were organized around capacity building, knowledge generation, advocacy and networking. As we move forward, we will organize around two core strategies (or pillars): Women's Leadership Development and Policy Advocacy. In addition, we will also pursue certain critical research for development and will build on our membership base to develop robust Women's Leadership Circles that support more active and face-to-face engagement with members, women leaders and advocates.

## History

WOCAN has grown very rapidly since its birth in December 2004 - from its start as a shared inspiration to its current status as an international organization with multiple offices, projects in Asia and Africa, and members in 93 countries. WOCAN is now a global network widely recognized and respected for its technical expertise in agriculture, natural resource management and gender mainstreaming – a rare combination that is increasingly sought by many development organizations.



# Opportunity

*“We are at a historic juncture during a time of converging crises – those of food, climate change and economic recession. Women’s leadership is thus needed now more than ever, to assure that those most affected by these changes will collectively link arms with those who can assist them, to enhance their power to direct the world’s responses” – Dr. Jeannette Gurung, Founder and Executive Director of WOCAN.*

Global crises have drawn attention to women’s roles as farmers and natural resource managers, particularly on small-scale farms in developing countries, who must adapt to rapidly changing conditions of farms, forests and markets. Efforts to empower rural women are increasingly reflected in current development assistance frameworks of governments, international organizations and private sector businesses that are making women a priority in the global agenda for development, peace and prosperity. Focusing on gender equality and women’s empowerment has been shown to have a large multiplier effect on all of the *Millennium Development Goals*.

The world’s major donors and leaders from multilateral institutions, national governments, foundations and private investors are focusing anew on the role of agriculture and natural resource management in creating stable and sustainable food supplies, reducing carbon emissions, and improving local and national economies. As such, attention has turned to the needs of the world’s small holder farmers, who must adapt to rapidly changing and interlinked conditions of farms, forests and markets. For successful adaptation to occur, it is critical that women as well as men are included in the development process – from initial planning, research, policy development, implementation and innovation, decision-making and benefit sharing at all levels. Barriers that disadvantage women need to be addressed if agriculture and natural resource management are to become more efficient drivers of growth and lead to greater food, income and environmental security.

More and more countries understand the need to incorporate gender into policies, programs and budgets to ensure that women are better supported in their roles as food producers, market actors and environmental managers. Existing policies of relevant sectors are being re-worked to include gender, new policies are being written in a more specific language than ever before and international forums are hosting gender-specific side events on a more regular basis. Stricter guidelines for measuring gender impacts of projects and the use of gender analysis are now required by the U.S. Agency for International Development (USAID), the Swedish International Development Agency (SIDA), and the Norwegian Development Agency (NORAD), among others.

There are new opportunities at this juncture, given the attention from donors and the private sector to reform systems and processes to ensure women can optimize their contributions as vital economic actors and leaders. To reach the intertwined goals of food security, environmental sustainability and economic growth and stability, women must play leading roles within initiatives that enhance rural livelihoods, reduce vulnerabilities, increase adaptive capacities, secure assets and raise incomes.

# Guiding Principles

Environmental sustainability and poverty eradication requires organizations at all levels to fully recognize and support the roles and leadership potential of women as farmers, market actors, environmental managers, professionals, decision makers, and leaders to achieve an equal distribution of responsibilities, benefits, and decision making between women and men in the management of natural resources.

WOCAN aims to demonstrate five core Leadership Practices<sup>1</sup> that it considers fundamental to women's leadership development. These are:

1. Model the way (find your voice, set the example)
2. Inspire a shared vision (envision the future, enlist others)
3. Challenge the process (search for opportunities, experiment and take risks)
4. Enable others to act (foster collaboration, strengthen others)
5. Encourage the heart (recognize contributions, celebrate values and victories)

It is by applying these principles in its work with individuals – both men and women – and with local and international organizations around the world, that WOCAN will:

1. Work strategically and collaboratively to support women professionals to assist their organizations to become more gender sensitive.
2. Provide capacity building through training and professional opportunities so women professionals in agriculture and natural resource management sectors become effective “change agents” for gender equality.
3. Focus on networking, partnerships and alliance building, so women will influence the policies and practices of organizations working at the policy, research, planning and implementation levels in agriculture and natural resource management.
4. Creating visible fora for women's voices to be heard within international agencies and global processes concerned with food security, natural resource management and climate change.
5. Encourage the commitment and support of men so that the vision and mission of WOCAN can be achieved.
6. Practice teamwork, open communication, trust, awareness, and reflection, and a culture of mutual support.

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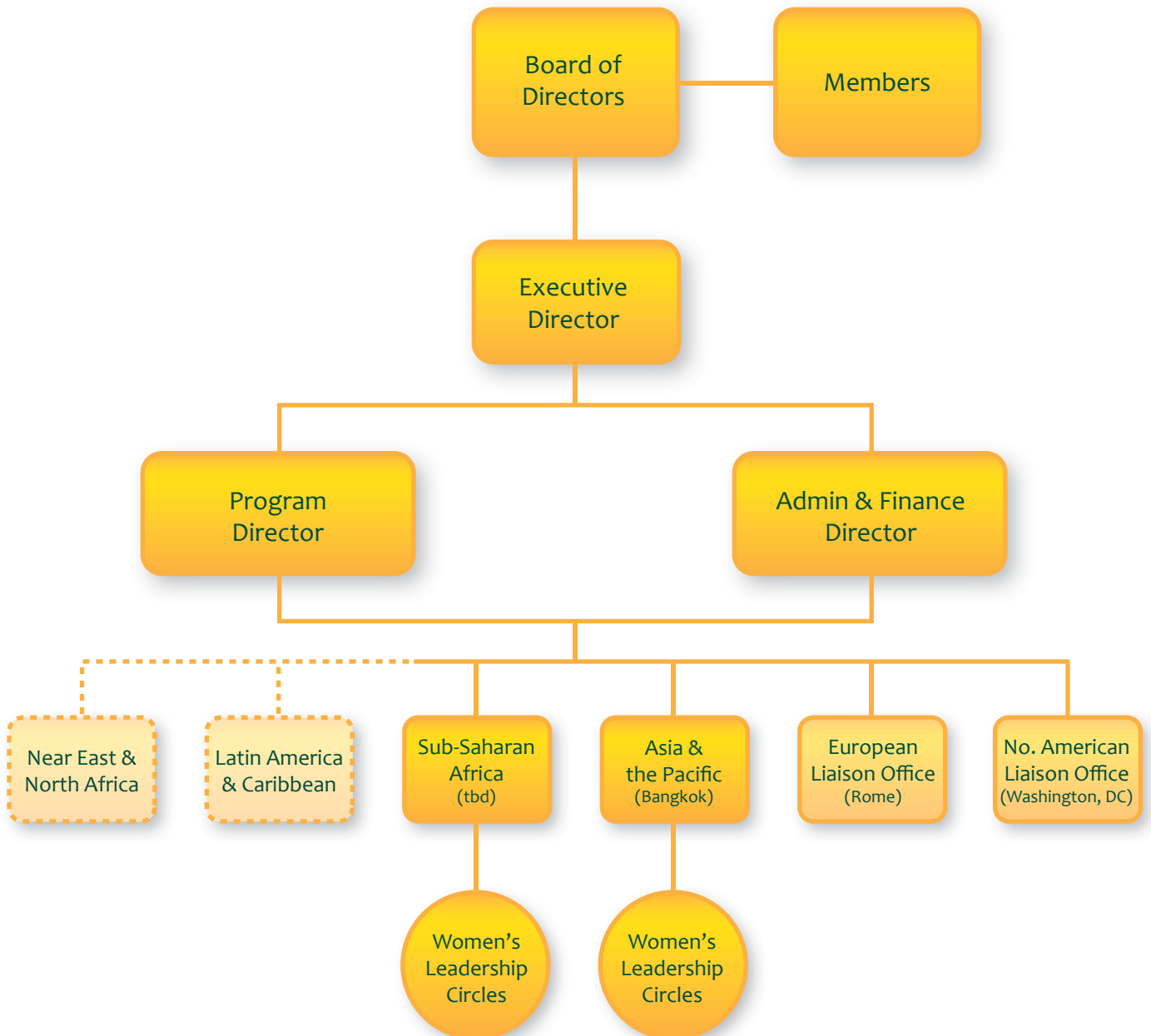
<sup>1</sup> From the Women's Leadership Course offered by Simmons College, Boston, MA, USA



# Revised Structure

WOCAN has revised its structure to consolidate its offices and members in Africa, Asia, North America and Europe, and to develop national level forums, termed “Women’s Leadership Circles” in Africa and Asia. This structure makes it easier for regional centers to develop through the auspices of WOCAN.

Figure 1: WOCAN’s Structure



# WOCAN's Core Strategies: Two Pillars

An increasing number of governments understand the necessity of incorporating gender into climate change and food security policies, programs and budgets to provide better support for women in their roles as food producers, market actors, and environmental managers, but lack the expertise to do so. Meanwhile, more male and female professionals within agriculture and environmental agencies are expressing their interest in supporting women's empowerment and gender equity and generating changes within their organizations that increase their accountability to rural women.

WOCAN's model is to link rural women with these professional women and men to create synergies to stimulate change in the way organizations develop their policies and programs. These can be national or international organizations or agriculture producer groups, entrepreneurs, or forest user groups – that can deliver tangible benefits to women farmers/environmental managers.

WOCAN focuses on **two pillars** (Figure 2) to fulfill its mission to build women's leadership in agriculture and natural resource management through organizational and individual transformation:

Figure 2: WOCAN's Mission and Pillars



## Pillar One: Women's Leadership Development

The current global focus on agriculture, food security and climate change brings new recognition and importance to issues of inclusion, participation, property rights and governance. Benefit sharing of REDD+ and carbon credit revenues by rights holders and stakeholders of forests, for example, is a pressing issue within the design of national and global REDD policies. The lack of women's representation in the design, implementation and monitoring of REDD+ and food security projects points to the stark need for developing women's leadership that can facilitate equitable sharing of program benefits, on terms suitable to rural women.

Currently, there are insufficient numbers of technically qualified men and women working in agriculture and natural resource management (NRM) who possess the knowledge and skills to integrate gender into policies and programs, and of women who can lead processes of organizational change and policy development.

The Women's Leadership Development Program builds on the strengths of women and men members who have demonstrated leadership in organizational change, advocacy, research, project design and implementation, capacity building, etc., in the agriculture and NRM sectors. Courses on women's leadership, organizational change, and gender analysis – developed and piloted by WOCAN Core Trainers with members across Africa and Asia over the past five years – will be revised and utilized by two teams of Lead Trainers in Asia and Africa. These Lead Trainers will coach, train and support regional teams of trainers, who will then, with the support of the Core Trainers, use WOCAN's training materials to offer this course to a larger group of organizations and individuals, to strengthen women's leadership development at all levels. The WOCAN leadership brand will develop by using WOCAN training materials and the Lead Trainer teams to deliver workshops.

Women's Leadership Circles (Figure 3) will be established at the national level, beginning with three to four countries in Asia and three to four in Africa, with selection based on countries of greatest number of WOCAN members, leaders and activities, and WOCAN's strategic interests. These Circles will provide forums for members to meet regularly, to share knowledge, develop new ideas, identify key institutions, policies and consultants for WOCAN's programs, and demonstrate women's leadership in action. They will use the Five Principles of Leadership to build a supportive platform for members to develop their 'voice', inspire and model the way for others (including young women), foster collaboration, celebrate achievements and challenge existing norms that constrain women's empowerment.

## Pillar Two: Policy Advocacy

The development and implementation of food security and climate change adaptation/mitigation policies and programs provides numerous new opportunities for advocacy. The scant number of women involved in the development of policies points to the need to empower women leaders who can lobby for resources. These resources should address practical and strategic needs to reduce women's heavy work burdens, insecure access to food resources, inadequate tools, knowledge, and assets. This enables transformative changes that are necessary for sustainable and equitable development to occur, based on shifts in gender relations that women require to sustain and empower them.

The Advocacy Program is based on analyses of persistent gaps in policy and practice, and the identification of creative practices and successful innovations to overcome inequitable gender relations that create barriers for women. A team of member advocacy experts will lead WOCAN's engagement in key global, regional and national processes. They will share and disseminate implementation strategies and recommendations that fully integrate women into agricultural development and natural resource management processes. This team will be linked to the Secretariat and Regional offices, and will directly engage with the Women's Leadership Circles to train and coach women leaders of producer groups/associations and organizations to strengthen their capabilities to advocate within their organizations and in national/regional/global forums.

### Support Programs

To support the two main goals of women's leadership and policy advocacy, WOCAN will undertake knowledge generation/sharing and networking activities through its **Research for Development** and **Networking** programs.

#### 1. Research for Development

WOCAN generates new knowledge through analysis of specific issues and pilot projects to inform policy and program development, to ultimately enhance the abilities of women farmers/entrepreneurs to meet their practical needs related to food security, energy and sustainable development, while addressing their strategic interests for empowerment and balanced gender relations.

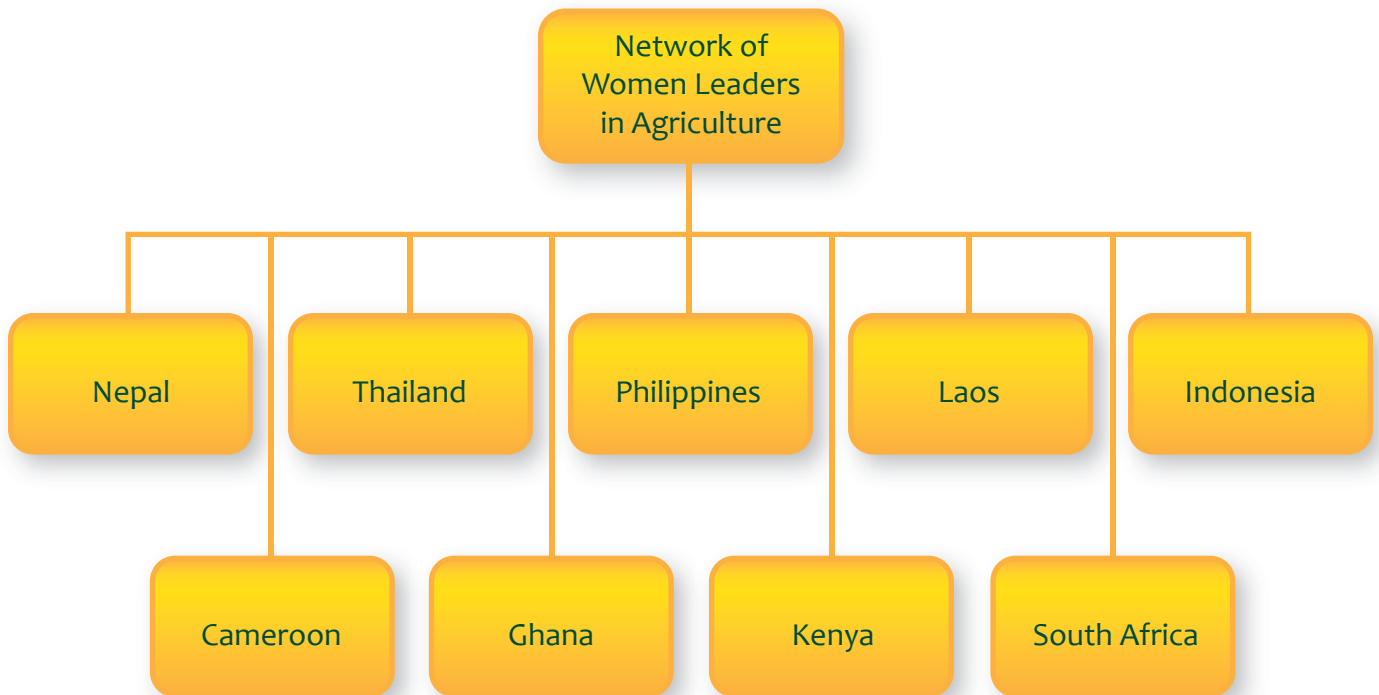
WOCAN also acts as an 'incubator' of new field-tested ideas that support its mission, through innovative ideas that may serve to increase women's assets and transform gender relations. An example of this is the Women's Carbon Fund and pilot projects that are being developed, to bring new streams of revenue and assets to rural women.

#### 2. Networking

Women's Leadership Circles at the national level, will provide spaces for WOCAN members to share knowledge and information and develop relationships with other members. The Circles will invite high level women officials and women farmers/entrepreneurs to share a common platform; deliberations of these national circles will filter up to influence the global level Network of Women Leaders in Agriculture. Through interactions within these national and global level spaces, women and men will increase their knowledge, develop collaborative mechanisms and innovations that address WOCAN goals and improve the accountability of national policies and institutions.

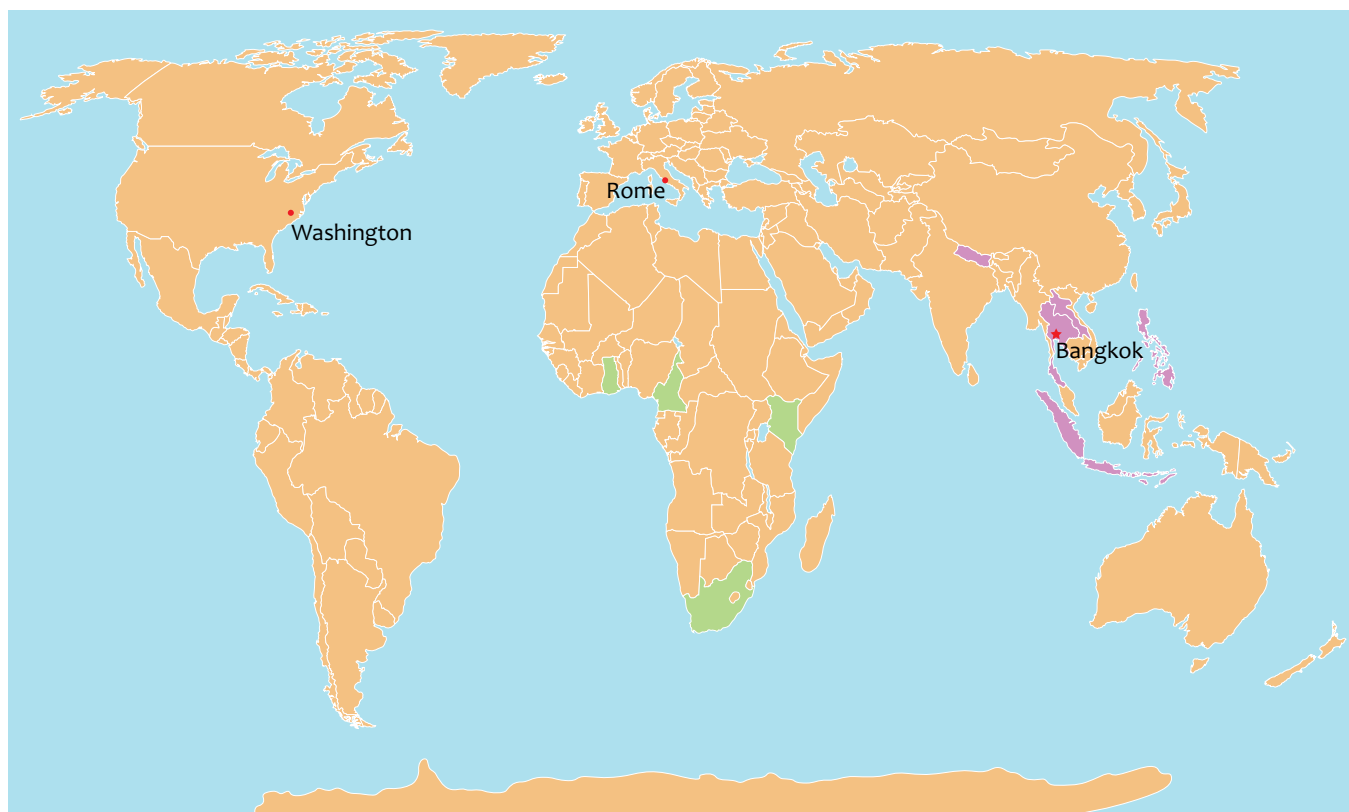
At the global level, the WOCAN Secretariat will serve members by facilitate knowledge sharing through the WOCAN webpage with its bi-annual newsletters, monthly digests, postings of events, links to social networking sites and other means. Members are encouraged to use the Members Only section of the website to post information about their own work, search the database of members to locate others to collaborate with, post and view vacancy announcements, etc.

Figure 3: Women's Leadership Circles – Linking Leadership and Advocacy



# Global Outreach

To execute its core strategies, WOCAN is organizing around geographic bases that leverage the expertise and commitment of members and supporters. The Women's Leadership Circles in Asia and Africa, regional offices in Africa and Asia, and active liaison activities in Washington, DC and Rome, Italy all work to promote the WOCAN mission. WOCAN will first focus its attention on Asia and Sub-Saharan Africa. Once these are well established we hope to expand to Latin America/Caribbean, Near East and North Africa and other areas in subsequent years.



- ★ Secretariate & Asia Regional Office
- Asia Region Leadership Circles
- Sub-Saharan Africa Region Leadership Circles
- Liaison Offices

# Strategic Long-Term Goals

## 1. Women's Leadership Development Goals

Women leaders and experts within agriculture and NRM related producer/user groups, organizations and private sector companies have adequate knowledge, skills, linkages and resources to advocate for and implement policies and programs that bring enhanced resources to address the practical needs and strategic interests of women farmers/entrepreneurs.

### Indicators of success

- A.** Individuals (WOCAN staff and members, women and men of producer groups and organizations with substantial engagement with WOCAN):
  - Skills and knowledge of women and men change agents within agriculture and NRM groups/organizations have contributed to innovative and meaningful changes in their organizations by initiating measures to bring increased resources and accountability to women farmers/entrepreneurs.
  - Men have joined men's networks and taken other actions to support women's leadership.
  - Women leaders have increased their influence within government agencies, banks, market traders and organizations to obtain services for their members.
  - Women leaders have increased their effectiveness to inspire, influence and enable others.
  - Women farmers/entrepreneurs have increased their sustainable management of agriculture and forest lands, and livestock, improving their social well-being, production and income.
  - Women farmers/entrepreneurs have reduced the time and energy required to collect fuel wood and fodder, manage soil fertility and agricultural tasks, etc. through labor-saving practices.
- B.** Producer Groups/Organizations (that receive funds from WOCAN and implement WOCAN programs):
  - Organizations have introduced changes in their internal policies, processes and cultures that demonstrate higher levels of commitment to gender equality and accountability to women farmers/entrepreneurs through allocation of budgets, personnel, participation of women in decision making spaces, etc.
  - Organizations have institutionalized gender analysis in their research and development cycles to effectively identify and address gender issues and women farmers'/entrepreneurs' needs through their programs and projects.
  - Women's producer/user groups have obtained higher levels of resources from governments, as well as technical and private sector organizations, based on their increased skills to negotiate and deliver increased levels of inputs, including training, technologies, and other resources to their members/constituents.
  - Women's organizations have increased their membership, based on their ability to bring in resources and knowledge to women farmers/entrepreneurs.

- C. Governments/International Organizations (that WOCAN engages with substantively through use of WOCAN products or services):
- Governments and international organizations have acquired in-house gender expertise, developed gender policies and committed budgets to implement programs to support rural women's leadership and participation in policies and programs relating to agriculture and NRM.
  - Governments and organizations are able to identify and call on a larger pool of women technical experts who can shape policies and programs relating to agriculture and NRM.
  - Government policies and programs have responded to demands of women farmers/entrepreneurs.

### Core Activities

- Developing a set of WOCAN training materials that present the core elements of WOCAN's hallmark approach to leadership development and providing the foundation for multiplying the supply of trainers able to train others in this approach.
- Delivering both generic and tailored products and services to government departments, INGOs, NGOs, international organizations.
- Develop online training courses that can be offered to WOCAN members and other interested parties.
- Providing technical services and consultancies to clients and field projects.
- Providing support and small grants to support innovation and the practical application of knowledge.
- Facilitating the representation of women's perspectives at national, regional and international forums.
- Advocating for greater investments to be directed to women's producer and user groups.

## 2. Policy Advocacy Goals

*Women leaders and WOCAN members are directly influencing outcomes in favor of women farmers/entrepreneurs to address their practical needs and strategic interests.*

### Indicators of success

- A. Individuals (WOCAN staff and members, women and men of producer groups and organizations with substantial engagement with WOCAN):
- Women and men leaders have increased their knowledge and capacity to influence policy and program commitments that contribute to gender equality and accountability to women farmers/entrepreneurs.
  - WOCAN has documented and disseminated its knowledge of best practices/policies to influence desired Policy Advocacy outcomes.
- B. Producer Groups/Organizations (that receive funds from WOCAN and implement WOCAN programs):
- Women's producer groups/associations engaged in the design, implementation, monitoring and evaluation of policy and program initiatives have led to greater levels of resources and accountability to women farmers/entrepreneurs.
  - Advocacy within producer groups/organizations has led to changes in internal policies, processes and cultures that demonstrate higher levels of commitment to gender equality and accountability to women farmers/entrepreneurs through allocation of budgets, personnel, participation of women in decision making spaces, gender sensitive indicators, etc.



- C. Governments/International Organizations/Private Sector (that WOCAN engages with substantively through the use of WOCAN products or services):
- Governments, international organizations, and the private sector have acquired in-house gender expertise, developed gender policies and committed resources to implement programs to support women farmers/entrepreneurs and staff's leadership and needs.
  - Governments, international organizations and the private sector regularly invite WOCAN, its Core Associates and/or members of its Network of Women Ministers and Leaders in Agriculture to events of inter-governmental processes and institutional mechanisms.

#### **Core activities**

- Analyzing and synthesizing trends, gaps and good practices to produce recommendations and communication messages.
- Building a Core Advocacy Team that connects with the Secretariat, WOCAN Regional offices, national level WOCAN Leadership Circles and WOCAN membership to share and represent WOCAN knowledge with governments, institutions and the private sector.
- Building relationships with individuals within governments, organizations, strategic coalitions and alliances who can serve as information resources, allies and partners.
- Training women leaders of producer groups/associations to strengthen their advocacy capabilities within their organizations and in national and regional/global forums.



# Supporting the Two Pillars

## 1. Research for Development

WOCAN generates new knowledge through analysis of specific issues and implementation of pilot projects that inform policy and program development. This new knowledge contributes to enhancing the abilities of women farmers/entrepreneurs to meet their practical needs related to food security, energy and sustainable development, while addressing their strategic interests for empowerment and balanced gender relations. WOCAN acts as an ‘incubator’ of new field-tested ideas that support its mission.

### Indicators of success:

- A.** Individuals (WOCAN staff and members, women and men of producer groups and organizations with substantial engagement with WOCAN):
  - Women and men have become effective “change agents” within agriculture and NRM groups/organizations and promote organizational change for gender equality within their organizations.
  - Women farmers/entrepreneurs have increased their innovation and adoption of new knowledge to build their resilience to climate change and food scarcity.
  - New knowledge/innovations have been adopted by women farmers/entrepreneurs that lead to new sources of revenue and assets for women, thereby enhancing their well-being.
  - Emerging issues and gaps have been identified and addressed through research, capacity building and advocacy.
- B.** Producer Groups/Organizations (that receive funds from WOCAN and implement WOCAN programs):
  - WOCAN pilot projects with partners have been replicated and up-scaled.
  - Women producer organizations/user groups have acquired a range of choices for improving their agriculture and NRM production and marketing practices.
  - Women’s producer/user groups have participated in the development of new knowledge and innovation, and have communicated these ideas to their constituents and their partner organizations.
  - Women’s organizations have obtained new sources of revenue based on innovations and new knowledge, facilitated through their link to WOCAN (emphasizing WOCAN’s role as an incubator and intermediary to a larger world of markets/financing mechanisms).
- C.** Governments/International Organizations (that WOCAN engages with substantively through use of WOCAN products or services):
  - Governments and organizations have a better understanding of and commitment to the importance of sound gender policies in agriculture and NRM.
  - Governments call on WOCAN experts to guide their analysis and to help set their policies.

### Core activities

- Analyzing good practices of women farmers/entrepreneurs, professionals and organizations in the areas of agricultural production, food security, sustainable NRM, women’s leadership, advocacy, and organizational change for gender equality through pilot projects and action research.

- Analyzing and synthesizing issues and trends relating to WOCAN program priorities.
- Presenting the best practices and new knowledge to policy makers, agriculture and NRM organizations, private sector investors, and businesses in a variety of reader-friendly and appropriate ways.
- Mapping institutions, policies, events individuals and processes to select those that have the greatest potential for achieving maximum impact in order to influence outcomes at local, national, regional and global levels.
- Developing communication messages based on the analysis of issues and trends in relation to the main themes in order to raise awareness and influence policies.
- Networking and dialogues to raise awareness and commitment amongst WOCAN members and senior officials.
- Participating in governing bodies such as Steering Committees, Boards of other organizations to learn from them and share knowledge in order to influence their policies and programs.

## 2. Networking

Women's leadership is both developed and celebrated at the national level.

### Indicators of success:

- A.** Individuals (WOCAN staff and members, women and men of producer groups and organizations with substantial engagement with WOCAN):
- A pool of selected women and men WOCAN members have developed program ideas, identified key institutions, policies and consultants for WOCAN's programs, and represented WOCAN through national WOCAN Leadership Circles.
  - Women leaders have established their voice, inspired and modeled the way for others (including young women), fostered collaboration, enabled others, celebrated achievements and challenged existing norms that constrain women's empowerment.
  - Senior women officials and decision makers have listened to and incorporated recommendations of women farmers/entrepreneurs to improve accountability of national and global policies and institutions.
  - Men leaders have recognized and supported women's leadership in statements and actions.
  - WOCAN products and services to its members are utilized by at least 40 percent of its members within five years.

### Core Activities:

- Establishing WOCAN Leadership Circles in at least six countries (three in Asia and three in Africa) to develop women's leadership and represent WOCAN's interests.
- Promoting a regular dialogue between women officials and women farmers/entrepreneurs at the national level, through events of the WOCAN Leadership Circles and the Network of Women Ministers and Leaders in Agriculture.

# Short-Term Action Steps

Years One and Two:

**1. Establish the Bangkok office as the Global Secretariat**

- Implement WOCAN's new organ-o-gram (from June 2011 Strategic Planning and Board meetings).
- Define functions and hire key staff (including a "second in command" Program Director, an Executive Assistant, a Bookkeeper and/or Accountant).
- Set up systems of financial control and administration.
- Train, supervise and evaluate new staff.
- Oversee fiscal year change – from July/June current set up to the full calendar year.

**2. Assure functioning of Washington, DC office**

- Determine TOR and work plan for 2011-2012, hire Liaison/program person.
- Determine space for office and terms for Office Administrator.
- Oversee FY 2010 audit, 990 preparations.

**3. Build an operational WOCAN team in Nepal**

- Assist and supervise creation of Women's Leadership Circle as the initial pilot.
- Track progress on Women's Leadership development.
- Secure funds for new project on Women's Carbon Fund.
- Develop and implement strategy for training by Nepal-based Lead Trainers.

**4. Establish Africa presence**

- Secure funds for WOCAN in Africa – both project-based and core funding.
- Hire Regional Coordinator.
- Set up office in Africa – after scoping assessment to determine best initial location and potential staff.
- Define Africa program goals and strategy.

**5. Develop framework for Women's Leadership course and activities**

- Define WOCAN's "brand" for Women's Leadership training and how to position it globally.
- Provide guidance to WOCAN Core Associates to produce Leader Trainers' course within eight months.
- Oversee Leader Trainers development, in Asia and Africa.
- Produce training "package."
- Publicize and market training "package."
- Ensure WOCAN conducts at least one women's leadership course on a regular basis by July 2012.

**6. Raise WOCAN's profile in the media**

- Hire communications staff to make better use of social networks already established.
- Hire communications staff to publicize and market:
  - WOCAN's new Secretariat Office in Bangkok, and its new office in Africa.
  - Women's Leadership and Advocacy courses.
  - Program work in Nepal.
  - Advocacy events related to Food security, REDD+, etc.
  - WOCAN's brand of Women's Leadership training to key clients.

# Financial Projections

WOCAN's operations and program activities in the past have been supported through several revenue streams including government grants, NGO grants, private foundation support, and consulting contracts. We anticipate that these revenues will continue and we are also intending to pursue potential select partnerships with private sector entities. While it is difficult to project the specific balance of funding, we believe that we will continue to cultivate multiple sources of revenue and that this mix is strategically significant and will support our growth efforts.

Our expenditures and activities are organized around two areas: Core Funding and Program Operations. Recently, the Norwegian Agency for Development Cooperation (NORAD) committed to providing WOCAN with Core Funding for capacity building. This is reflected in our government grants line item (page 18) and will cover the establishment of the new Secretariat in Bangkok, the hiring and training of new staff and regional teams in Asia and Africa, plus all of the associated operational costs with this growth.

Our out-year core operations funding reflects costs associated with growing our Asia and Pacific office, our Sub-Saharan office, and maintaining our European and North American liaison offices in Rome and Washington D.C. Expenses associated with our general operations include primarily staffing, overhead, and non-project travel.

Program Operations reflect the costs related to specific donor-directed, shorter-term projects, organized around the Women's Leadership Development and Policy Advocacy activities, and those activities of Research for Development and Networking that support these. We expect that our activities will be relatively evenly split between these two elements of our growth strategy.

WOCAN is currently researching new revenue streams for sustainability:

- The concept of a Women's Carbon Fund and producing a business plan that will address (1) why women's carbon products and services create value in the carbon market and how that value can be monetized, and (2) how to create (or work with existing) carbon pilot projects commercially viable that include gender equality.
- The feasibility of a private, consulting firm (referred to informally as "WOCAN, Inc.") that can generate overhead funding to help support the work of the non-profit, WOCAN, on its two pillars as is appropriate.

Thus, it is a core element of our strategy not only to pursue activities we have worked on in the past, but to help define our own future and remain as innovative as possible.

In addition to the public and foundation revenues, WOCAN is going to pursue corporate partnerships and sponsorships for its pillar-based programs. Our intention is to identify a handful of private sector organizations whose business interests align with WOCAN's and who might be interested in helping to establish an endowment for long-term support of our activities. We believe that the Women's Carbon Fund might appeal to private sector entities and offer an opportunity for a high impact public-private partnership. We are projecting a combined use of private sector funding reflecting both annual support and potential endowment activity.

## Projected income statement and cash flow statements

	2012	2013	2014	2015	2016	Totals
<b>REVENUES</b>						
Government Grants	\$621,325	\$652,391	\$685,011	\$719,261	\$755,224	\$3,433,213
International NGOs	\$250,000	\$275,000	\$302,500	\$332,750	\$366,025	\$1,526,275
Foundation Grants	\$100,000	\$115,000	\$132,250	\$152,088	\$174,901	\$674,238
Consulting Contract	\$176,559	\$148,713	\$163,584	\$179,943	\$197,937	\$866,736
Private Sector Funding	\$0	\$0	\$50,000	\$50,000	\$75,000	\$175,000
<b>TOTAL REVENUES</b>	<b>\$1,147,884</b>	<b>\$1,191,104</b>	<b>\$1,333,345</b>	<b>\$1,434,042</b>	<b>\$1,569,087</b>	<b>\$6,675,462</b>
<b>EXPENSES</b>						
<b>CORE OPERATIONS AND ACTIVITIES</b>						
Personnel/Consultants	\$429,850	\$434,900	\$498,345	\$512,733	\$541,273	\$2,417,101
Office Mgmt & Operations	\$99,492	\$102,040	\$126,274	\$132,838	\$142,297	\$602,942
Travel	\$76,850	\$81,163	\$90,221	\$94,732	\$99,468	\$442,433
<b>SUB-TOTAL</b>	<b>\$606,192</b>	<b>\$618,103</b>	<b>\$714,840</b>	<b>\$740,303</b>	<b>\$783,039</b>	<b>\$3,462,476</b>
<b>PROGRAM OPERATIONS</b>						
Women's Leadership	\$290,000	\$325,000	\$350,000	\$375,000	\$400,000	\$1,740,000
Policy Advocacy	\$290,000	\$325,000	\$350,000	\$375,000	\$400,000	\$1,740,000
<b>SUB-TOTAL</b>	<b>\$580,000</b>	<b>\$650,000</b>	<b>\$700,000</b>	<b>\$750,000</b>	<b>\$800,000</b>	<b>\$3,480,000</b>
<b>TOTAL EXPENSES</b>	<b>\$1,186,192</b>	<b>\$1,268,103</b>	<b>\$1,414,840</b>	<b>\$1,490,303</b>	<b>\$1,583,039</b>	<b>\$6,942,476</b>
<b>NET SURPLUS/(SHORTAGE)</b>	<b>(\$38,308)</b>	<b>(\$76,998)</b>	<b>(\$81,495)</b>	<b>(\$56,261)</b>	<b>(\$13,952)</b>	<b>(\$267,014)</b>

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