

# Case Examples: Strategic Organic Plans

**Pacific Organic Policy Toolkit**  
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## Case Examples

### **Bhutan**

*“Gross National Happiness is more important than Gross National Product”*

His Majesty Jigme Singye Wangchuck  
Fourth Dragopn King, Bhutan, 1972.

Today this phrase continues to guide Bhutan’s economic and policy development, representing a commitment to building an economy that serves Bhutan’s culture based on Bhuddist spiritual values instead of western material development. That said, the government places value on economic development and maintains a strategic plan for it. This case example illustrates the incorporation of organic agriculture development in a government’s general plan (in this case for economic development) and a related strategic plan for organic agriculture, called the National Framework for Organic Farming in Bhutan. References to organic agriculture and markets in the Economic Development plan are highlighted in yellow. The opening statement of the Prime Minster’s message in the National Organic Framework for Organic Farming indicates a high level and strong commitment to organic agriculture as the basis for Bhutan’s development. Bhutan envisions 100% organic agriculture. Early in the plan, organic farming is linked to achievement of several of the Millennium Development Goals, to the national branding of Bhutan, and to the four pillars of Gross National Happiness: sustainable development, preservation and promotion of culture and tradition; conservation of environment; and good governance. While not formally incorporating a SWOT analysis, the plan reflects a process of addressing the strengths and potentials, and the challenges for further development of organic farming. Objectives and strategic actions are linked to this analysis. The plan establishes an organic program coordination unit and a diverse technical working group. It also lists key stakeholders and describes their role and function in the planning and implementation.

[Bhutan Economic Development Policy](#)

[Bhutan Framework for Organic Farming](#)

### **Kerala State, India:**

Nine Indian States have Strategic Plans for developing organic agriculture and markets including Kerala, which is located in southwest India. The main impulse for Kerala’s organic plan came neither from the agriculture ministry nor from the private organic sector, but from Kerala’s Board for Biodiversity, a government advisory body with no specific authority, but high political influence. The ruling party at the time was convinced of the Biodiversity Board’s rationale for supporting organic agriculture as a major thrust of agricultural policy. The political support persisted through a change of ruling parties, and over time support grew within the Ministry of

Agriculture for implementing a number of actions specified in the plan. Today, a main focus of the strategies is on developing organic villages and clusters and the funding level for the plan is about US\$ 2 million annually. Additional funds are earmarked under other government programs, such as an organic cashew project arising from endosulfan poisoning on several plantations. As a result of such incidences and further influenced by the organic plan, several classes of toxic pesticides have been prohibited (although some find their way in through black markets). The government-funded Women's Neighbourhood Group Movement has brought more than 24,000 hectares under organic management in an official organic farming project.

The vision articulated in the plan is to make Kerala's farming sustainable, rewarding, and competitive, ensuring poison-free water, soil and food to every citizen. The plan recounts the historical and cultural context for Kerala's agriculture including the Green Revolution and its negative environmental and social impacts. The benefits of organic agriculture are listed, but these are not linked to governmental aims as they are in the case of Bhutan. The plan sets out 11 "objectives" most of which are general enough to be considered "aims" (e.g ensure seed and food sovereignty) and 23 related strategies (most which can be considered objectives), each with a group of related actions. The plan also establishes a high level general council for the plan, chaired by the Kerala's Chief Minister and a multi-agency Executive Committee chaired by the Agricultural Minister. The plan does not include a timeframe or assign specific implementing responsibilities. These may appear in more detailed work plans administered by the Executive Committee.

#### [Kerala State Policy, Strategy and Action Plan for Organic Farming](#)

#### ***Macedonia***

The case of Macedonia's National Strategy with Action Plan is an example of a comprehensive, systematic planning approach. Macedonia is a candidate for European Union membership, and follows typical government planning protocols of the EU Member States. The plan starts with a high degree of background information including the history of organic agriculture, the EU organic regulation and the development of organic agriculture in Macedonia. There is a list of government policy documents related to organic agriculture, such as the national strategy and action plan for biodiversity, and Macedonia's legal framework for organic agriculture. A list of government institutions and key stakeholder organizations related to organic agriculture is given. A situation analysis and results of a SWOT analysis for the Macedonian organic sector is presented. Four strategic goals are established, two of which related to achievement of organic share of land used for agriculture and wild collection, and two others related to consumer understanding and export relationships. Then, more specific and categorized objectives are listed. An action plan follows, presenting strategic actions all of which are linked to one or more of the objectives. Each action includes justification, timeline, budget source, implementation responsibility and indicators of achievement.

[National Strategy with Action Plan for Organic Agriculture of the Republic of Macedonia, 2008-2011](#)

***Sri Lanka***

The case example of Sri Lanka, “A Toxin Free Nation” Plan illustrates a high level approach expressing a bold national political vision and linking to strategic actions and associated activities. The prime minister declared his political vision in a manifesto “A Compassionate Maithri Governance, A Stable Country,” in which he announced several platform measures regarding agriculture. This vision was translated for agriculture as “If it is Sri Lanka then there will be no agro-toxins.” From this vision statement an agricultural plan was drawn with ten policies (based on the Prime Minister’s manifesto) for pivoting from the current agricultural paradigm, including but not only use of agro-chemicals to the paradigm of a regenerative organic agriculture and food system. It also includes strategies for changing the food consumption patterns of people. For each policy, a full explanation is made for how the policy relates to the overall vision, and strategic actions to fulfil the policy are embedded in the narrative for each policy. At the end of this 3- year plan a list of the first year’s activities (2016) are compiled for all ten of the policies. But in this plan, it is not the actions that take centre stage, but the policy statements (formatted in boxed text) and their linkages to the vision. The document assumes a narrative style without formatting features such as lists or categories. Not all of the policy statements are specific to organic agriculture (for example one on water), but the organic agriculture paradigm is the centrepiece of the document. The development of this plan did not follow a typical planning approach or include diverse stakeholders, but it is of interest as a political approach articulating a bold vision and change agenda. The plan was announced by the Prime Minister in March, 2016.

[Sri-Lanka – A Toxin Free Nation](#)