



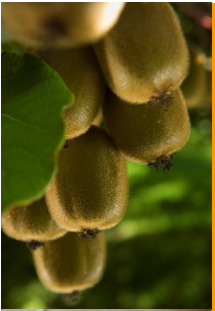
OANZ FUTURE



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KEY PREMISES

- OANZ has a vital role as an unifying organic sector champion, coordinating initiatives to create value for members.
- The future OANZ needs to match its structure and operations with realistic medium to longer term funding.
- The “wish list” of activities that OANZ would tackle based on the extensive 2002/03 member consultation is vast. Significant prioritization is required to align members’ core interests with those of funders (Members, Government etc).
- OANZ and Te Waka Kai Ora working in partnership together in the organics sector.



STRATEGIC PATHWAY



Streamlined Structure

Focused on driving value for the sector through core activities

Future Aspiration

Expanded sector value through fully resourced lead organization



STREAMLINED STRUCTURE

- **Strengthened Member Council** - One attendee per member organisation (preferably CEOs/Chairmen or people able to drive action in their respective organisations). Council to assemble a few times per year utilizing teleconference / web conference where practicable. Incorporate Hui as appropriate to strengthen relations.
- **OANZ Board disestablished** with Governance provided by the streamlined Council.
- **Ballpark operating Budget 30 – 75K**
- Permanent Part-time Executive, or an executive shared with member group(s) or another organization.
- “Work from home” or potentially shared office with a member organization.
- Members provide voluntary resource to supplement as required.



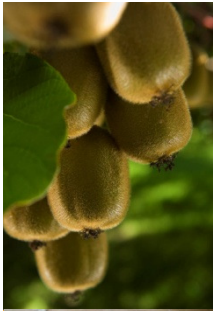
IN PRACTICE

- An executive model sharing a full-time person with one (or more) other organic organisations; OR
- Executive functions contracted to a group outside the organic sector, able to attend to the sector's needs as required.
- Reporting to a streamlined Council, or (in emergencies) to an Executive Committee from Council.



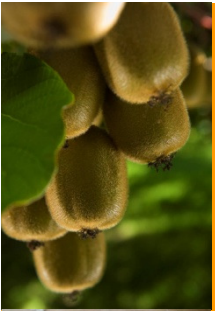
ACTIVITY

- Effective sector voice through a priority focus of maintaining/building sector profile and stakeholder relations.
- Project management and leadership role for industry good projects.
- Projects resourced by interested members / volunteers.



SPECIFICS

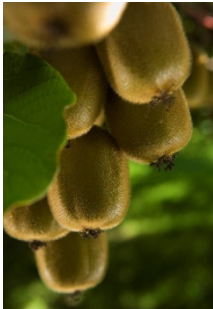
- Providing a united voice for organics to the highest levels in Government and industry.
 - “Oiling the wheels” to make things happen
 - Informing MP’s, Ministers, Relevant Government Agencies, CEO’s and relevant business groups.
- Coordinating media releases and speeches
- Coordination of organic sector responses to issues and crises e.g. UK Food Safety report on nutritional quality of organic food.
- Representation on primary sector training organisations.



STAGE 1 (SHORT TERM)

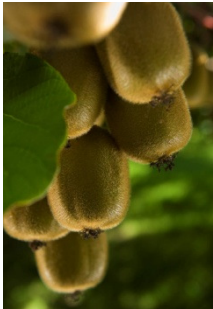
Funding Outline

Funding Source	Potential	
Member contributions	10-15k	Graduated scale of fees based on member organizations scale. The framework should be pitched towards gaining broad financial membership from all member organizations at an appropriate monetary level.
Sector Sponsorship	20-60k	Mechanism above and beyond membership contributions for (Council-approved) organizations to show their “industry good” support for the development of the sector in return for recognition and PR exposure. (e.g. “Proud supporter of OANZ – Organics Aotearoa NZ”)
Government Contribution	Uncertain	Funding applications sought to fund specific industry good projects, for example trade development or health awareness.
Total	30-75k	



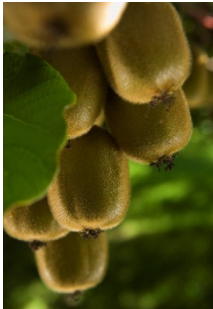
FUTURE ASPIRATION

- **Strengthened Member Council** with one attendee per member organisation (preferably CEOs/Chairmen or people able to drive action in their respective organisations). Council could assemble a few times per year. Incorporate Hui as appropriate to strengthen relations.
- **OANZ Board disestablished**, with governance provided by the streamlined Council.
- **Ballpark operating Budget 350 – 400**
- **Permanent full-time CEO**, potentially supplemented by specialist staff and/or full-time or part-time staff seconded from member organisations
- Independent office.
- Members provide voluntary resource to supplement as required.



IN PRACTICE

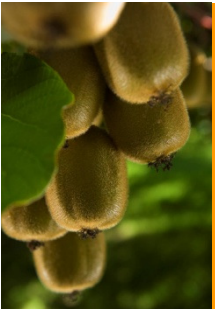
- A full time executive with a permanent office and specialised roles (e.g. communications officer, extension officer)
- Majority of funding received from certification levies, leveraging some funds from government.
- Reporting to a streamlined Council, or (in emergencies) to an Executive Committee from Council.



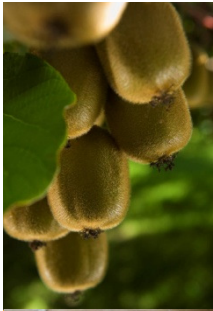
ACTIVITY

Same priorities but enhanced effectiveness:

- Full time sector leadership, coordination and profile.
 - Priority focus of maintaining coordinating sector profile and Government /stakeholder relations.
 - Ability to coordinate events on behalf of the sector.
 - Project management and leadership role for industry good projects.
 - Projects resourced by interested members / volunteers / government agencies.
- Applying additional funding to deliver tangible value to the sector, maintaining an efficient structure.



STAGE 2 (MEDIUM-LONG TERM) Funding Outline



Funding Source	Potential	
Sector Sponsorship	10-15k	Mechanism above and beyond membership contributions for (Council-approved) organizations to show their “industry good” support for the development of the sector in return for recognition and PR exposure. “Proud supporter of OANZ – Organics Aotearoa NZ”
Levies	180k	Levies on organic certification, obtained through a joint approach to levying by all four certifiers.
Associate Memberships	5k	Membership fees paid by non-trading organic groups (e.g. consumer groups)
Government Contribution	150-200 k	Funding applications sought to fund specific industry good projects, for example trade development or health awareness.
Total	350-400k	

ADDITIONAL NOTES

- Insufficient immediate funding is available for this option to prevail in the short-term, as a joint approach to levying organic sector participant would need to be agreed with certifiers.
- The Working Group recognizes that significant issues around the collection of levies will need to be resolved prior to the implementation of this scenario, including how to reimburse certifiers for the cost of collecting levies – where the Working Group notes the Commodity Levies Act may provide some guidelines – and how to elicit appropriate amounts of levies from larger and smaller organizations.
- At the time this scenario is implemented, the sector may wish to consider the long term branding of the organization.





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