



# STRATEGY 2024-2030

*Accelerating food  
systems transformation  
through agroecology*



## Table of Contents

<b>1. Background</b> .....	4
<b>2. Situational Analysis</b> .....	6
<b>3. Accelerating Transformation – An Action Agenda</b> .....	12
<b>a) Vision and Mission</b> .....	12
<b>b) Theory of Transformation</b> .....	14
<b>c) Strategic Roles for the Coalition</b> .....	16
<b>d) Strategic Objectives and Action Areas</b> .....	17
- <b>Strategic objective 1:</b> Facilitate co-creation and exchange of knowledge on agroecology .....	18
- <b>Strategic objective 2:</b> Foster increased investments in agroecology .....	20
- <b>Strategic objective 3:</b> Advocate for and amplify supportive policies for agroecology .....	22
- <b>Strategic Objective 4:</b> Support and promote market pathways for agroecology.....	24
- <b>Cross-cutting objective:</b> Support, engage and strengthen our members.....	26
<b>4. Governance and Coordination</b> .....	28
<b>5. Strategic Communications</b> .....	31
<b>6. Monitoring, Evaluation and Learning</b> .....	32
<b>7. Annual Secretariat Implementation Plan</b> .....	34

Published in June 2024 by the Agroecology Coalition.

This Strategy document involved extensive discussion and consultation process (by region, by stakeholder category and by Working Group), allowing members to interact and listen to each other's perspectives and aspirations. These inputs were captured in a file which remained open for those who were unable to attend the consultation in real-time to provide written contribution. From this, the strategy was drafted, discussed and developed. We would like to thank those who have actively took part in the year-long Strategy development process.

Design and layout: Simone & Co  
[www.simoneandco.com](http://www.simoneandco.com)

This document is available in English, French and Spanish.



# 01 BACKGROUND

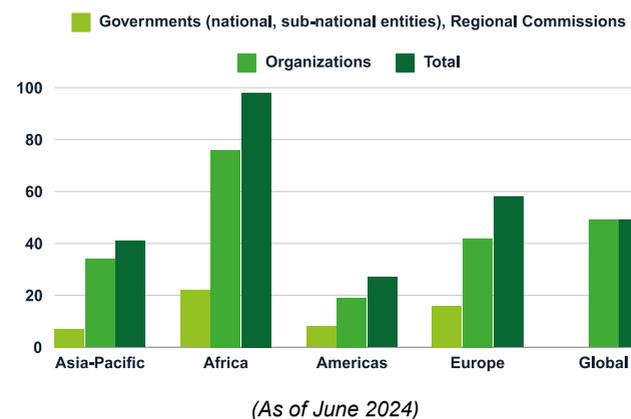
The multiple interlinked crises in food, climate, and biodiversity present both an urgency and an opportunity to bring together diverse forces and sectors to support a bold proposition put forward by a wide range of actors: transforming food systems through agroecology. In 2021, the United Nations Food Systems Summit (UNFSS) focused attention on the need for concerted action to rethink food systems. The Agroecology Coalition was set up in this context to provide a **mechanism for countries and organizations to collaborate on food systems transformation through agroecology to address multiple crises simultaneously**. Today, the Coalition has established itself as an important voice for agroecology in different spaces, including in high-level policy dialogues. Its work and this strategy aim to amplify voices that need to be more widely heard and heeded, and to strengthen the impact of its members through collective effort.

The Coalition strives to accelerate the transformation of food systems through agroecology, guided by the 13 principles of Agroecology defined by the High-Level Panel of Experts for Food Security and Nutrition (HLPE-FSN) of the Committee on World Food Security (CFS) that are aligned with the 10 Elements of Agroecology approved by the Food and Agriculture Organization of the United Nations (FAO)'s Council in December 2019.

This strategy builds further on the Coalition's work supporting food systems transformation through agroecology and the implementation of national pathways, elaborated by countries in the frame of the UNFSS. It does so by facilitating co-creation and exchange of knowledge; promoting increased investments in agroecology; supporting market pathways for agroecology; and seeking political engagement and increased commitment to agroecological transformation.

At the forefront of the Coalition are its members. As of June 2024, the Coalition's **around 300 members include 48 governments, three intergovernmental regional commissions, two sub-national administrations and almost 250 organizations**, including civil society, farmers', Indigenous peoples' and research organisations, United Nations (UN) bodies and other international organisations, and philanthropic foundations, as well as several small and medium sized enterprises (SMEs). With a wide and diverse base to draw from, the Coalition has the capacity to harness and amplify the combined experience and expertise of its members to achieve greater impact in advancing food systems transformation through agroecology.

## The Agroecology Coalition's Members per region





© Pierre Ferrand/ FAO

## 02 SITUATIONAL ANALYSIS

### 1. A growing space for agroecology

The discourse on agroecology has grown tremendously over the last decade encompassing the 2014 and 2018 FAO International Agroecology Symposia. Driven by a wide range of actors, agroecology is gaining recognition “as a science, a practice and a movement” and a powerful force for food systems transformation. Organizations and networks in support of agroecology have flourished at international, regional, national and local levels, producing various research and knowledge products, policy initiatives, declarations, strategies, programmes and initiatives on the ground, on every continent. Influential global reports such as those published by the Committee on World Food Security’s High-Level Panel of Experts on Food Security and Nutrition (CFS HLPE-FSN, 2019), the International Panel of Experts on Sustainable Food Systems (IPES-Food, 2016), the Transformative Partnership Platform on Agroecology (TPP)<sup>1</sup> and others<sup>2</sup> have firmly established the space, as well as frameworks (CFS HLPE-FSN 13 Principles and FAO 10 Elements) necessary for a dynamic, transdisciplinary, and intercultural discourse on agroecology to bloom<sup>3</sup>. The Group of Friends of Agroecology<sup>4</sup> has been instrumental in elevating the agroecology discourse in the Rome-based agencies (RBAs). This growing momentum establishes the context for agroecology.

### 2. Food systems take centre stage

After years of multi-stakeholder advocacy efforts at major policy spaces, including CFS<sup>5</sup>, High Level Political Forum (HLPF)<sup>6</sup>, United Nations Environmental Assembly (UNEA)<sup>7</sup> and the Rio Conventions, the critical role of food systems has finally registered, and the discourse is shifting from production to include the entire food system and its activities: seed selections, production, storage, processing, transport, retail, consumption and waste; and covering all agriculture, including fisheries, forestry and livestock. The Intergovernmental Panel on Climate Change (IPCC) Land Report (2019) and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Assessment (2019), among others, strongly affirmed food systems and land use change as key drivers of climate change and biodiversity loss, backing the case for food systems transformation. The IPCC sixth assessment (2022) had high confidence in their finding that agroecological principles and practices support food security, nutrition, health and well-being, livelihoods, soil health, biodiversity, sustainability, and ecosystem services. The 2021 UN Food Systems Summit saw more than 110 countries committing to national pathways for food systems transformation, [and in the outcome document of the Summit’s 2023 Stocktaking Moment the UN Secretary-General called for concerted action to incorporate food systems strategies into all relevant national policies including on climate action and nature. Target 10 of the Kunming-Montreal Global Biodiversity Framework (KMGBF) recognizes agroecology as contributing to sustainable management of biodiversity. The 2023 UN Climate Change Conference (COP28) issued a Leaders Declaration on Sustainable Agriculture, Resilient Food Systems and Climate Action signed by 159 nations.

### 3. Thinking through sustainable transformation

The case for transformation has never been more relevant – with a great diversity of actors, civil society organisations, governments, international organisations, research, private sector and financial and philanthropic organisations, all calling for a shift away from unsustainable, high input food systems, largely based on crop monocultures sustained by environmentally disruptive chemicals and separate confined livestock production, towards more diverse, integrated, resilient, and equitable ones, while adapting practices to ensure that all people have access to healthy diets and food environments. At this moment there is a key opportunity to support food system transformation by combining change in finance, policy and practice. The 13 principles aligned with 10 elements of Agroecology provide a good compass to guide the complex transformation that requires a transdisciplinary approach, based on science and innovation, and integrating local knowledge gained from indigenous and community-led experiences, as well as long-term funding.

#### 4. A more holistic picture of food systems

A wider lens with which to examine food systems has revealed pertinent realities that were previously under-recognized. For example, through True Cost Accounting (TCA), the FAO's State of the World's Food and Agriculture report (2023) has quantified, to the extent possible, the hidden costs of national food systems in a consistent and comparable way for 154 countries. Preliminary results strongly suggest that the hidden costs of food systems globally exceed \$10 Trillion. Equally eye-opening is how much room exists for the repurposing of agricultural subsidies (estimated at \$400 Billion a year) to support a shift towards more agroecological food systems that support better health outcomes and environmental benefits.

#### 5. Multidimensionality

Agroecology is a comprehensive, cross-sectoral, transdisciplinary and systemic framework to address whole food systems transformation and so can be complex to articulate and to convey concisely to decision makers. Applying the Principles of Agroecology addresses not only food security and nutrition, but also climate mitigation and adaptation, reversing biodiversity losses and restoring degraded land and water resources as well as improving livelihoods, particularly in rural areas<sup>8</sup>. This multifunctionality is generally neglected when measuring its impact. Accommodating multidimensionality across landscape requires changes in the metrics used to include the multiple dimensions<sup>9</sup>, territorial approach<sup>10</sup> as well as reconfiguration of the current architecture of research, extension and education.

#### 6. Funding for agroecology is on the rise – but a much greater investment is needed

Even a few years ago, agroecology constituted a very small proportion of not only Official Development Assistance (ODA), but also of the ODA portion dedicated to agriculture. Today, overall agroecology funding is on the rise and has reached \$44 billion a year<sup>11</sup>. Bilateral donors and large multilateral agencies such as the European Commission (EC), the International Fund for Agricultural Development (IFAD), and the CGIAR system have announced dedicated envelopes for agroecology programming, as part of their development and research programs. New actors with larger funding portfolios, such as the multilateral development banks and philanthropy, are taking interest in agroecology. It is estimated that a tenfold increase in the current investment (i.e. \$400 billion)<sup>12</sup> will be required to create the conditions for agroecology to affect transformation in food systems required to address prevailing global challenges.

#### 7. How finance is organised needs to change and be accelerated

Agroecology cannot be supported through business-as-usual funding. Financing a systemic, multifunctional approach such as agroecology requires holistic thinking, more flexible, coordinated, and long-term funding.

It must support a more participatory and inclusive approach that strengthens, among others, the agency of all food producers, including small scale and family farmers, that are leading agroecology transitions on the ground. Funding and finance for agroecology needs to embrace new metrics, innovative modalities and timeframes in implementing, monitoring, and reporting. Investments in agroecological transformation by governments, donor agencies and private investors will require diversity and flexibility, within a diverse ecosystem of funders who can connect and align with one another.

#### 8. Competing Agricultural Models

Current dialogues about food systems transformation are characterised by divergent models of pathways to more sustainable food systems. Some of what is proposed as transformative, only constitutes incremental increase in the efficiency of inherently unsustainable agricultural and food systems, that involve crop monocultures with largely separate intensive livestock production, sustained by the use of environmentally disruptive chemicals, as well as regulations or actions that hamper, if not and/or destroy, local and farmers-managed seed systems. Beyond how food is produced, there is as much need to address consumption patterns as well as food loss and waste. The 13 Principles aligned with the 10 Elements of Agroecology address the whole food system transformation from agroecosystem management to governance issues, healthy and culturally relevant diets, and connectivity amongst food producers and consumers.

#### 9. Underutilised market opportunities

While certified organic products have achieved steady and diverse market growth as well as some market breakthroughs (including innovative producer-to-consumer models), these markets remain niche. Fair and equitable access to markets for agroecological farmers and food provisioners remains a challenge and requires mainstreaming learning from the experience of fairtrade, organic sector, and the like. Consumer awareness of agroecology and its multiple benefits is also limited. For agroecology to take hold in food systems, dynamic markets that support

the livelihoods of agroecological food producers are needed. Local, territorial, national and regional markets offer strong opportunities to become more equitable, alongside enhancing local and indigenous food cultures. Agroecology movements have developed many successful, inclusive business models, market strategies and initiatives, stimulating entrepreneurship across entire value networks. Continued market development policies and incentives can position agroecology as an economic success story providing opportunities for farmers, fishers, pastoralists, rural communities, Indigenous Peoples, women, and youth. This could help change the narrative on food systems transformation and accelerate agroecological transitions worldwide.

## **10. Recognition of the catalytic role of local food system actors.**

There is an increasing recognition that investments in capacity building and core support to farmers', fishers' and pastoralists' organisations and networks, is a critical part of establishing an enabling environment for agroecological transformation. These actors include Indigenous Peoples' organisations and local communities that often do not have their hands firmly on the levers of change, neither in policy making, investments nor markets. Yet these actors are on the ground, producing food and feeding their communities, innovating and creating knowledge, upscaling agroecology, building supply chains and markets and advancing policy and local development despite limited resources. These actors could play a much more central role in defining needs and delivering solutions. Long-term capacity building for farmers, fishers, food provisioners organisations and other food systems actors, and their collaborative landscape and territorial platforms, is essential to creating the enabling environments needed to accelerate food systems transformation through agroecology.

## **11. A growing emphasis on national policies**

Critical international policy processes on climate, biodiversity, desertification, and food systems are converging (e.g. Nationally Determined Contributions (NDCs), National Biodiversity Strategies and Action Plans (NBSAPs), National Action Plans (NAPs), Country Food Systems Pathways). This has created a timely opportunity for heightened coordination across national government departments and sectors and greater policy coherence; as well as the integration of agroecology, using a food systems lens, in policies on climate, biodiversity, land, food and nutrition security, and

rural development. Many actors across the globe are also advancing development of national and subnational strategies and policies for agroecology. Critical policy instruments and social capital at local and landscape scale are missing to support agroecological transformation. Initiatives supporting policy development, advocacy, capacity building and integration of agroecology into broader policies can support transition to sustainable food systems on the ground at the national and subnational level, furthering momentum globally. The national food system transformation pathways developed in the context of the 2021 UNFSS can contribute to the development of more integrated food system policies.



## 03 ACCELERATING TRANSFORMATION – AN ACTION AGENDA

### A) Vision and Mission

#### OUR VISION:

**Food systems are transformed through agroecology to be sustainable, resilient, inclusive, equitable, healthy and flourish economically.**

#### OUR MISSION:

**To accelerate the transformation of food systems through agroecology by facilitating collective actions and empowering members with capacities needed to drive positive change at all levels.**

**Our work is guided by the 13 Principles of Agroecology** defined by the High-Level Panel of Experts on Food Security and Nutrition (HLPE-FSN) of the Committee on World Food Security (CFS), that are *aligned with the 10 Elements of Agroecology* approved by the Food and Agriculture Organization of the United Nations (FAO)'s Council in December 2019.

### B) Theory of Transformation

This theory of transformation lays out how the Coalition is working towards this vision, and its role in catalysing transformative change through an extensive base of members, collaborators and contacts across diverse sectors and regions..

Transformative change comes from building and upscaling innovative farm and food system models based on agroecological principles, and by strengthening capacities of farmers, other food producers, processors, consumers and market actors. This involves challenging prevailing mindsets and discourses that see nature and food primarily as commodities rather than recognizing their multiple values, and so generating intercultural discourse and new co-created knowledge in society.

Specifically, this involves:

- Working through regional, national, and local governments, where applicable, as well as with international agencies to promote enabling environments through policies, regulations, practices and societal institutions (education, culture, markets) to accelerate transformation towards more sustainable food systems;
- Working with the private sector towards more investment in agroecology and dissemination of agroecological business cases, as well as towards corporate accountability and responsibility and strengthening inclusive food systems governance accessible to all relevant actors;
- Supporting the rights and knowledge and seed systems of farmers and other food producers as well as consumers to uphold rights-based policy frameworks that enable sustainable, equitable, resilient, inclusive, healthy and economically flourishing food systems;
- Strengthening food system actors, including family farmers, fishers, pastoralists, Indigenous Peoples, local food entrepreneurs, private sector and local communities, women and youth.

Coalition members are actively engaged in pursuing these transformative pathways based on agroecological principles. Working to add value to our members' efforts, the Coalition supports them by driving change in four key areas: **knowledge and communication, investment, policies, and markets** while recognising that these interact to generate whole system transformation in any particular context.

The Coalition is a place to exchange with peers, learn, network with other actors, and stand together for transformative change. The Coalition elevates and adds energy, knowledge and reach to member initiatives, and increases the impact of collective actions and voices.

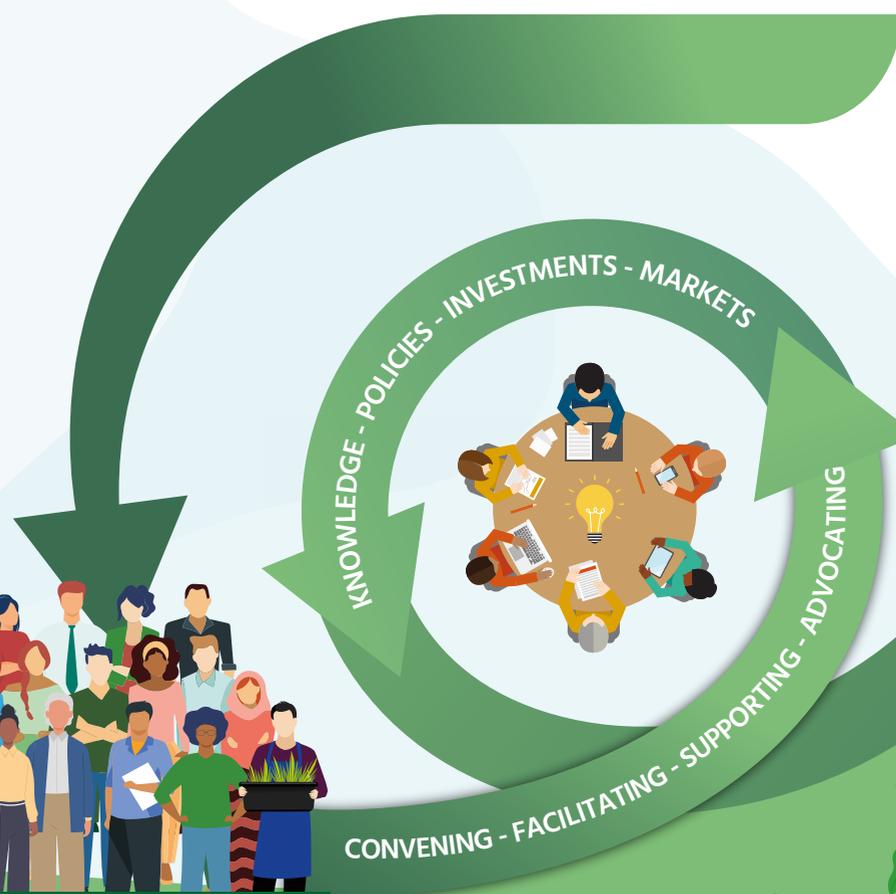


# Theory Of Transformation

The Coalition accelerates the transformation of food systems through agroecology by facilitating collective action and empowering members with capacities needed to drive positive change at all levels.

## VISION

Food systems are transformed through agroecology to be sustainable, resilient, inclusive, equitable, healthy and flourish economically.



COALITION MEMBERS

## C) Strategic Roles for the Coalition

### What part does the Agroecology Coalition play in the effort to transform food systems?

The Coalition is playing an active role in the delivery of outcomes in close collaboration with (and often with leadership from) Coalition members. Activities that are purely carried out by its members are not reflected in this strategy.

In each action area, the Coalition can add value, and assume the role of convener and facilitator; leader and advocate ; knowledge broker or supporter as appropriate, to maximise impact and value for members.



**As a leader, catalyst and advocate**, the Coalition unites its members in collective action and is a leading voice in calling for an agroecological transformation driven by enabling shifts in policies, investments, resources, practices and markets.



**As a convener and facilitator**, the Coalition brings together members and agroecology actors through international gatherings, and support to regional or national gatherings where appropriate.



**As a knowledge broker**, the Coalition is a central actor in the sharing and mobilising of the vibrant and diverse knowledges being co-created within our network, working with – and learning from and with – its members and other key actors in the agroecology community – using its reach to inform and influence policies, practices and research.



**As a supporter**, the Coalition amplifies the activities of its members and partners, to strengthen the work for agroecological policies, research investments and implementation / action.

## D) Strategic Objectives and Action Areas

As a Coalition of the willing that brings together groups of organisations and institutions, both State and non-State actors, the Agroecology Coalition champions an integrated, systemic food systems approach at scale. Its five objectives seek to support national pathways for food systems transformation through agroecology by building knowledge, investments, political engagement and commitment, markets, and stronger members.

The Agroecology Coalition has **four strategic objectives** and **one cross cutting objective** that are unpacked below, but the Coalition is also committed to working reflexively, periodically considering how well its efforts support food system transformation at scale, and making adjustments in line with expanding membership and the progress being made locally and globally.



© Christoph Nordin/ Never Ending Food Malawi



## STRATEGIC OBJECTIVE 1: Facilitate co-creation and exchange of knowledge on agroecology

The Coalition will facilitate the co-creation and exchange of diverse knowledges (formal, scientific, local, Indigenous peoples, traditional, customary, etc.) on agroecology to foster co-learning, to create further evidence of agroecology's potential and deeply influence all other strategic objectives of the Coalition, and activate all key levers of change: investments, policies, and markets.

### Within six years, the Coalition has

- **Supported transformative, systemic, transdisciplinary, intercultural co-creation of knowledge**, enhanced recognition of local and Indigenous people's knowledge, and influenced research priorities at the interface of innovation and traditional knowledge.
- **Facilitated knowledge and peer-to-peer learning initiatives** to strengthen member capacities and supported the documentation of best practices and lessons in agroecology and dissemination of assessment tools for agroecology policies, practices and projects.
- **Promoted and mobilised knowledge and evidence** to influence policies, research, investments and markets towards agroecology, and is known for providing members and allies with easy-to-adapt communication products and messaging, translated in different languages.

### EXAMPLE ACTION AREAS

- **Promote transdisciplinary, intercultural co-creation of knowledge** and context-relevant vehicles for knowledge dissemination, with an emphasis on local and Indigenous knowledge, practices and ways of knowing.
- **Identify and close knowledge-research-educational- gaps** in collaboration with research platforms working on agroecology and food systems transformation.
- **Support members in documenting best practices** in agroecology policy and advocacy, knowledge co-creation and mobilisation, investments, and market development.
- **Support member initiatives for effective knowledge sharing**, peer-to-peer exchanges, agroecology assessments and capacity building in core levers of change (policy/advocacy, scaling agroecology, market development).
- **Disseminate evidence on the multiple impacts of agroecology**, including benefits for addressing climate and biodiversity crises, soil health, land and water management, poverty, livelihoods, and other socio-economic dimensions, food and nutrition security, and support members with generic and tailored messaging to improve buy-in from policy makers and food system actors.



© Benen Vision



## STRATEGIC OBJECTIVE 2: Foster increased investments in agroecology

The Agroecology Coalition will build on and accelerate the increasing interest in agroecology and food systems, and motivate international agencies, governments, philanthropy, public and private funders and investors to step up, in quantity and quality, investments in agroecology. It will support members through convenings, dialogue, advocacy and evidence mobilisation on the contribution of agroecology to solving global crises, and by illustrating the many effective initiatives and actors needing support.

### Within six years, the Coalition has

- **Developed and disseminated a strong case for increased investments** in agroecology, with clear proposals for successful funding modalities.
- **Established regular convenings of donors and investors** regarding investment needs and investment opportunities in agroecology.
- **Tracked and provided a comprehensive picture** of agroecology investment volume and quality.

## EXAMPLE ACTION AREAS

### At the global level

- **Convene donors and investors** (public, private, global, regional, national) to promote increased investment, coordination, and engagement in agroecology, highlighting examples in investments and funding assessment tools.
- **Promote and facilitate** increased tracking, measurement, and transparency in global investment flows in food systems, including funding to agroecology.
- **Document and elevate** good examples in financing agroecology, including innovative funding mechanisms and repurposing of agricultural support (including subsidies) in order to support capacity building among food systems actors, and inclusive governance architectures that supports fair participation of local communities in decision-making and monitoring of projects and investments.
- **Develop and disseminate** an easily adaptable agroecology “case for support,” including return on investment for all sustainability parameters,
- **Disseminate business-cases** for investments in agroecology supply chains and entrepreneurship to increase interest from private sector investors and public sector investment funds.

### At the regional and national levels

- **Elevate and disseminate research and documentation** of best practices, investment cases and research on impactful and innovative funding mechanisms and investment models for supporting agroecological transition.
- **Promote increased government, donor and private sector investments** in agroecology initiatives (e.g., “matchmaking” between investable project ideas and potential donors; fostering exchange on national strategies and experience on own investment and funding on agroecology beyond development cooperation) and in building capacity of food systems actors as well as local and sub-national governments to engage in agroecology policy dialogues and practice.
- **Support members’ research and advocacy** for reorienting agricultural financing support (including subsidies) towards agroecology.



### STRATEGIC OBJECTIVE 3: Advocate for and amplify supportive policies for agroecology

The Agroecology Coalition will work towards increasing political engagement and commitment for food systems transformation through agroecology with a growing and diverse ecosystem of actors, seizing opportunities for collective advocacy in UN institutions as well as in other global and regional, and national, fora and processes, contributing to facilitate effective policy development at the national and multilateral level.

#### Within six years, the Coalition has

- **Coordinated joint actions and exchanges** with members and allies, successfully integrating agroecology into national, regional and global policy documents and recommendations (e.g., Rio conventions processes, National Agroecology Strategies, Global Sustainable Development Report 2023 etc.).
- **Furnished members with tools to strengthen advocacy** specifically with intergovernmental platforms, international conventions, and regional and national policies, thereby facilitating collaboration and exchange.
- **Documented increased uptake and impact of agroecology in policies**, compiled agroecology policies across the globe and showcased examples and guides on National Agroecology Strategies and policies, as well as on the integration of agroecology in policies such as National Determined Contributions (NDCs), National Biodiversity Strategies and Action Plans (NBSAPs), National Land Degradation Neutrality Targets (LDN), national Food Systems Pathways and National Adaptation Plans (NAPs).
- **Supported or participated in peer-to-peer exchanges and capacity building** on advocacy, policy development and implementation; strengthened catalytic role of local actors in support of promising national or regional policy initiatives.

#### EXAMPLE ACTION AREAS

##### At the Global level

- **Build global advocacy with the voices of and benefits for farmers and actors along the food value chain** (including fisherfolk, pastoralists, forest dwellers, Indigenous peoples and local communities, women, youth, marginalised groups, innovative start-ups).
- **Contribute to a global mapping** of national, regional, and local agroecology policies and showcase examples in relevant events at various levels.
- **Unite and coordinate with members and allies in gaining impact on global policy processes** via agenda-setting policy initiatives, messaging, and alliances that spotlight and position agroecology in global initiatives for food systems transformation, climate, biodiversity, land, health and nutrition and rural development, and other relevant themes.
- **Support Coalition focal points** to become impactful in regional advocacy and in Rio Convention processes and other relevant negotiations.
- **Deepen collaboration with core allies and with closely related global** advocacy initiatives for food systems transformation through agroecology.

##### At the National and Regional level

- **Contribute in the documentation and dissemination of examples** of national and regional agroecology strategies, policies and finance mechanisms (including repurposing subsidies), and for inclusion of agroecology measures in NDCs, NBSAPs, LDNs and FS pathways.
- **Create, with members, easy-to-use policy briefs** and peer-to-peer policy exchange spaces and communities of practice supporting policymakers, CSOs, private sector and other relevant stakeholders.
- **Support members advocacy efforts** through participation in direct dialogues with policy makers as well as multi-stakeholder exchanges (e.g., government-CSO) in introducing or accompanying the development, implementation and monitoring of national policies, action plans and strategies for agroecology and territorial approaches to food systems transformation; in integrating agroecology into policies for food and agriculture, climate, biodiversity, health and nutrition, seed systems, soil health, land and water management, and other relevant themes; in strengthening policy coherence and in establishing platforms for advocacy and governance.
- **Convene government members** of the Coalition for a peer-to-peer policy exchange and to develop national agroecological strategies.
- **Showcase 'lighthouse' examples of landscape and territorial partnerships and policy frameworks** in agroecology.



© Pierre Ferrand/ FAO



## STRATEGIC OBJECTIVE 4: Support and promote market pathways for agroecology

The Coalition will promote the development of dynamic local, territorial, national and regional markets and inclusive business models improving the livelihoods and influence of agroecological farmers and food system actors, demonstrating agroecology as a strong economic pathway that is inclusive, equitable and sustainable.

**Within six years, the Coalition has**

- **Convened actors working on entrepreneurship, value chains and territorial market development** to share experiences and best practices and supported peer-to-peer approaches for capacity building.
- **Contributed to shifting the narrative on the economic viability** of agroecology and businesses aligned with the agroecological principles and elements.
- **Collated and disseminated good practices and lessons** in creating resilient market pathways and inclusive business models, and initiatives to develop demand, entrepreneurship and value chains.

## EXAMPLE ACTION AREAS

- **Support and showcase successful efforts** to develop resilient territorial markets and value chains, offering fair remuneration for farmers and reducing external inputs.
- **Elevate and broker member innovation and practices**, trainings, toolkits and peer-to-peer opportunities worldwide advancing market development pathways for agroecological farmers and food provisioners, e.g. Participatory Guarantee Systems, aggregator and grower group models, farmers' local seed systems, support for entrepreneurs, support for family farmers and their cooperatives, labelling and consumer campaigns, with particular focus on initiatives in market development led by food system actors.
- **Document and communicate improved farmers' livelihoods** via agroecology, and successful business models and businesses aligned with the principles and elements of agroecology.
- **Disseminate business-cases for investments** in agroecology value chains, value addition and entrepreneurship to increase interest from private sector investors and public sector investment funds.



### CROSS-CUTTING OBJECTIVE: Support, engage and strengthen our members

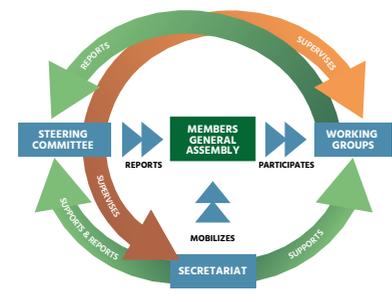
The Coalition builds on the work, experience, and insights of its members. It seeks to lift member engagement by providing visibility to what they do and fostering collaboration with other members for wider reach, elevating Coalition members as leaders in food systems transformation, underscoring the importance of coming together in a multistakeholder process, and maximising collective impact.

#### Within six years, the Coalition has

- **Fostered membership growth and active engagement**, particularly of governments, underrepresented groups and regions.
- **Supported advocacy, peer-to-peer exchanges and capacity building among members**, particularly of national and local food systems actors to strengthen their work and influence at national, regional and global levels.

#### EXAMPLE ACTION AREAS

- **Build meaningful member engagement** through different Working Groups and effective communication channels.
- **Reach out and raise awareness** to governments, groups and institutions that are not yet into agroecology, e.g., consumer groups, private sector, development banks and finance institutions.
- **Support members in sharing innovative models** and inclusive decision-making practices and platforms.
- **Support and contribute to member activities in advocacy, knowledge co-creation and exchange**, training, and peer-to-peer learning, ensuring that best practices and tools are accessible.
- **Showcase local, territorial, national and regional food systems initiatives** of Coalition members that enhance food and seed sovereignty as well as sustainable livelihoods through agroecology.
- **Promote greater recognition** of intercultural, traditional and customary knowledge, rights, practices, and ways of knowing and showcase the benefits of combining local and traditional knowledge with scientific innovation.
- **Support National Focal Points** in exerting influence in their own national contexts and on multilateral processes.
- **Contribute to building capacity** of smallholder farmers and actors in food value chain (including fisherfolk, pastoralists, forest dwellers, Indigenous peoples and local communities, women, youth, innovative start-ups) in policy dialogues and interventions, and mobilise them as spokespersons, leaders, champions and spokespersons in regional and international fora, where relevant.
- **Create a transparent, accessible and inclusive Coalition governance system** that motivates member engagement and commitment, 'membership spirit' and dialogue across highly diverse groups.



Agroecology Coalition Organigramme



Steering Committee composition As of June 2024

# 04 GOVERNANCE AND COORDINATION

## General Assembly of Members

The members of the Coalition constitute its General Assembly. **Bi-annual meetings** are organised and attended by the Focal Points or their designated representatives. These interactions take place virtually with simultaneous interpretation. Members receive updates on the Coalition's activities; support the Coalition's strategy; and share information on their respective initiatives with other members.

Organisations interested in joining the Agroecology Coalition are asked to sign the **Declaration of Engagement**. No membership fee is required. New members fill in a membership information form mentioning who is/are their focal point(s) and which Working Groups they want to join.

As part of strategy development and implementation, all members identify which actions or transitions they will contribute to, and what they need from other actors in order to succeed and enhance their commitments.

## Steering Committee

The **10-person Steering Committee (SC)** is composed of four representatives from four Member States based in four different regions (Asia-Pacific, Africa, Americas, Europe) and six representatives from different stakeholder groups (farmers' organisations, research institutions, Indigenous Peoples' associations, UN and other international organizations, philanthropy/donors, civil society/non-governmental organisations). The SC is the decision-making body of the Coalition and reports to the general assembly of members.

Its roles include the following: provide overall guidance on the development and implementation of the Coalition's Strategy; supervise the Secretariat staff; act as a sounding board for the Secretariat; review and approve the annual work plan and budget for the Secretariat as well as the Coalition's annual report; approve meeting agenda General Assembly ; and propose/approve the creation of Working Groups; and ensure representativeness and inclusivity within the Coalition's governance model.

Its members consult their respective constituencies on issues up for SC decision and report back to them regarding the work of the Coalition. The group meets at least four times per year. A quorum (more than 50% of SC members present) needs to be reached to approve decisions.

## Working Groups

The following **Working Groups (WG)** drive forward the work of the Coalition. Each WG develops its own Work Plan designed to contribute to the implementation of the overall Strategy of the Coalition. Coalition members choose the WG(s) they want to contribute to:

- **Research, Innovation and Education**
- **Policies**
- **Financing and Investment**
- **Markets<sup>14</sup>**
- **Communication**
- **Implementation**

**Convened by their co-facilitators**, the Working Groups determine their own way of functioning and regularly report back to the Steering Committee (e.g., WG co-facilitators are invited to SC meetings). The Secretariat supports the functioning of the Working Groups (e.g. setting up the meetings, managing the members list, elaborating the agenda with co-facilitators, providing guidance on activities and expected outcomes matching with members' needs, drafting minutes), and functions as a bridge between the Working Groups and the Steering Committee. Collaboration across Working Groups on shared themes is fostered through joint sessions, coordinated work on topics/issues that overlap, and co-branding of activities. Additional working groups or subgroups may be formed as appropriate with approval by the Steering Committee.

## Permanent Secretariat

The Agroecology Coalition's permanent Secretariat was **established in February 2023**, hosted by Bioversity International in Rome, Italy. The Secretariat team is composed of the Executive Coordinator of the Coalition, an Associate Coordinator, a Communications Officer, and a Senior Advisor. The Secretariat is responsible for coordinating Strategy implementation, membership engagement, backstopping the Steering Committee, supporting the different Working Groups and the daily operations of the work of the Coalition.

## Linkages with other mechanisms

As an independent undertaking, the Coalition interacts with, shares strategy to foster linkages, and provides progress reports to the Committee on World Food Security, the Group of Friends of Agroecology<sup>15</sup>, the UN Food Systems Summit Hub, and other bodies as appropriate.



# 05 STRATEGIC COMMUNICATIONS



Critical to implementing the Coalition's strategy is being able to convey the importance of agroecology in transforming our food systems to multiple audiences, to amplifying the work of Coalition members, and to building the reputation of the Agroecology Coalition as a key reference for agroecology.

Through the Coalition's communications outputs and activities, **we will communicate the holistic benefits of agroecology in addressing a range of challenges**. As a growing and diverse network, the Coalition has first-hand access to an incredible wealth of resources, information and expertise on agroecology. This is the strength that the Coalition will rely and build upon in making its communications work relevant and original.

The Coalition will improve its audience's understanding of agroecological solutions and potential and show growing momentum behind agroecology through a wide range of communications products such as curation of case studies, press releases, opinion articles, website articles, social media posts, video explainers, etc. The Coalition will contribute to keeping its members engaged and their activities elevated (through products such as internal newsletters and webinars).



## 06 MONITORING, EVALUATION AND LEARNING (MEL)

The Agroecology Coalition is committed to working reflexively, periodically considering how well its efforts support food system transformation at scale, and making adjustments in line with expanding membership and the progress being made locally and globally.

**The Coalition's Monitoring, Evaluation and Learning (MEL) framework to be developed will have three elements:** (1) capture emerging outcomes as a result of implementing the various action areas identified, taking into account both internal and external audiences; (2) help the Coalition learn and evolve; (3) identify potential risks that need to be anticipated and managed. MEL will be specifically applied to the Secretariat, each Working Group and the Coalition as a whole.

- The first element will include **a set of indicators** (no more than five per strategic objective) that can be monitored to see the extent to which each of the strategic objectives are being met. These indicators can be both quantitative and qualitative and are to be reflected in the annual (rolling) implementation plan and will be linked to the various action areas identified. Related to this is the Coalition's reach. Quantitative and qualitative indicators are to be collected and stories of transition captured via different communication outputs.
- The second element consists of having **some spaces for reflection** within the Coalition, discussing and sharing what are members learning as part of the coalition and how can the Coalition improve in pursuing its collective mission. It will be collectively carried out with members by organising some reflection sessions and surveys.
- The third element includes the identification and analysis of **potential risks** that could negatively impact the effective implementation of the strategy. These include issues both internal and external to the Coalition. Actions that need to be taken will be identified and will form part of the Implementation Plan.



# 07 ANNUAL SECRETARIAT IMPLEMENTATION PLAN

To implement the Strategic Orientation, the Agroecology Coalition Secretariat elaborates each year an annual implementation plan comprised of:

- Yearly targets contributing to achieve the various objectives outlined;
- A set of activities to be carried out to reach the yearly targets;
- An annual budget indicating the financial resources needed to roll out the various activities;
- An annual agenda indicating all the Steering Committee, Members and Working Group meetings as well as all the global and regional events where the Coalition should participate actively;
- A dynamic Work Plan for each WG in support of the Coalition's strategy implementation;
- Indicators to measure the achievement of yearly targets.

This Annual Implementation Plan is presented to the Steering Committee for approval each year.

## ENDNOTES

---

1. The TPP arose from the CFS, HLPE (2019) report and a series of other dialogues about agroecology in 2019 including that involving CIRAD and the CGIAR. It addresses evidence and implementation gaps constraining agroecological transitions and provided an interim secretariat to the Coalition until funding was available to establish a permanent secretariat for it.
2. IDDRI, 2021, An agroecological Europe by 2050: What impact on land use, trade and global food security? <https://www.iddri.org/en/publications-and-events/study/agroecological-europe-2050-what-impact-land-use-trade-and-global-food>; EU Food Policy Coalition, 2021, Position Paper on Agroecology, <https://foodpolicycoalition.eu/about-us/#why>
3. Wezel A, Gemmill Herren B, Bezner Kerr R, Barrios E, Gonçalves ALR and Sinclair F (2020). Agroecological principles and elements and their implications for transitioning to sustainable food systems. A review. *Agronomy for Sustainable Development* 40: 40 13pp. <https://doi.org/10.1007/s13593-020-00646-z>
4. The Group of Friends is an informal and open group of Member States to the RBAs sharing the common interest to promote and strengthen agroecology in the RBAs.
5. CFS Voluntary Guidelines on Food Systems and Nutrition (CFS-VGFSyN) <https://www.fao.org/cfs/vgfsn/en/>
6. Ministerial declaration of the 2018 High-Level Political Forum (HLPF) on Sustainable Development calls upon all stakeholders to adopt a sustainable food systems approach. HLPF Resolution E/HLS/2018/1, Paragraph 26.
7. UNEA-3 (2019) Implementation of UNEP/EA.4/HLS. 1 Ministerial Declaration. [https://wedocs.unep.org/bitstream/handle/20.500.11822/29753/Item%204%20UNEP\\_UNEA4\\_Monitoring\\_Ministerial\\_Declaration\\_Thu-12-Sep-2019.pdf](https://wedocs.unep.org/bitstream/handle/20.500.11822/29753/Item%204%20UNEP_UNEA4_Monitoring_Ministerial_Declaration_Thu-12-Sep-2019.pdf)
8. Sinclair, F., Wezel, A., Mbow, C., Chomba, C., Robiglio, V., and Harrison, R. (2019). The contribution of agroecological approaches to realizing climate-resilient agriculture. Background Paper. Global Commission on Adaptation. Rotterdam. <https://gca.org/reports/the-contributions-of-agroecological-approaches-to-realizing-climate-resilient-agriculture/>
9. Lamanna C, Coe R, Crossland M, Fuchs LE, Barahona C, Chiputwa B, Orero L, Adoyo B and Geck M. 2024. Developing holistic assessments of food and agricultural systems: A meta-framework for metrics users. Working Paper 4. Bogor, Indonesia and Nairobi, Kenya: CIFOR-ICRAF: The Transformative Partnership Platform on Agroecology 24pp. [https://www.cifor-icraf.org/publications/pdf\\_files/WPapers/TPP-WP-4.pdf](https://www.cifor-icraf.org/publications/pdf_files/WPapers/TPP-WP-4.pdf)
10. FAO, Biovision Foundation, Food Policy Forum for Change, and Agroecology Coalition Agroecology Dialogue Series N°1 (January 2023), <https://openknowledge.fao.org/server/api/core/bitstreams/03321402-c832-4110-b3e7-c296b416d2e5/content>
11. Global Alliance for the Future of Food, 2023. Cultivating Change: Accelerating and Scaling Agroecology and Regenerative Approaches.
12. op-cite.
13. This composition was set-up at the inception of the Coalition in 2021. It can be revisited in the future following evolution of Coalition membership during the course of the implementation of the Strategy.
14. Identified during the strategy development process.
15. The Group of Friends is an informal group of countries that have provided financial and political support for FAO's agroecology process over the years, raising awareness among each other and reaching out to other countries.



**Agroecology  
Coalition**

**Agroecology Coalition**

Hosted by Bioversity International  
Via di San Domenico 1  
00153 Rome  
Italy



**Our current donor partners**



Co-funded by the European Union.



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

