



# STRATEGIC PLAN

2022-2026



**AGROECOLOGY  
FUND**

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# INTRODUCTION

The purpose of a strategic plan is to question assumptions, learn together, think big and ambitiously, and then make new ideas operational. The formal discussions informing the Agroecology Fund's strategic planning process were conducted virtually during 2021 (in the midst of the COVID-19 pandemic) and included our community of donors, advisors, and long-term grantee partners. Preceding these conversations, critical consultations took place with all grantees during a dynamic global Learning Exchange held in 2020 in India. This plan is the result of the active engagement and collective wisdom of hundreds of collaborators from across the world.

During 2021, we analyzed the agroecology landscape and context through a discussion of "The Long Food Movement."<sup>1</sup> We organized ourselves in intensive Learning & Strategy groups on six critical topics. You will find below, in Section 1, the priorities that emerged from these Learning & Strategy sessions, now woven into the Strategic Plan presented in Section 2.

Here are some questions that stood out for us as we engaged in our collaborative planning:

- Given agroecology's mainstreaming, what is the Agroecology Fund's niche and value added?
- What is the Agroecology Fund's main strength in collaborating with bilateral and multilateral donor agencies to invest in agroecology?
- How can the Agroecology Fund have a greater impact not only in growing investments in agroecology but also in opposing funding for industrial agriculture?
- How can we build out the Agroecology Fund's emerging work to support agroecology enterprises in an incremental but impactful way?
- How does the Agroecology Fund best embrace important priorities such as amplifying Indigenous People's rights and collaborating with climate and biodiversity movements?

- What will the Agroecology Fund look like in 2026? How big do we want to grow?
- What staffing and institutional models best advance the Agroecology Fund's mission and aspirations?

This Strategic Plan incorporates the results of the discussions and reflections around these questions. The main recommendations generated in the Learning & Strategy sessions are presented below. The main elements of the strategic framework crafted in 2017 are maintained and precede the presentation of the Strategic Plan, which is structured into the following components:

## 5 STRATEGIC DIRECTIONS:

The discussions held during the strategic plan review process indicated that the 4 strategic directions defined in the previous period (2017-2021) remain in force and adequately express the priority goals towards the Agroecology Fund's mission. A fifth strategic direction has been added related to institutional development.

## 17 STRATEGIC ACTIONS:

Specific Strategic Actions are distributed over the 5 Strategic Directions and indicate the priorities of the Agroecology Fund for the next 5 years. The Strategic Plan describes how the Agroecology Fund intends to implement each of these actions with respective targets and indicators.

The description of the Strategic Actions is followed by a summary table that indicates the estimated timeframe and assignments, i.e. those that are the direct responsibility of the Agroecology Fund (involving staff and/or consultant support) and those related to the grants program.

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1. IPES-Food & ETC Group, 2021. A Long Food Movement: Transforming Food Systems by 2045. Available at [https://www.ipes-food.org/\\_img/upload/files/LongFoodMovementEN.pdf](https://www.ipes-food.org/_img/upload/files/LongFoodMovementEN.pdf)

# 1

## SECTION 1: PRIORITY RECOMMENDATIONS FROM LEARNING & STRATEGY SESSIONS

As the Agroecology Fund community opened its new strategic planning process for the 2022 - 2026 period, we set out to identify and analyze: (a) the current landscape for agroecology and what may have changed since our last analysis; (b) priority issues that the Agroecology Fund should lift up in its new strategic plan; and (c) the relationships - or through lines - between the priorities of the new strategic plan and the 2017-2021 plan that guided us so faithfully these past years.

This section summarizes the main learnings from the aforementioned landscape analysis and articulates priority recommendations expressed during Agroecology Fund community conversations. During those conversations, it became clear that the 2017-21 Strategic Plan remains highly relevant today. That is, we are by no means “done” with the strategic directions articulated in that plan. They were and remain broad, deep, visionary, and long-term, and they continue to capture the essence of our work, with one exception - we require a specific strategic direction to guide the Agroecology Fund’s own institutional development.

The priority recommendations are described below and operationalized within the Strategic Directions that follow in Section 2.



## 1. INCREASE AND DIVERSIFY FUNDING SOURCES

Although progress has been made, funds for industrial agriculture far exceed those available for agroecology. The priorities identified for the Agroecology Fund are as follows:

- Increase donor membership in the Agroecology Fund by reaching out to diverse donor communities and by providing a range of granting and investment pathways.
- Convene and influence member and non-member donors to shift investments away from industrial agriculture and to make investments in agroecology.
- Increase donor support for Indigenous People's rights, prominently featuring food sovereignty and territorial rights.

## 2. SUPPORT REGIONAL AGROECOLOGY INVESTMENTS

As recommended at the Agroecology Fund Global Learning Exchange in India (2020),<sup>2</sup> and based on the lessons learned from the first regional fund in Mexico, participants reaffirmed the importance of advancing a territorial approach to funding, with emphasis on the following aspects:

- Support regional collaborations that leverage public funding and increase national budget investments in agroecology.
- Frame regional work as key to addressing climate and biodiversity crises and influencing national priorities related to land, water, and health.
- Advocate for holistic and rights-based public and private funding, ensuring it aligns with the 13 principles of agroecology (per the CFS High Level Panel of Experts).<sup>3</sup>
- Ensure the representation of Indigenous Peoples, women, and youth in regional funds governance.
- Encourage investment flows in target territories to agroecology enterprises and to their enabling environment (e.g. territorial markets).

## 3. STRATEGICALLY FOCUS AGROECOLOGY FUND GRANTMAKING

Between 2012 and 2021, the Agroecology Fund made 6 medium-term grant calls and 1 special COVID-19 Emergency Response call, and initiated a regional fund in Mexico. In all, 171 grants were awarded to collaborations from 70 countries and with disbursements of approximately \$10.5 million. The key elements to emphasize in the Agroecology Fund's grantmaking strategy over the next 5 years are as follows:

- Lead with connections and trust-based relationships to allies and grantees; follow with funding.
- Continue support to advocacy work that furthers policy reform towards agroecology-based food systems, at the local, national and global levels.
- Support territorial agroecology transitions, including land rights, defense and stewardship of land and territory, territorial markets and collaboration with local governments.
- Prioritize grantmaking to local food systems which both resist corporate control and build resilient and sovereign food systems.
- Support culturally-appropriate evidence-building by grantees that rests on diverse knowledge, especially elevating agroecology's success in addressing intersectional issues, such as climate, nutrition, biodiversity, and other Sustainable Development Goals (SDGs) and ESG goals.
- Support women, youth, and Indigenous leadership.

2. Lessons from the Agroecology Learning Exchange, India - February 2020. Available at [https://static1.squarespace.com/static/57d4a042414fb51a88b0c5d4/t/6241cf75c830ed17f955c8bf/1648480352487/LX+2020+Report+-+ENG\\_Final\\_compressed.pdf](https://static1.squarespace.com/static/57d4a042414fb51a88b0c5d4/t/6241cf75c830ed17f955c8bf/1648480352487/LX+2020+Report+-+ENG_Final_compressed.pdf)

3. HLPE. 2019. Agroecological and other innovative approaches for sustainable agriculture and food systems that enhance food security and nutrition. A report by the High Level Panel of Experts on Food Security and Nutrition of the Committee on World Food Security, Rome. Available at <https://www.fao.org/3/ca5602en/ca5602en.pdf>

#### **4. AMPLIFY INTERSECTIONS WITH CLIMATE CHANGE AND BIODIVERSITY AGENDAS**

Agroecology is a critical solution to climate change mitigation and adaptation as well as biodiversity protection. The vast majority of our grants thus far demonstrate positive outcomes in these areas. To “double-down” on the power of agroecology to offer solutions to these global crises, the Agroecology Fund should:

- Deepen grantmaking for rights-based biodiversity conservation (BD) and grassroots climate change (CC) resilience strategies through collaborations with CC and BD funders.
  - Seek influencing and collaboration opportunities for the Agroecology Fund and partners to access multilateral Green Climate Funds and similar bilateral CC and BD initiatives.
  - Strategically communicate agroecology movements’ role in implementing rights-based climate and biodiversity conservation solutions.
- 

#### **5. CENTER INDIGENOUS RIGHTS AND REPARATIONS**

The human right to food is the main dimension of the Indigenous Peoples’ rights addressed by the Agroecology Fund. This brings implicitly the right to land and territory, to culture, to spirituality, and to self-determination. Over the past 10 years about 25% of our grant funds have been directed to Indigenous Peoples. Support to Indigenous food systems is reaffirmed, with emphasis on the following issues:

- Expand grantmaking to Indigenous Peoples’ organizations, to Indigenous leadership, and through Indigenous Peoples-led funding.
  - Support varied strategies to strengthen Indigenous food systems, including defense of land and territorial rights
  - Link regional funds to support of Indigenous Peoples’ rights and self-determination.
  - Bring more Indigenous voices into the Agroecology Fund’s decision-making.
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#### **6. CHALLENGE CORPORATE CONTROL OF FOOD SYSTEMS**

Although the need to transform agri-food systems is on the global agenda in numerous multilateral fora, corporate concentration advances. Much “green-washing” occurs in reframing high input agriculture as “climate-smart” and “nature-based.” The digitalization of agriculture, with data controlled by few corporations, poses a new threat to food sovereignty. The Agroecology Fund has supported collaborations that monitor, report on and resist these threats. Discussions reaffirmed the importance of the Agroecology Fund’s continued support to these resistance efforts, with emphasis on the following aspects:

- Boldly denounce cooptation of agroecology and false solutions that violate agroecology principles.
- Support food sovereignty and non-proprietary community and farmer-controlled technologies that reduce farmer dependency on external inputs.
- Demonstrate agroecological systems’ intersectional effectiveness to feed people in the face of climate/biodiversity and nutrition crises.
- Support networked action among smallholder farmers and Indigenous Peoples to protect territorial rights and resist corporate control of food systems.





## 7. AMPLIFY AND LEVERAGE AGROECOLOGY EVIDENCE, LEARNING, AND COMMUNICATIONS

Despite the growing visibility of the solutions that the agroecological movement has developed and put into practice in the last decades, there remains a need to generate and communicate evidence. The false notion that industrial agriculture is the only way to feed the Earth's growing population persists. The Agroecology Fund should consider the following approaches to support grassroots evidence for agroecology:

- Facilitate cross-regional learning about evidence building and communications to empower grassroots groups to influence strategic targets.
- Provide support to, and raise visibility of local examples of agroecology as a solution for climate, biodiversity, nutrition, equitable livelihoods, food sovereignty and non-proprietary community farmer-controlled technologies.
- Elevate traditional knowledge and citizen science as legitimate evidence-building strategies.
- Amplify advantages of food sovereignty and non-proprietary community farmer-controlled technologies.
- Strengthen Agroecology Fund and partner narratives demonstrating agroecological systems' intersectional effectiveness to feed people in the face of climate/biodiversity/nutrition crises.

# 2

## SECTION 2: AGROECOLOGY FUND STRATEGIC FRAMEWORK

In 2017, the Agroecology Fund crafted its Mission Statement and Vision, and a Theory of Change. They are just as relevant today and can be found below. Added to this strategic framework in 2022 is a set of principles to guide our work, and against which we seek to hold ourselves accountable, as well as a brief description of the Agroecology Fund's niche.



## MISSION STATEMENT<sup>4</sup>

We are a force of many and diverse voices, mobilizing resources to build power that transforms food systems and fosters the well-being of people and the planet.

## OUR SHARED VISION

By the year 2050, robust rural and urban communities with thriving economies will offer dignity and livelihoods for all food producers, as well as the ability to adapt to and mitigate environmental change. Biodiversity and the earth's ecosystems will be conserved not only in wild areas, but in cultivated areas as well. Local cuisines will be celebrated, produced by people gleaning knowledge of agroecology from elders and scientists alike and drawing on the creativity of all. Governments and financial institutions will fully support regenerative and restorative economies and ecosystems as well as rights protections for human beings and nature. Everyone will have access to healthy, affordable, and diverse foods harvested from fair food systems that are governed locally by both producers and consumers.

Cultural diversity and the role of food producers as stewards of natural resources will be encouraged and respected. Fair food economies will be good for people and the planet, contributing to halting climate change. Agroecology will be the model for food systems, while industrial agriculture will be remembered only in history books and museums.

## THE AGROECOLOGY FUND'S THEORY OF CHANGE

The primary protagonists at the center of the Agroecology Fund's theory of change are agroecology movements. They organize constituencies, conduct real-time field research, construct "new economy" food systems and apply political pressure to win agroecology-friendly public policies and programs. These movements are composed of a diverse groundswell of allied organizations advocating for equitable and sustainable food systems and resisting policies, institutions and vested interests that undermine such systems. The Agroecology Fund applies its resources to the intersection of these movements, where farmers, consumers, scientists, policy-makers, and environmentalists collaborate.

For these localized movements to succeed, collaborations of constituencies must be supported to engage in strategies as diverse and complementary as researching soil carbon sequestration, creating agroecology schools and seed banks, offering new models of agricultural extension, passing local land and water use ordinances, and critically, resisting

systematic and intentional barriers to agroecology, such as corporate control of seed systems. The Agroecology Fund seeks to fortify these multi-sectoral movements around the world.

## THE AGROECOLOGY FUND'S NICHE

The Agroecology Fund was founded in 2011 to amplify agroecological solutions through 3 overlapping niches:

- Pool and grant funds in support of agroecology movements through a participatory process grounded by the expertise of grassroots advisors.
- Influence and collaborate with non-Agroecology Fund donors to support agroecology movements.
- Provide a learning platform to the Agroecology Fund community (donors, advisors and grantees).

These niches are affirmed.

**Grantmaking** remains at the heart of the ethos and operations of the Agroecology Fund - we seek to grow our grant pool and donor base, making more and larger grants. But just as our own grantmaking has grown, so too has our **influence** across a diverse donor landscape spread across multiple intersectional issues (e.g., climate change, biodiversity, human rights) and within various donor categories, including bilateral and multilateral funding agencies. The Agroecology Fund's mission is to "move money to agroecology" and as such seeks to **exert influence** on the philanthropic and donor community. However, even in donor peers' spaces, the Agroecology Fund aims to keep a low profile, making sure the prominent voices are those of partners - when this role interests them.

The Agroecology Fund does not engage in **policy advocacy** but supports social movements and Civil Society Organizations (CSOs) in their policy advocacy at local, national and international level. Just as we remain committed to granting out the vast majority of our resources - that is our true north - we have also deepened our capacity to offer support to grantees in other ways. We are finding a programmatic niche in:

- a. Leveraging more non-Agroecology Fund funding in support of the work of grantees and allies;
- b. Supporting grantees' evidence-building capacities;
- c. Supporting grantees' communications capacities;
- d. Supplementing a global fund with interconnected regional funds.

4. The Mission, Vision and Theory of Change contents are the same as defined in the 1st version of the Strategic Framework (2017-2021).

# THE AGROECOLOGY FUND'S GUIDING PRINCIPLES

The Agroecology Fund firmly believes in:

- 1** Supporting collaborative action among agroecology movement actors to solve overlapping crises of hunger, climate, human rights, biodiversity conservation and poverty.
- 2** Pooling resources from amongst a community of funders for greater impact, collective learning and influencing larger flows of investment into agroecology.
- 3** Embracing diverse forms of agroecology practice, learning, communication, advocacy, relationship building and networking between and among the Agroecology Fund and its partners.



4

Applying a rights-based approach across the Agroecology Fund's work to defend Indigenous People's rights, the rights of nature and all human rights.

5

Facilitating diverse and inclusive participation in all Agroecology Fund processes while operating light and efficient organizational systems that maximize the impact of resources deployed to grantees.

6

Enhancing trust-based processes in grantmaking and monitoring, evaluation and learning (MEL) processes to deepen reciprocal, solidarity and non-colonial collaboration.

7

Upholding the multidimensional and intersectional nature of agroecology (per the 13 principles described by the CFS High Level Panel of Experts), and boldly criticizing false solutions to fixing food systems.



# STRATEGIC PLAN 2022-2026

The Strategic Plan is structured on 5 axes, referred to as Strategic Directions. This plan maintains the same Strategic Directions as the previous plan, adding one on institutional development. A total of 17 new Strategic Actions are distributed among the 5 Strategic Directions (See figure below).

The descriptions of the Strategic Actions include details on how to implement them, as well as on targets and suggested indicators for monitoring as part of ongoing learning, feedback, and adjustment of this living plan.



Figure 1: Agroecology Fund Strategic Plan (Draft 2): Strategic Directions (SD) and Strategic Actions (SA)



## STRATEGIC DIRECTION 1: MONEY

# SHIFT AND LEVERAGE SIGNIFICANT FINANCIAL RESOURCES TOWARDS AGROECOLOGY

To grow the global agroecology movement, more resources must be shifted toward agroecology initiatives. The Agroecology Fund sets a goal of doubling its own annual grantmaking dollars in 5 years to both the global fund and regional funds. But we also aim to grow the pool of financial resources for the agroecology movement at large. This strategic direction therefore includes activities to influence funding flows of bilateral and multilateral donor agencies, other private foundations not members of the Agroecology Fund and social impact investors.



## STRATEGIC ACTION 1.1

### AGROECOLOGY FUND FUNDRAISING

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Strategically approach funders to support the Agroecology Fund's work and expand Agroecology Fund membership to include more climate change (CC) and biodiversity conservation (BD) funders and other intersectional funders.

#### HOW

- Increase the Agroecology Fund's visibility and leadership in diverse donor communities and networks (private philanthropy, multilateral and bilateral funders), with a priority focus on CC and BD networks.
- Conduct a landscape analysis (with Global Greengrants Fund - GGF) of potential funder allies in CC and BD networks that have a potential interest in agroecology.
- Seek opportunities to deepen collaborations with funders of regenerative and organic agriculture.
- Pursue direct relationships with interested funders to invite participation in the Agroecology Fund.
- Share expertise in distinct donor communities, including private philanthropy and bilateral and multilateral networks, to influence direct funding to agroecology movements.

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#### TARGETS

- At least 10% growth rate in the Agroecology Fund global budget annually (includes funds to regional funds).
- A minimum of 20 funders approached each year to pursue Agroecology Fund membership and collaboration opportunities.
- Donor membership increased by 5 donors per year over the next 5 years, to include at least 30% CC and/or BD funders.

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#### INDICATORS

- Agroecology Fund budget growth rate (%).
- Growth of number of funders overall.
- Proportion of CC and BD funders the total number of Agroecology Fund funders (%).
- Growth of global and regional grant pools (\$).
- Growth rate of number of grants.
- Effectiveness of Agroecology Fund's fundraising strategy as informed by the external evaluation.



## STRATEGIC ACTION 1.2 REGIONAL FUNDS

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Develop and implement a plan to create regional funds for agroecology.

### HOW

- Create a foundational guiding document that describes the logic, diversity of approaches, and learning questions for complementary regional funds. Articulate a loose operational guide for the funds, more principles than procedures.
- Based on foundational guidelines, develop an operational plan for each distinct regional fund that includes the administrative, governance, and advisory structures in each destination country or region.
- Develop a fundraising strategy that invites funders to invest in both regional funds and the global Agroecology Fund grantmaking pool, including a plan for donors to be able to make restricted gifts to specific regions.
- Secure co-funding for Mexico, India, and East Africa regional funds to match W.K. Kellogg and IKEA Foundations' initial capitalization.
- Pursue other opportunities for regional funds as feasible.

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### TARGETS

- At least 3 regional funds for agroecology fully operational in the next 5 years (Fondo Agroecológico Península de Yucatán - FAPY in Mexico; East Africa; India).
- In year 5, each regional fund will run an annual budget equivalent to at least twice the seed fund available in year 1.

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### INDICATORS

- Number of regional funds with governance and advisory structures 100% operational.
- Growth rate of regional fund budgets (%).



## STRATEGIC ACTION 1.3

### FUNDERS COMMUNITY

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Influence funding communities (philanthropic and development agencies) to divest from short-lived solutions and invest in agroecology solutions and Indigenous food systems.

#### HOW

- Systematically share the Agroecology Fund docket – and unfunded finalists – with target funding communities to leverage funding for vetted collaboratives.
- Convene roundtables between Indigenous Peoples’ representatives and funders on opportunities to invest in Indigenous Peoples’ food systems.
- Continue to contract, in partnership with the Global Alliance for the Future of Food (GA), an organizer to convene meetings between bilateral and multilateral donors of agroecology.
- Participate in Committee on Food Security (CFS) philanthropy seat to leverage funding opportunities for agroecology movements.
- Participate in the Agroecology Coalition to leverage funding opportunities for agroecology movements.
- Produce the State of Agroecology Investment report on agroecology financing with other collaborators to track funding for agroecology.
- Collaborate with UN agencies to leverage support for grassroots agroecology initiatives, including but not limited to UNDP, IFAD, and UNEP.
- Increase the Agroecology Fund’s visibility and leadership in diverse donor communities and networks (private philanthropy, multilateral and bilateral funders), with a priority focus on CC and BD networks.
- Build relationships with Environmental Funds (Africa).

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#### TARGETS

- In 5 years, at least 20% growth in Agroecology Fund funders’ investments in agroecology (from own dockets, outside of the fund’s contribution) compared to baseline (\$3.7 million in 2020).
- At least 2 editions of the State of Agroecology Investment report published in the next 5 years.
- At least 1 partnership with a UN agency to leverage funds for, and/or, co-fund grassroots agroecology initiatives.
- At least 1 partnership with a bilateral development agency to leverage funds for, and/or, co-fund grassroots agroecology initiatives.
- At least 1 co-funded agroecology initiative with an Indigenous Peoples-led fund.

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#### INDICATORS

- Progress of Agroecology Fund funders’ investments in agroecology and Indigenous food systems – excluding gifts to the Agroecology Fund.
- Progress on increasing funding flows to agroecology, as reported in the State of Agroecology Investment reports.
- Progress in partnerships with Indigenous Peoples-led funds, UN agencies, and other multilateral and bilateral development agencies.

## STRATEGIC ACTION 1.4

### INVESTMENTS IN AGROECOLOGY ENTERPRISES

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Engage with Environmental, Social, and Corporate Governance (ESG) initiatives and ethical financing in the impact investment sector to decrease funding to industrial agriculture approaches and increase funding to agroecology enterprises grounded in 13 principles of agroecology (per the CFS High Level Panel of Experts).

#### HOW

- Play a continuing leadership role in Transformational Investing in Food Systems (TIFS) to educate funders and mobilize investment in agroecology enterprises.
- Identify and cultivate relationships with strategic partners.
- Continue support to agroecological enterprise development through strategic partnerships that also strengthen rural organizations and agroecology movements.
- Offer grants that seek to improve agroecology enterprises' enabling environment.
- Offer grants and support learning to strengthen networks of agroecology enterprises into a powerful political voice.
- Support the Agroecology Fund's regional funds to develop and implement strategies that support agroecology enterprises in target regions.
- Organize the 2024 global Learning Exchange meeting on: "Agroecology enterprises and territorial markets" (See Strategic Action 3.4).

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#### TARGETS

- At least 10 agroecology enterprises receive non-grant investments through the Agroecology Fund's influence.
- Progress on growing the Agroecology Fund's support for agroecology enterprises and territorial market initiatives.
- 5 investors seek Agroecology Fund's support and advice to fund agroecological enterprises.

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#### INDICATORS

- Amount of funds leveraged for non-grant investments in agroecology enterprises.
- Number of Agroecology Fund grants oriented to strengthen "investment readiness" of agroecology enterprises (disaggregate and prioritize women-led business, Indigenous Peoples-led business, youth-led business, etc.).
- Number of Agroecology Fund grantees (global and regional funds) entering into impact investments agreements with financiers.
- Percentage of Agroecology Fund grants for agroecology enterprises and territorial markets.
- Progress on TIFS' work (as reported by TIFS).

## STRATEGIC ACTION 1.5 PUBLIC FUNDS

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Strengthen agroecology movements' capacity to leverage public funding for agroecology (government budgets, public banks, etc.).

### HOW

- Provide grants to collaboratives to leverage public funding and influence national investments in agroecology.
  - Provide grants to collaboratives to influence public investments in subnational policies/programs such as public procurement, favorable loan and insurance products, and locally sourced food aid.
- 

### TARGETS

- At least 30% grants in the global and regional grantmaking programs oriented to influence public investments for agroecology.
  - At least 30% grants in the global and regional grantmaking programs oriented to influence subnational public investments for agroecology.
- 

### INDICATORS

- Progress on national commitments to agroecology as a result of interventions of Agroecology Fund grantees, including those involving partnership with other stakeholders.
- Progress on subnational policies/programs in agroecology as a result of interventions of Agroecology Fund grantees, including those involving partnerships with other stakeholders.





## STRATEGIC DIRECTION 2: POLICY

# STRENGTHEN POLITICAL AND ECONOMIC SYSTEMS TO ENABLE AGROECOLOGY TO THRIVE

For local agroecology movements to thrive, government policies that either support new economy food systems, or shift support away from industrial agriculture (for example, by changing subsidy priorities and supporting public procurement of agroecological products), are critical. This strategic direction focuses on support for grassroots collaboratives that advocate for: inclusion of agroecology in national climate change mitigation plans, seed laws that favor biodiversity and farmers' rights, stable land tenure, accessible credit, and more.



## STRATEGIC ACTION 2.1

### FOOD SOVEREIGNTY

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Support agroecology movements' actions against corporate control of food systems and the undermining of natural resources, and actions for land and territory rights, water access, biodiversity protection, fair trade regimes, climate justice, etc.

#### HOW

- Provide grants to collaboratives working against corporate control of food systems and the undermining of natural resources.
- Provide grants to collaboratives working for food sovereignty at national and sub-national level.
- Feature strategies to reduce corporate control of agri-food systems within learning topics among grantees and donors.
- Publish a report compiling grantees' achievements to transform food policies and programs at municipal levels.

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#### TARGETS

- At least 10 cases documented (through the Grassroots Evidence for Agroecology initiative) on initiatives to advance pro-food sovereignty food policies and programs at municipal level.
- At least 50% of grants include advocacy strategies to reduce corporate control of food systems and the undermining of public natural resources.

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#### INDICATORS

- Progress on reducing corporate control of agri-food systems.
- Progress on shifting subnational policies/programs towards agroecology.



## STRATEGIC ACTION 2.2

### NATIONAL AND INTERNATIONAL AGROECOLOGY PROGRAMS

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Support agroecology movements' capacities to influence international agroecology-related programs.

#### HOW

- Provide grants to collaboratives working to influence national and international agroecology-related programs and promote Indigenous food systems, including efforts that promote farmer learning and collective problem solving and challenge the “projectification” of agroecology as simply demonstration plots, best practices and other production techniques.
- Analyze policy changes opportunities around the globe in each grant round and make strategic grants to support potentially fruitful opportunities.
- Publish a document describing how grassroots efforts influence agroecology public policies and programs at the national and international levels (Learning topic and output of thematic evaluation described in Strategic Action 5.3).

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#### TARGETS

- A policy landscape analysis (for internal purposes to inform grantmaking strategy) in 2023 and 2025.
- Document and disseminate lessons learned from at least 5 initiatives of international advocacy supported by the Agroecology Fund, through the Grassroots Evidence for Agroecology initiative or other means.

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#### INDICATORS

- Progress in national and international agroecology-related programs as a result of Agroecology Fund grantees' advocacy strategies.
- Progress in agroecology funding by bilateral and multilateral agencies (State of Agroecology Investment report mentioned in Strategic Action 1.3).



## STRATEGIC ACTION 2.3

### MOBILIZE THE DONOR COMMUNITY TO DIVEST FROM INDUSTRIAL AGRICULTURE

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#### HOW

- Directly participate in the CFS to elevate donor support for funding for agroecology and away from industrial agriculture based on the 13 principles of agroecology (per the CFS High Level Panel of Experts).
- Indirectly participate in other multilateral spaces like Convention on Biodiversity and Climate COPs through funding grantees' advocacy, co-hosting side events and employing additional influencing tactics.
- Facilitate grantees' and advisors' participation as speakers and resource people in co-hosted international events.
- Through engaging with donors in multilateral spaces (e.g. Agroecology Donors Group, CFS Philanthropy Mechanism, Agroecology Coalition, and donor affinity groups) and alliances, interest funders in opposing corporate control of food systems and investing in agroecology.
- Use the Agroecology Fund's communications capacity and organize within the donor community to encourage agroecology donors' vocal opposition to corporate control of food systems.
- Collaborate with private investment groups and NGOs that seek to redirect funding away from industrial agriculture and towards agroecology.

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#### TARGETS

- At least 50% of Agroecology Fund donors involved in actions to divest from industrial agriculture.

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#### INDICATORS

- Progress of agroecology within CFS as reported by CFS and Civil Society Mechanism (CSM).
- Progress on funding flows to agroecology, as reported in State of Agroecology Investment reports.





### STRATEGIC DIRECTION 3: LEARNING CO-CREATE AND SHARE AGROECOLOGY KNOWLEDGE AND PRACTICES

Building and communicating evidence for agroecology and spreading applied knowledge is core to the Agroecology Fund's mission. Specific goals of this strategic direction include: supporting collaborators from multiple disciplines to learn and experiment with agroecology; analyzing learnings about agroecological amplification across the field and broadly disseminating key lessons; convening grantees, advisors, donors, and allies both virtually and face-to-face to deepen learning.



## STRATEGIC ACTION 3.1 AGROECOLOGY AMPLIFICATION<sup>5</sup>

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Support collaboratives that amplify agroecology at the territorial level, including the promotion of Indigenous food systems.

### HOW

- Provide grants to collaboratives that promote agroecology and Indigenous food systems at territorial levels, integrating practice, science, and policy shifts.
- Promote learning exchange among Agroecology Fund grantees on practices, methodologies, and strategies to amplify agroecology.
- Facilitate/encourage grantees' participation in participatory research and learning networks such as the Collaborative Crop Research Program (CCRP).

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### TARGETS

- At least 60% of grants annually (average), including at least 25% to women-led collaboratives; 25% to indigenous Peoples-led collaboratives; and 15% to youth-led collaboratives.
- At least 30% of collaboratives include partnerships with research groups/networks.

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### INDICATORS

- Number of beneficiaries in Agroecology Fund grants. Desegregation: % women; % youth; % Indigenous Peoples; % Afro-descendants (Americas).
- Number of participants in learning activities organized by the Agroecology Fund (disaggregated by gender/region/affiliation).
- Progress on agroecology amplification.
- Progress on protection of Indigenous food systems.
- Progress on grantees' collaborations with research groups/networks
- Effectiveness of Agroecology Fund's grantmaking strategy as informed by the external evaluation.

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5. Agroecology amplification refers to the expansion of agroecological knowledge and practices at territorial level and also the creation of markets and policies in line with the 13 principles of agroecology (per the CFS High Level Panel of Experts).

## STRATEGIC ACTION 3.2 RESPONSE TO EXTREME EVENTS

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Support grassroots organizations in responding to disasters and extreme events that impact local food systems (e.g. climate change, natural disasters, pandemics, etc.).

### HOW

- Provide small-grants to grassroots organizations working in front-line emergency response to disasters that impact local food systems.
  - Provide support to advocacy work to influence disaster risk management and recovery policies towards agroecology food systems.
  - Co-host learning and strategy-sharing events to discuss agroecology solutions to disaster risk management programs involving food systems (e.g., FAPY case).
  - Create plan and guidelines for the Agroecology Fund's Emergency Response grants and raise restricted funds for disaster responses as indicated in plan (See Strategic Action 5.1).
- 

### TARGETS

- At least 20 small-grants in the next 5 years applied to support emergency responses to rehabilitate and/or fortify local food systems.
  - 1 publication on lessons learned on grassroots responses in the rehabilitation of local food systems in the context of extreme climate events (e.g., FAPY case).
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### INDICATORS

- Progress on the Agroecology Fund's support to emergency responses.
- Progress on influencing preparedness and recovery policies/programs based on FAPY learnings.



## STRATEGIC ACTION 3.3 EVIDENCE FOR AGROECOLOGY

Strengthen partners' capacity to document and disseminate strategically-targeted evidence in ways that solve problems on the ground and influence policy discussions, in addition to supporting farmer-led processes and practice and research partnerships.

### HOW

- Provide methodological support to grantees in participatory evidence building.
- Provide complementary financial support to strengthen grantees' capacity to document and disseminate their own evidence for agroecology, including evidence derived from farmer-led experimentation to solve on-farm problems.

### TARGETS

- 1 virtual training platform on evidence building fully implemented as part of the Grassroots Evidence for Agroecology initiative.
- At least 10 grants each year for the Grassroots Evidence for Agroecology initiative and communications work.
- At least 50% of grantees in each grant cycle participate in the Grassroots Evidence for Agroecology initiative process and document 1 case.
- At least 1 publication documenting grantees' method to gather, analyze, and communicate evidence on agroecology targeting audience of funders.

### INDICATORS

- Progress on evidence documentation and dissemination among Agroecology Fund grantees.



## STRATEGIC ACTION 3.4 LEARNING EXCHANGES

Facilitate learning exchange among all stakeholder partners (grantees, funders, advisors, allies).

### HOW

- Organize virtual Conversation Circle sessions with grantees to share grants results.
- Organize thematic webinars on key topics of common interest for the Agroecology Fund community.
- Organize the 2024 global Learning Exchange meeting on “Agroecology enterprises and territorial markets.”
- Provide support to grantee partners’ learning exchanges with their constituents (through grants).

### TARGETS

- At least 80% of grantees participating in Conversation Circles sessions in the next 5 years.
- 1 global Learning Exchange meeting organized in 2024.
- Publication of a report on territorial markets based on grantees’ experiences.

### INDICATORS

- Participation rate of Agroecology Fund partners in learning exchange activities.
- Learning Exchange participants satisfaction score.





## STRATEGIC DIRECTION 4: COMMUNICATION INFLUENCE THE GLOBAL CONVERSATION ABOUT SOLUTIONS TO GLOBAL HUNGER AND CLIMATE CHANGE BY AMPLIFYING AGROECOLOGICAL SOLUTIONS

Positioning agroecology as a viable solution to global hunger and malnutrition, climate change, and other problems associated with industrial agriculture is critical to encourage farmers, consumers and policymakers to join a growing movement. Specific goals of this strategic direction include: supporting the communications capacity of grantees; amplifying the stories of Agroecology Fund's grantee partners and allies; placing messages and stories from around the world in strategic media outlets; and becoming a powerful voice in the philanthropy and development communities about the viability of agroecology food systems and the threats posed by industrial agriculture.



## STRATEGIC ACTION 4.1

### INFLUENCE THE NARRATIVE WITHIN DONOR COMMUNITIES

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Amplify messages and stories about the value of the Agroecology Fund and the impacts of agroecology gathered from, and co-created with, the Agroecology Fund's grantee partners and allies, with focus on science, practice, rights, and policy changes.

#### HOW

- Guided by a communications and fundraising plan, build and nurture relationships with the Agroecology Fund's strategic audiences via excellent communication products and outreach strategies.
- Publish multi-media and opinion pieces in mainstream media with targeted distribution strategy for philanthropic and development media and one-on-one interactions.
- Publicize impacts of grantees' work in various media.
- Pursue partnerships with targeted media outlets and journalists to gain visibility for partner stories.
- Organically link the Grassroots Evidence for Agroecology initiative with communications strategies.
- Position and support Agroecology Fund community members (donors, advisors, grantees) as thought leaders and spokespeople on agroecology in media and conferences.

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#### TARGETS

- 4 multi-media and opinion pieces created annually by the Agroecology Fund and published in philanthropic and development media.
- At least 5 stories per year published through partnerships with targeted media outlets.
- At least 2 pieces per year published by journalists and artists through the Agroecology Fund's media outreach.
- At least 4 outward-facing webinars and/or conference presentations per year featuring partners to engage donor communities covering strategic topics.
- Over 5 years, produce special reports and multi-media fact sheets: COVID-19 food security responses, the Grassroots Evidence for Agroecology initiative, food system transformation at municipal level, territorial markets and agroecological enterprises.

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#### INDICATORS

- Degree of implementation of the communications plan.
- Growth rate of engagement in Agroecology Fund's social media channels.
- Progress on social media analytics (e.g. number of Twitter followers among targeted constituencies; number of website visits, etc.)
- Number of grantees' stories published in earned media as a result of the Agroecology Fund's communications work (disaggregated by regions and main constituencies).
- Progress in placing communications pieces in philanthropic and development media, both traditional and social.
- Progress on Agroecology Fund visibility in donor conferences and other learning events (number of talks and panels; number of co-organizing events).
- Effectiveness of Agroecology Fund's communication strategy as informed by the external evaluation.

## STRATEGIC ACTION 4.2

### SUPPORT GRANTEES' COMMUNICATION STRATEGIES

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Support partners' communication strategies to communicate with more impact with their target audiences.

#### HOW

- Craft a plan to strengthen partners' communications capacities.
- Provide complementary funds to long-term partners to strengthen their communication strategies.
- Consult grantees on a regular basis to learn about their communications capacity building needs.
- Provide small-grants to a portion of all grantees to support communications campaigns/products/capacity building.
- Promote learning exchange activities among grantees to share communication strategies.

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#### TARGETS

- At least 50% of the Agroecology Fund's grantees communicating agroecology solutions in mainstream media.
- At least 80% grants generating communications products on agroecology solutions.

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#### INDICATORS

- Progress on long-term partners' communication strategies.
- Progress of grantees' communications as informed in grants reports.







## STRATEGIC DIRECTION 5: INSTITUTIONAL CAPACITY:

### **ENSURE AN ADEQUATE GOVERNANCE SYSTEM, HUMAN RESOURCES, INFRASTRUCTURE, AND MANAGEMENT TOOLS TO IMPLEMENT AND MONITOR THE STRATEGIC PLAN**

The Agroecology Fund has nearly concluded 10 years of operation. During its initial years, the fund exceeded performance goals with limited institutional investments. With an increasing demand for the Agroecology Fund's services, in the next 5 years, we will analyze organizational needs and acquire resources and capacity to ensure our sustainability and growth. This strategic direction includes actions to improve our governance, strengthen our human resources and management system, and consolidate our Monitoring, Evaluation and Learning system.



## STRATEGIC ACTION 5.1

### PARTICIPATORY GOVERNANCE

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Consolidate a participatory governance system with broad representation of stakeholders and adequate tools and policies to guide decision making processes.

#### HOW

- Ensure Indigenous Peoples representation in Agroecology Fund decision-making processes.
- Ensure gender and racial balance in Agroecology Fund governance structure.
- Design guidelines for regional funds governance aligned with Agroecology Fund governance principles.
- Maintain and support a globally representative, diverse advisory board.
- Support the creation and operation of regional advisory boards for each regional fund and ensure smooth integration and coordination with the Agroecology Fund Global Advisory Board.
- Maintain continuous evaluation of the governance structure and modify as recommended by Agroecology Fund stakeholders.
- Hold biannual meetings with the Agroecology Fund community to report work progress and challenges.

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#### TARGETS

- Representativeness of the Global Advisory Board: at least 25% Indigenous Peoples; at least 50% women.
- Governance structure of regional funds fully operational by 2024.
- Policy on donation acceptance developed by the end of 2022.
- Grantmaking policy and procedures updated before grantmaking round 8 (2022), including plan for emergency responses.
- Evaluation of Agroecology Fund grantmaking following each grant round.
- Executive Committee receives adequate support from staff and staff receive adequate support from Executive Committee.

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#### INDICATORS

- Degree of implementation of Agroecology Fund governance principles/policies.
- Degree of implementation on regional funds' advisory boards.
- Degree of diversity represented on advisory boards.
- Performance of Executive Committee (annual review and external evaluation).
- Degree of participation of stakeholders in Agroecology Fund community meetings (disaggregated by gender %; affiliations; types of meetings; etc.).
- Effectiveness of the Governance system as informed by the external evaluation.

## STRATEGIC ACTION 5.2

### HUMAN RESOURCES AND MANAGEMENT SYSTEM

---

Strengthen the staff and management system needed to perform well and implement the Strategic Plan.

#### HOW

- Define internal work flows and coordination with Global Greengrants Fund (GGF).
- Create an Agroecology Fund operations plan.
- Create an Agroecology Fund personnel policy (aligned with GGF's personnel policy).
- Assess and define Agroecology Fund human resources needs to support both global and regional efforts, favoring reliance on grantees and networks to meet strategic goals whenever possible.
- Pending assessment of human resources needs, adjust Agroecology Fund staff capacity to implement the Strategic Plan.
- Conduct annual performance analysis of staff.
- Develop and implement an integrated information management system.
- Develop a policy on data/information management in line with GGF requirements.
- Develop a grantmaking strategy for the next 5 years.
- Develop a donation acceptance policy.
- Strengthen Executive Committee (to provide adequate support to staff).
- Evaluate fiscal sponsorship partnership with GGF.

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#### TARGETS

- Workflows defined in coordination with GGF and fully operational by Summer 2022.
- 100% of Agroecology Fund's human resources needs met by Spring 2025.
- Agroecology Fund information management system fully operational by Fall 2023.
- Governance and management system in place to operate emergency funds.

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#### INDICATORS

- Progress of Strategic Plan implementation.
- Performance and happiness scores as demonstrated in staff performance evaluations.
- Executive Committee performance score.
- Degree of satisfaction with GGF systems.
- Effectiveness of Agroecology Fund's management system as informed by the external evaluation.

## STRATEGIC ACTION 5.3

### MONITORING, EVALUATION AND LEARNING (MEL) SYSTEM

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Fortify a fully operational MEL system that supports planning, fundraising, grantmaking, learning, and communication work.

#### HOW

- Produce a 5-year report describing the main outcomes of the Agroecology Fund's Strategic Plan 2017-2021.
- Produce 2 reports on Strategic Plan progress during the period 2022 - 2026.
- Continue monitoring of the Agroecology Fund's grants at global and regional level.
- Prepare baseline data for indicators defined in the Strategic Plan.
- Improve data collection and storage to fully cover indicators defined in the Strategic Plan.
- Update grant database in Smartsheet platform.
- Produce MEL reports for each grant cycle.
- Develop terms of reference (TOR) and hire consultancy to conduct an external evaluation of the Agroecology Fund.
- Develop TOR and hire consultancy to conduct external evaluation of grantmaking impacts in key thematic areas (to be defined in a participatory process).

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#### TARGETS

- Public launch of the 2022-2026 Agroecology Fund Strategic Plan
- Agroecology Fund Strategic Plan 2017-2021 external report published by Spring 2022.
- Publish 2 reports on strategic plan progress from 2022 to 2026 (March 2024 and March 2026).
- MEL system adjusted to cover all targets defined in this Strategic Plan by Spring 2022.
- 100% of grants cycles data stored in the grants database.
- 100% of grants rounds reported in MEL reports.
- 100% of grantees file monitoring reports with the Agroecology Fund.
- Agroecology Fund external evaluation conducted in 2023/2024.
- 3 thematic evaluations conducted by 2025.

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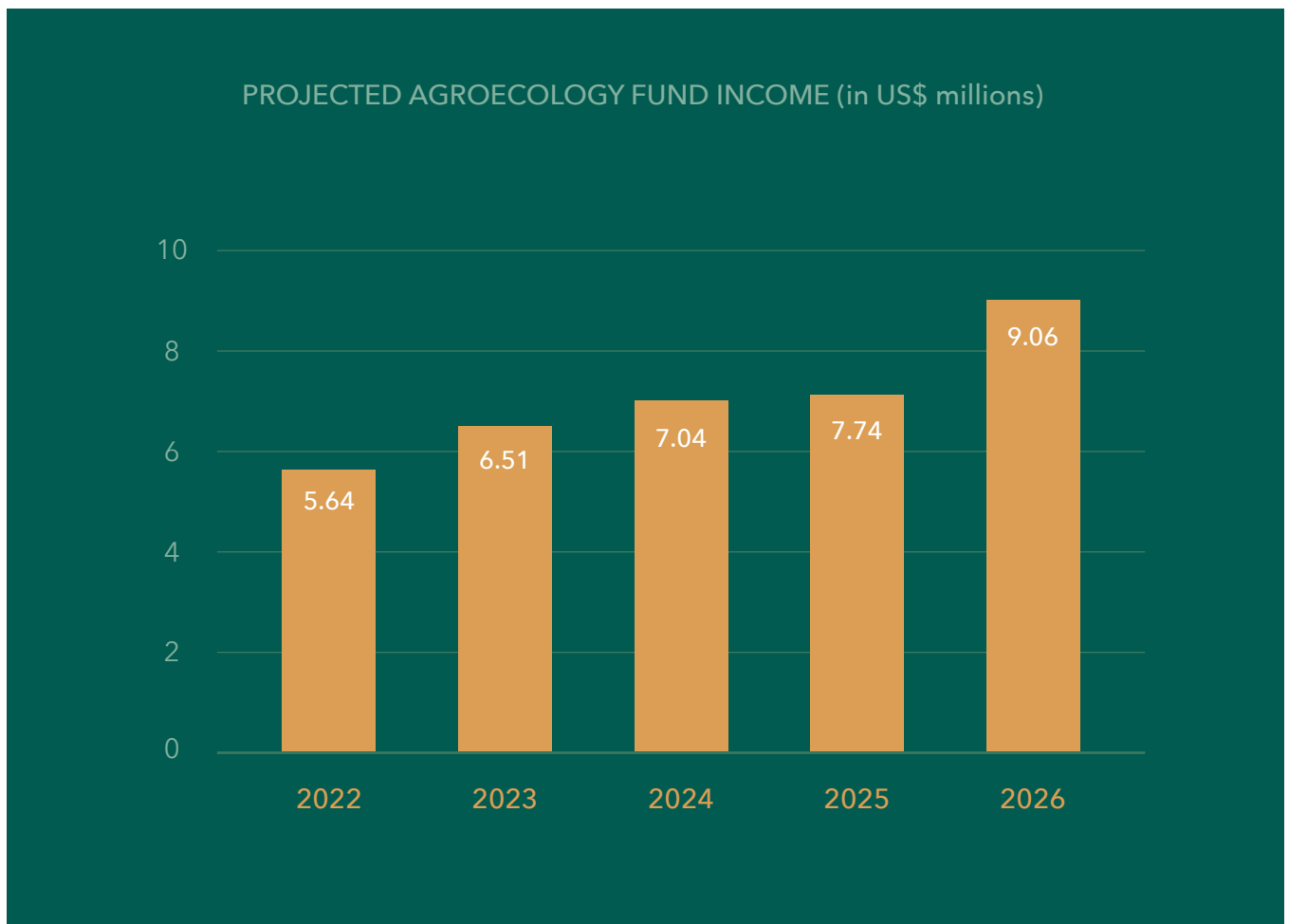
#### INDICATORS

- Percentage of grants reports received.
- Degree of responsiveness of MEL system to the Agroecology Fund's working areas (fundraising, learning, communication).
- Effectiveness of the MEL system as informed by the external evaluation.

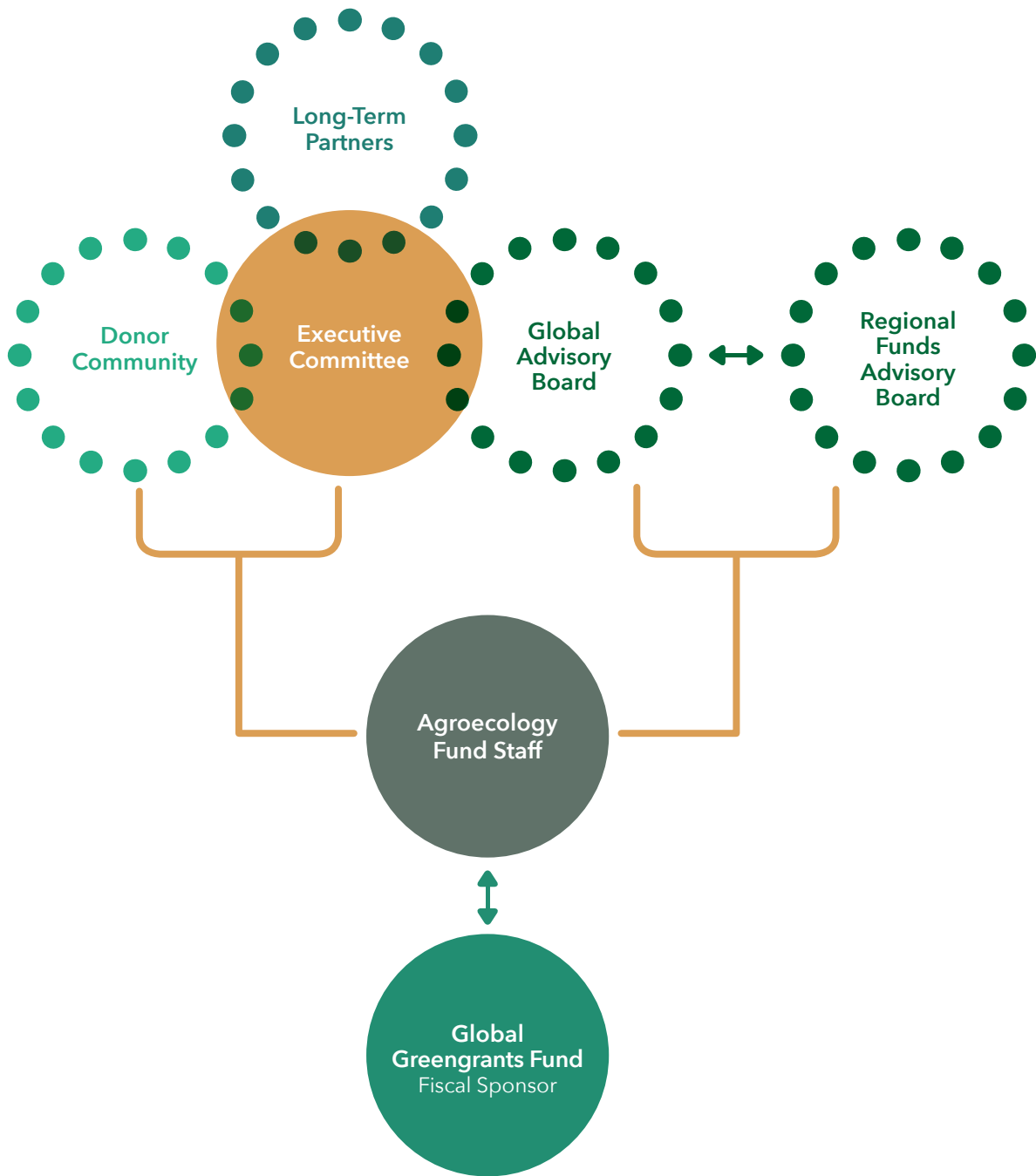


# STRATEGIC PLAN 2022-2026: BUDGET

In order to implement the Strategic Actions outlined in this Strategic Plan and meet the set targets, such as establishing 3 regional funds, awarding at least 30 medium-term grants annually in the global grant program and operating a light functional structure, the Agroecology Fund aspires to achieve an annual budget growth rate of 8%-17% as a minimum. We will continue to pursue further fundraising efforts to exceed these targets, which will allow us to expand regional funds and our global grant program.



# AGROECOLOGY FUND GOVERNANCE CHART



# PHOTO CREDITS

Cover page	<i>Grupo Autónomo para la Investigación Ambiental (Mexico)</i>
Page 4	<i>Serikat Petani Indonesia - SPI (Indonesia)</i>
Page 6	<i>AGRECOL Andes (Bolivia)</i>
Page 9	<i>SAVE PNG (Papua New Guinea)</i>
Page 10	<i>Soumya Sankar Bose - Agroecology Fund Global Learning Exchange - 2020 (India)</i>
Page 12	<i>Asociación Andes (Peru)</i>
Page 13	<i>Unión de Trabajadores de la Tierra (Argentina)</i>
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Page 22	<i>Rucha Chitnis - Agroecology Fund Global Learning Exchange - 2020 (India)</i>
Page 23	<i>Peace Building Center (Kyrgyzstan)</i>
Page 25	<i>Pakistan Kisan Mazdoor Tehreek - PKMT (Pakistan)</i>
Page 27	<i>AGRECOL Andes (Bolivia)</i>
Page 28	<i>Indigenous Partnership for Agrobiodiversity and Food Sovereignty - TIP (Thailand)</i>
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Page 32	<i>Global Initiative for Environment and Reconciliation - GER (Rwanda)</i>
Page 33	<i>Fondo Agroecológico Península de Yucatán - FAPY (Mexico)</i>
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