



Peer-to-peer outcome brief  
March 2024

# NATIONAL AGROECOLOGY STRATEGIES IN EASTERN AND SOUTHERN AFRICA

*Lighthouses for food system  
transformation*



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< EXECUTIVE SUMMARY >

## ***This outcome brief provides a unique opportunity to learn from policy developments in Eastern and Southern Africa***

There is real momentum in Eastern and Southern Africa to develop national strategies to support the agroecological transition of food systems. These frameworks have the potential to bring agroecology to scale at country level.

Yet the following questions arise:

- What are these National Agroecology Strategies (NASs) about?
- What have we learned about how to develop these frameworks so they lead to real impact?
- What areas of intervention do these strategies entail?
- What is needed for these strategies to deliver successful change on the ground?

This outcome brief aims to tackle these questions, building on a peer-to-peer (P2P) exchange among policymakers and policy shapers from Kenya, Malawi, Rwanda, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

## ***NASs are comprehensive, rooted in agroecological foundations, and respond to multiple societal needs***

NASs are overarching frameworks that strengthen a country's policies related to food systems and outline specific policy interventions that accelerate food system transformation through agroecology. They drive improvements in food security, climate resilience, biodiversity, water usage, soil protection and farm incomes, among many others. NAS interventions are aligned with agroecology, whether they refer to the 13 principles of agroecology, agroecological practices or more broadly the 10 Elements of Agroecology framework developed by the Food and Agriculture Organization of the United Nations (FAO).<sup>1</sup> They target all parts of the food system, including agricultural production, natural resource management and governance, research and extension, education, value chain development, markets, consumption and food waste governance.

<sup>1</sup> High-Level Panel of Experts on Food Security and Nutrition - HLPE (2019). "Agroecological and other innovative approaches", URL: <https://www.fao.org/3/ca5602en/ca5602en.pdf>.



## *There are multiple advantages for governments to develop and implement NASs*

The NASs being developed and implemented in Eastern and Southern Africa aim to steer food systems away from unhealthy and unsustainable practices. As detailed in chapter 3, they present five main advantages to governments. First, they offer an integrated and holistic approach for tackling multiple food system challenges at once. This reduces complexity and increases impact. Second, they involve different government authorities with relevant competencies, and support coordinated action across government. Third, NASs are action-oriented and set out clear policy interventions. Fourth, these strategic documents are participatory. They are initiated through bottom-up processes and drafted through dialogue with relevant food system actors, which builds legitimacy and increases the potential uptake of interventions during implementation. Fifth, NASs contribute to national priorities. These can be common, such as strengthening food security, or distinct, such as agroecological market development (Tanzania), improving economic viability (Uganda) or countering soil acidification (Kenya).

## *An emerging framework of intervention areas and objectives that can structure action proposed under NASs*

While each country's strategic objectives can vary, in chapter 4 we propose a "4x4 framework of strategic objectives" that can help actors structure and identify the action needed in their contexts. The framework identifies four areas that are distributed along the food system (natural capital and resource management, food production, supply chains, and markets) and four cross-cutting objectives (governance, financing mechanisms, actor capacity-building and social inclusion).

## *Actionable and prioritized interventions are building blocks for successful implementation and resource mobilization*

Challenges in policy implementation and financing are common. To address these, participants of the peer-to-peer exchange identified needs and solutions for resource allocation and mobilization for both the drafting process and implementation of NASs. P2P participants discussed the challenges of identifying priorities, such as the need for interventions to be clearly actionable. This outcome brief argues that the actionability of an intervention can be improved by taking five key steps related to clarity, specificity, ownership, timeframe and funding. Participants also identified useful criteria for intervention prioritization, and a simple method is provided in this outcome brief under chapter 5. Adequate government resource allocation helps in resource mobilization, which can be further enhanced by strategies such as bringing donors on board early in the process. Insights in these areas are summarized in chapter 6.

As **lighthouse-frameworks of the agroecological transition of food systems**, NASs have the potential to guide countries through effective and targeted yet comprehensive policy action. However, political support and funding is essential. We hope this outcome brief, based on the inspiring developments and lessons in Eastern and Southern Africa, will inspire and support policymakers worldwide to start their own NAS processes together with national food system actors.



1.  
UNPRECEDENTED  
MOMENTUM FOR  
AGROECOLOGICAL  
NATIONAL ACTION  
HAS EMERGED IN  
EASTERN AND  
SOUTHERN AFRICA

## ***To save our food systems we need profound transformation, and agroecology is a key holistic approach to achieve this***

Our food systems are built on unhealthy and unsustainable practices and face profound challenges such as climate change, biodiversity loss and food insecurity. To save our food systems we need profound transformation, and agroecology is a key holistic approach to achieve this. It offers a proven alternative for agri-food systems which are trapped in approaches that destroy biodiversity and soil health while globally failing to deliver on long-term production targets. While there is increasing global recognition of the economic, social and ecological benefits that agroecology delivers, government support and targeted public investments are needed for it to be scaled across the entire food system.

Government support can harness opportunities for the sustainable development of agri-food systems by upscaling agroecological production practices and developing markets, value chains and consumer demand to accelerate transition. As an agroecological transformation involves a large spectrum of policy interventions and actors “from farm to plate”, an overarching policy framework, within and across sectors, is required to stimulate and coordinate agroecological action at national level and achieve long-lasting change towards more sustainability.

Currently, there is unprecedented momentum in Eastern and Southern Africa to develop national strategies for an agroecological transformation, hereafter called National Agroecology Strategies or NASs (some national strategies do not necessarily use the umbrella term “agroecology”, preferring related concepts such as organic ecological agriculture). Notably, Tanzania officially launched its National Ecological Organic Agriculture Strategy (NEOAS) in November 2023, and NASs are being developed in countries such as Uganda, Kenya and Zambia, which recently initiated a NAS process in 2023.

### ABOUT AGROECOLOGY



*As defined by the FAO, agroecology is an approach which seeks to optimize the interactions between plants, animals, humans and the environment while also addressing the need for socially equitable food systems within which people can exercise choice over what they eat and how and where food is produced. It is based on 13 principles, which include input reduction, participation, fairness and soil health. The 13 principles were defined by the High-Level Panel of Experts (HLPE) of the Committee on World Food Security (CFS) in 2019 and are aligned with the 10 Elements of Agroecology adopted by the 197 member states of the FAO in December 2019.<sup>2</sup>*

*I THINK THAT IN MY COUNTRY THE NATIONAL AGROECOLOGY STRATEGY IS A GREAT OPPORTUNITY TO REPURPOSE AVAILABLE GOVERNMENT RESOURCES FOR GREATER IMPACT.*

”

<sup>2</sup> Agroecology Infopool (2019). “The 13 Principles of Agroecology”, URL: <https://www.agroecology-pool.org/13aepinciples>; FAO. “Agroecology Knowledge Hub”, URL: <https://www.fao.org/agroecology/overview/en>.

## A PEER-TO-PEER EXCHANGE AMONG POLICY ACTORS IN EASTERN AND SOUTHERN AFRICA INTERESTED IN NASs



**Why are NASs so important? What areas of intervention do these strategies entail? What is needed for these strategies to deliver successful change on the ground?**

*These are some of the questions this outcome brief aims to answer. It builds on learnings from a peer-to-peer exchange among policymakers and policy shapers on the topic of National Agroecology Strategies. The exchange – which was organized by the Food Policy Forum for Change<sup>3</sup>, an initiative run by the Biovision Foundation and partners – took place in Nairobi in October 2023 and involved 25 government and civil society organization (CSO) representatives from Kenya, Malawi, Rwanda, South Africa, Tanzania, Uganda, Zambia and Zimbabwe. Further external sources and experts have been consulted to complement the findings.*

*This outcome brief first discusses the main reasons identified by P2P participants for developing a NAS and presents guidance for essential areas of intervention a NAS might contain. It then proposes a methodological framework on how to prioritize interventions and make them actionable, and provides insights into resource mobilization.*

*While this outcome brief focuses on Eastern and Southern African experiences, it serves policymakers and actors elsewhere interested in achieving agroecological food system transformation in their respective national contexts.*

<sup>3</sup> Food Policy Forum for Change. "Ongoing initiatives", URL: <https://www.agroecology-pool.org/policy-forum/>.





## About NASs in Eastern and Southern Africa

A National Agroecology Strategy is an overarching framework that strengthens a country's food system policies and puts agroecology on the policy agenda. In the Eastern and Southern African context, NASs are based on a holistic approach that considers various parts of a food system. They are national policy documents with mid- to long-term<sup>4</sup> objectives related to the development of agriculture and food systems and associated practices, as well as the rationale behind doing so and the course of action to achieve those objectives.

The government is the captain of a NAS and is responsible for overseeing its implementation. As food system issues are cross-cutting, the involvement of policymakers from all relevant sectors is extremely valuable in the process of a NAS's development. Aside from a country's ministry of agriculture, the participation of policymakers from ministries of livestock and fisheries, environment, health, industry and commerce, research, finance and education is particularly beneficial. Here, the term policymaker is used in a broad sense to encompass legislators, department heads, technical officers and others.



*IN MY COUNTRY, THE NAS AIMS AT SUPPORTING ALTERNATIVE PATHWAYS FOR FOOD PRODUCTION, MARKETING, TRANSFORMATION AND CONSUMPTION FOR FARMERS AND OTHER ACTORS WITHIN THE FOOD SYSTEM.*

”

As agroecology should be integrated across policy areas, a NAS puts forth policy interventions concerning various parts of the food system, including agricultural production, natural resource management and governance, education, research and extension, value chain development, markets, public procurement, consumption and food safety. The range of issues that a NAS seeks to address is country specific and may include food security, soil erosion, land degradation, climate change and biodiversity loss, among others.

<sup>4</sup> The NASs this outcome brief is building on have a time span of five years for Uganda, seven years for Tanzania and 10 for Kenya. At the time of writing, Zambia had not yet determined its time scope.

## Bottom-up multistakeholder participation at its core

Participation is central to agroecology, and bottom-up movements play a key role as initiators and/or the driving force in ongoing NAS developments in Eastern and Southern Africa. NASs are being drafted through multistakeholder processes that allow for the inclusion and active participation of key food system actors. These include farmers, agronomic research institutions, private sector actors, and civil society organizations promoting the protection of the environment and/or representing consumers and marginalized or underrepresented communities. Alongside government actors, these groups are involved throughout these multistakeholder processes to identify and analyse key issues in their food system and jointly define policy solutions. Thus, in Kenya, Tanzania, Uganda, and Zambia the development of NASs is a collaborative policymaking process whereby non-government actors are empowered to influence and shape the national strategy to resolve key challenges. Generally, a designated platform serves as the forum for this policy dialogue.

*WHEN DEVELOPING THE NAS IN MY COUNTRY,  
WE MOBILIZED A WIDE RANGE OF DIFFERENT  
FOOD SYSTEM ACTORS.*

”

## Status of NAS development in Eastern and Southern Africa (January 2024)



■ Countries currently developing NAS ■ Countries interested in developing NAS

## 2. A BIRD'S EYE VIEW OF SOME NAS PROCESSES IN THESE REGIONS





## TANZANIA

*National Ecological Organic  
Agriculture Strategy (NEOAS),  
2023–2030*



### STATUS

**OFFICIALLY LAUNCHED  
ON 8 NOVEMBER 2023.**

In the first half of 2024,  
efforts are focused on  
its implementation,  
sensitization activities  
and funding.

# PROCESS



## INITIATION OF PROCESS

While discussions started in 2019, the NEOAS drafting was initiated in 2021 through the formation of a Strategy Development Steering Committee by the Ministry of Agriculture in collaboration with other stakeholders within the government, CSOs representing different food system actors (notably farmers and other private sector actors) and international funding partners.

1

2

3

4

5

6



## INFORMATION GATHERING

First draft written based on (1) desk review and (2) consultations with relevant stakeholders in the food system from all five national agroecological zones.<sup>5</sup>



## REVIEW OF FIRST DRAFT

Feedback by Steering Committee and via workshop with wider stakeholder group.



## VALIDATION OF FINAL DRAFT

Consolidated draft presented to stakeholders and submitted for final approval and signature by the Minister of Agriculture.



## GOVERNMENTAL REVIEW

Review of revised draft by key ministerial departments and presentation to the Ministry of Agriculture management team.



## LAUNCH, DISSEMINATION AND IMPLEMENTATION

Strategy launched in November 2023 and approved in January 2024, with sensitization work and implementation planned for 2024.

<sup>5</sup> Harvard Dataverse. "Agro-ecological Zones of Africa", URL: <https://dataverse.harvard.edu/dataset.xhtml?persistentId=hdl:1902.1/22616>.

## SPECIFIC ELEMENTS

- The NEOAS is built around on the concept of “ecological organic agriculture” (EOA), promoted through the African Union’s Ecological Organic Agriculture Initiative<sup>6</sup>, and defines ecological agriculture as following the principles of agroecology.
- Strong participatory component through consultations with relevant food system actors.

<sup>6</sup> Biovision Africa Trust. “The Ecological Organic Agriculture Initiative”, URL: <https://biovisionafricatrust.org/eoa-initiative/>.

## KEY STAKEHOLDERS

- **Government:** Ministry of Agriculture, Ministry of Livestock and Fisheries.
- **CSOs and academia:** Tanzania Organic Agriculture Movement (TOAM), Sustainable Agriculture Tanzania (SAT), Participatory Ecological Land Use Management (PELUM) Tanzania, Sokoine University of Agriculture (SUA).
- **International organizations and funding partners:** FAO, African Union Commission, SWISSAID Tanzania, Biovision Foundation, Helvetas, GIZ, Royal Norwegian Embassy in Dar es Salaam, Iles de Paix.





## KENYA

### *National Agroecology for Food System Transformation Strategy 2024–2033*



#### STATUS

**ADVANCED STAGE WITH  
NATIONAL CONSULTATIVE  
PROCESS HELD IN  
DECEMBER 2023.**

Government review  
and adoption of strategy  
planned for the first half  
of 2024.

# PROCESS



<sup>7</sup> The Inter-Sectoral Forum on Agrobiodiversity and Agroecology (ISFAA) brings together government, civil society, private sector, research, and farmer groups to strategically promote sustainable and ecological agriculture. Launched in August 2020, its objectives include making recommendations on how best to mainstream agrobiodiversity and agroecology in policies, legislations and institutions and create awareness of various agrobiodiversity conservation and agroecology practices. Find more information under ISFAA, "Home": URL: <https://isfaa.ke>.



## SPECIFIC ELEMENTS

- ISFAA delegated by the Ministry of Agriculture and Livestock to convene relevant stakeholders and coordinate the drafting process.
- Kenya's legal requirement for public participation allowed for non-government actors from all 47 counties to be consulted and to share feedback on the draft strategy before its final review by the government.

## KEY STAKEHOLDERS

- **Government:** Ministry of Agriculture and Livestock Development, the Sector Working Agriculture Group (SWAG) on Policy, Legislation and Standards<sup>8</sup>, Ministry of Environment and Natural Resources, Ministry of Health, Ministry of Education, County Departments for Agriculture, Environment, Health and Education.
- **CSOs and academia:** ISFAA, PELUM Kenya, Jomo Kenyatta University of Agriculture and Technology.
- **International organizations and funding partners:** Biovision Foundation, GIZ, Transformative Partnership Platform on Agroecology, ActionAid, Hand in Hand Eastern Africa.

<sup>8</sup> The SWAG-Policy is part of the larger Joint Agriculture Sector Steering Committee (JASSCOM), a structure that provides regular direction for sector transformation initiatives agreed between national and county governments.





## UGANDA

*National Agroecology Strategy,  
2023/24–2028/29*

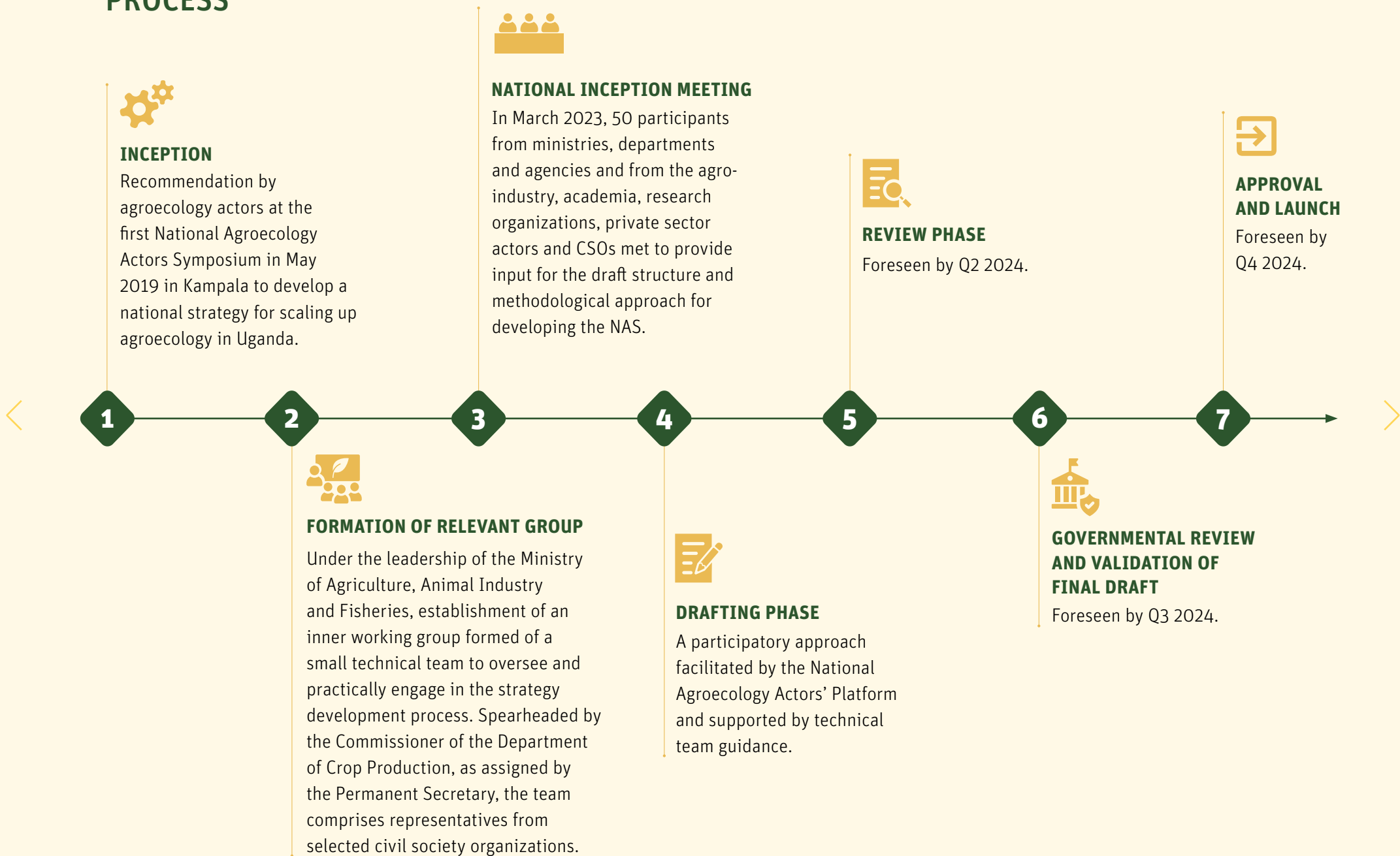


### STATUS

**ONGOING DRAFTING WITH  
CONSULTATIVE PROCESS.**

Government review  
and adoption of strategy  
planned for the second  
half of 2024.

# PROCESS



## INCEPTION

Recommendation by agroecology actors at the first National Agroecology Actors Symposium in May 2019 in Kampala to develop a national strategy for scaling up agroecology in Uganda.



## NATIONAL INCEPTION MEETING

In March 2023, 50 participants from ministries, departments and agencies and from the agro-industry, academia, research organizations, private sector actors and CSOs met to provide input for the draft structure and methodological approach for developing the NAS.



## REVIEW PHASE

Foreseen by Q2 2024.



## APPROVAL AND LAUNCH

Foreseen by Q4 2024.



## FORMATION OF RELEVANT GROUP

Under the leadership of the Ministry of Agriculture, Animal Industry and Fisheries, establishment of an inner working group formed of a small technical team to oversee and practically engage in the strategy development process. Spearheaded by the Commissioner of the Department of Crop Production, as assigned by the Permanent Secretary, the team comprises representatives from selected civil society organizations.



## DRAFTING PHASE

A participatory approach facilitated by the National Agroecology Actors' Platform and supported by technical team guidance.



## GOVERNMENTAL REVIEW AND VALIDATION OF FINAL DRAFT

Foreseen by Q3 2024.



## SPECIFIC ELEMENT

- The National Agroecology Strategy will provide a framework and guide for actions to improve the production and marketing of food and non-food products based on agroecological principles and practices.
- This will be achieved specifically through building sustainable production and marketing structures for safe, affordable and stable agroecological food systems, promoting sustainable resilient farming systems, and enhancing regulatory and institutional capacities of the different stakeholders.

## KEY STAKEHOLDERS

- **Government:** Ministry of Agriculture, Animal Industry and Fisheries.
- **CSOs and academia:** PELUM Uganda, Advocacy Coalition for Sustainable Agriculture (ACSA), National Organic Agricultural Movement of Uganda (NOGAMU), Eastern and Southern Africa Small Scale Farmers' Forum (ESAFF) Uganda.



## ZAMBIA

### *National Agroecology Strategy*



### STATUS

**NAS PROCESS STARTED WITH THE FORMATION OF A TECHNICAL COMMITTEE SPEARHEADING THE PROCESS.**

# PROCESS



## SPECIFIC ELEMENT

- Climate change mitigation and adaptation was used as a unifying topic to mobilize several stakeholders and build a convincing narrative towards the government.

## KEY STAKEHOLDERS

- Government:** Ministry of Agriculture, Ministry of Green Economy and Environment, Ministry of Livestock and Fisheries.
- CSOs and academia:** PELUM Zambia, Caritas Zambia, Green Living Movement, Zambia Climate Change Network, Agriculture Consultative Forum, Zambia Alliance for Agroecology and Biodiversity, FIAN International Zambia and Kasisi Agriculture Training Centre.





### 3. THE FIVE ADVANTAGES OF NASSs





There are multiple policy levers to support agroecology. But why should governments choose a NAS to do so? Through the P2P, organizers and participants identified five main advantages of opting for a NAS over different policy approaches for resolving a country's food system challenges.

*Looking for pitching ideas? In advocacy-terms, advantages of NAS can be summarized briefly as follows:*

*A National Agroecology Strategy will help government achieve existing national goals for food security, climate resilience, biodiversity and farm incomes at the same time, and provide a more coordinated framework for policies for sustainable food systems. A NAS will also unite national civil society and market actors in efforts to drive positive food system change through agroecology, and attract donor partners and investors that can help finance core initiatives.*

*WHAT I UNDERSTOOD DURING THE P2P IS THAT NAS PROCESSES REQUIRE STAKEHOLDER AND, MOST IMPORTANTLY, GOVERNMENT OWNERSHIP TO DELIVER LONG-LASTING CHANGE IN NATIONAL FOOD SYSTEMS.*

”

The five advantages of NASs can also be laid out in more detail for elected and administrative leadership:

### ***1. A NAS offers an integrated and holistic approach for tackling interlinked food system challenges at once***

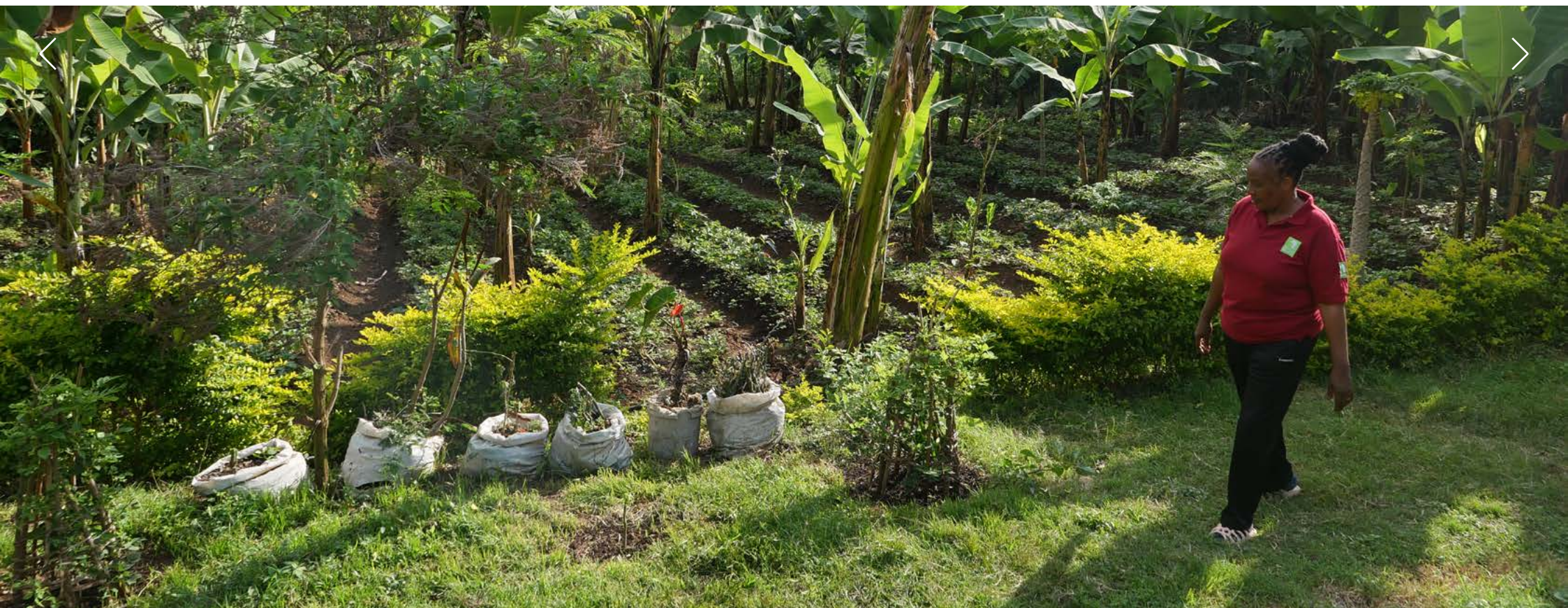
A NAS employs a systemic approach that reduces complexity and increases policy impact for governments, helping them achieve results across goals related to food security, climate adaptation, biodiversity restoration and agricultural livelihoods. It recognizes the interconnectedness of food system issues and elements – such as agricultural practices, soil degradation, climate change, biodiversity loss and vulnerability to market shocks – and sets out holistic strategies for resolving multiple challenges at once. A NAS identifies linkages and root causes of food system challenges and sets out comprehensive interventions to resolve them. Rather than isolating challenges from their broader context and simply treating their symptoms, it tackles their root cause. For example, single solutions, like providing subsidies for chemical fertilizers, may temporarily alleviate low productivity but fail to address underlying problems of soil degradation or dependence on vulnerable monocultures and imports. A NAS also sets the tone and is a building block for equally important policy reforms in other sectors.

## 2. A NAS aims to steer coordinated government action

A NAS helps governments manage complexity in food system transformation, providing a unified framework or “basket” for policies targeting sustainable agriculture. Adopting a food systems approach means involving all government authorities with the relevant competencies and mandates. This requires effective coordination. A NAS provides a framework that strengthens coordination between the various authorities responsible for agriculture, the environment, health, education and commerce. By looking beyond the silos that government departments and ministries tend to work in, a NAS facilitates the implementation of cross-sectoral policies. This avoids fragmentation of policy implementation and policy incoherences, and saves financial resources. It can also facilitate the harnessing of synergies between government departments and the creation of integrated resource mobilization strategies.

## 3. A NAS is action-oriented and strengthens existing policy efforts

By design, a NAS is action-oriented and geared towards implementation. It identifies strategic objectives and lays out a defined action plan with clear policy interventions. These are typically assigned to specific actors, thereby clarifying roles and responsibilities. Additionally, a NAS provides new pathways for implementing existing government strategies and achieving government priorities, including some that have proven challenging, such as around climate adaptation, improving food security, increasing rural incomes and expanding value-added production.



## 4. Legitimacy and impact through multistakeholder participation

A key feature of a NAS is the inclusion and active participation of non-governmental food system actors in its development. This ensures those with in-depth knowledge, direct experience and expertise related to different parts of the food system contribute to the analysis of policy needs and solutions. A multistakeholder process also guarantees much greater buy-in and coordinated action from food system actors that are ultimately affected by policies and which play central roles in achieving policy implementation and delivering necessary changes in the food system. This legitimacy can strengthen donors' interest in financing key interventions. National food system actors are also more likely to propose solutions that value local knowledge and resources, such as indigenous knowledge and traditional seeds. This can translate into solutions that strengthen self-reliance, resilience and sovereignty and reduce vulnerability.

## 5. A NAS contributes to national priorities

A NAS can help countries achieve national priorities. Generally, NASs contribute to food security and nutrition by supporting agroecological production practices, such as crop diversification, intercropping, crop and livestock integration, and farmer-to-farmer networks. More specifically, by supporting agricultural practices that restore and enhance soil health, Kenya's NAS offers solutions for the widespread challenge of soil acidification. Tanzania's NAS, the NEOAS, seeks to leverage the full potential of export and domestic agroecological markets, with a strong focus on enhancing smallholder farmers' livelihoods – a key promise of agroecological farming systems.<sup>9</sup> The strategy therefore emphasizes measures to improve accessible certification systems (e.g. Participatory Guarantee Systems or PGSs) and secure local markets for agroecological products (e.g. in public institutions such as schools, universities or hospitals). In Uganda's case, the NAS will seek to improve food systems' economic viability and resilience to climate hazards, basing its efforts on a substantial body of supporting evidence.<sup>10</sup>

## USEFUL TIP



*Based on experiences in Eastern and Southern Africa, an initial baseline assessment of a country's food systems is usually conducted at the beginning of a NAS drafting process. Foresight methodologies can be used to link this situational analysis with the definition of a NAS's goals.<sup>11</sup> When designing a NAS, policymakers should define goals with different time horizons and stagger their implementation over the short, medium and long terms. While the transformation of a country's food systems is a long term goal, government administration is more likely to be interested in short-to medium-term results. Ensuring fast results through "quick win" interventions can be important to sustain support for a NAS, while interventions with a longer time horizon are equally important for the agroecological transition of a food system to be truly transformational.*

<sup>9</sup> Loconto, A., Jimenez, A. & Vandecandelaere, E. (FAO, 2018). "Constructing markets for agroecology – An analysis of diverse options for marketing products from agroecology".

<sup>10</sup> Agroecology Infopool (2019). "Agroecological Business Case: The Economic Viability of Agroecology", URL: <https://www.agroecology-pool.org/agroecological-business-case/>.

<sup>11</sup> See for instance the Foresight4Food initiative which has developed a foresight framework for food system transformation. Foresight4Food. "Transforming food systems requires futures thinking", URL: <https://foresight4food.net/approach/>.



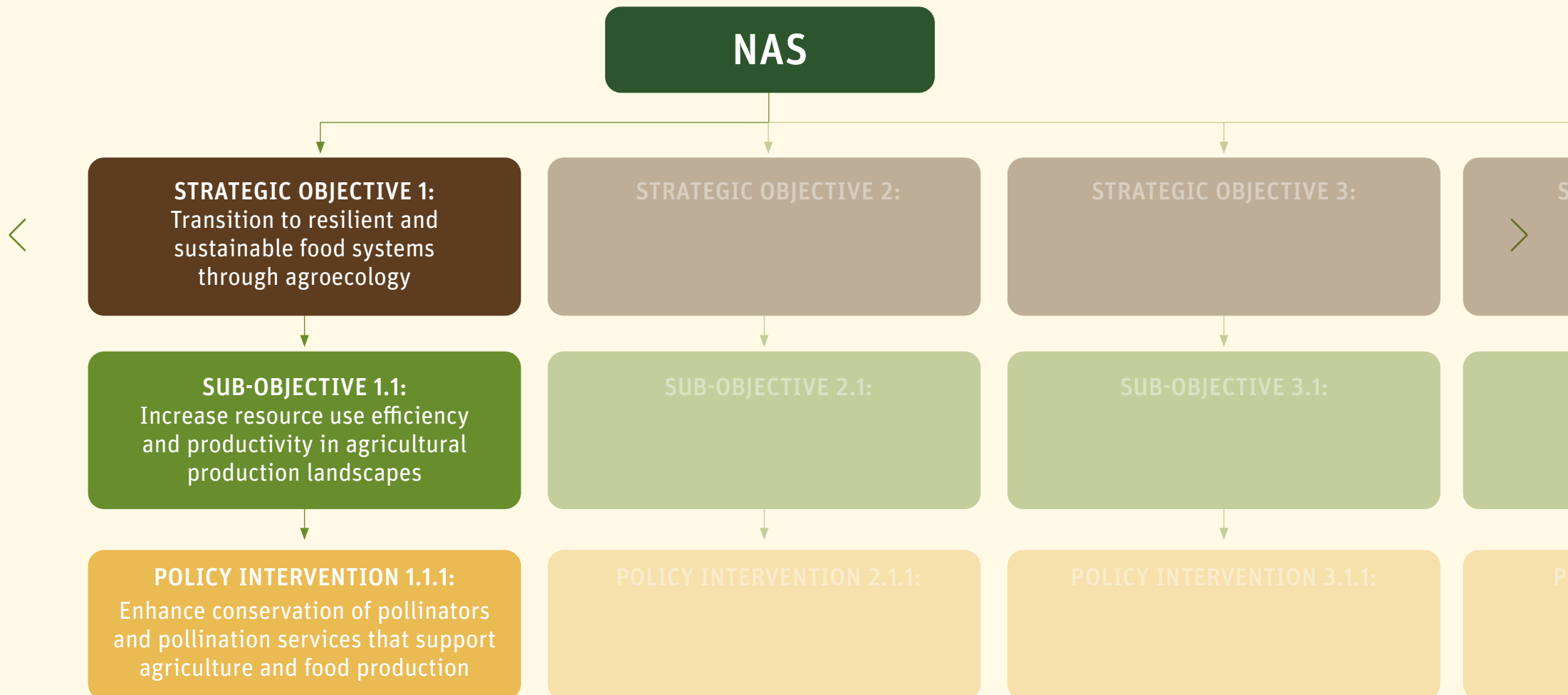
4.  
**STEERING SUCCESS:  
STRATEGIC AREAS,  
OBJECTIVES AND  
INTERVENTIONS SHAPE  
THE IMPACT OF NASs**



NASs can cover a wide range of areas that concern the entire food system and actors involved in them. The identification of these areas is a crucial element in the drafting and implementation of a NAS. In Eastern and Southern Africa, NASs

usually define these areas as strategic objectives, which are then subdivided into sub-objectives, which in turn are supported by multiple policy interventions (or actions – simply called interventions hereafter).

### *From objective to action: Kenya's NAS's structure<sup>12</sup>*



<sup>12</sup> This is an excerpt from Kenya's NAS's structure, which has been slightly simplified. Find more details in the 6<sup>th</sup> draft [here](#).

## The 4x4 framework of strategic objectives

While countries can set specific focuses depending on policy history, socio-demographic factors, the structure of their respective food systems or natural conditions, there are several strategic focus areas that have proven impactful and that national strategies usually contain.

In the Nairobi P2P exchange, a 4x4 framework of objectives was proposed, presenting non-exhaustive but common objectives to be found in NASs.

It is a useful framework for policymakers comprising four key objectives that cover the food value chain and four key objectives which are cross-cutting.

Many of the most impactful interventions lie at the intersection of value chain objectives and cross-cutting objectives. Examples include developing markets by building marketing expertise in CSOs (cross-cutting objective 3) or training women in PGSs (cross-cutting objective 4).



## A. OBJECTIVES ALONG THE FOOD SYSTEM



### 1. Ensuring access, sustainable conservation and management of natural capital:

<b>DESCRIPTION</b>	<p>This key objective aims at supporting ecosystem functions, ensuring sustainable and regenerative use of natural resources, and facilitating availability and accessibility of agroecological inputs such as seeds, bio-fertilizers and nutrients. Concrete measures concern, for instance, land and tree tenure, regulation related to water access and water management, seed sovereignty-related measures (e.g. seed law or recognition of farmers' seed), payment for ecosystem services (PES) schemes (e.g. PESs that promote trees on farms), land-use planning interventions, policies supporting sustainable conservation measures and use of pollinators, and policies that regulate benefits from genetic resources.</p>
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>▪ A territorial approach for the management of natural resources is key for considering communities' needs.</li> <li>▪ NASs can be a powerful instrument to highlight the role and needs of agroecological producers in the sustainable management of natural capital beyond their farm.</li> <li>▪ Production of inputs (seed, seedlings, fertilizers) for agroecological farmers is a strong opportunity for entrepreneurship, not least among youth and women.</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NAS Kenya (draft 6):</b></p> <ul style="list-style-type: none"> <li>▪ “Map and profile critical ecosystems that enhance productivity of food systems to guide design of restoration interventions.”</li> <li>▪ “Facilitate adoption of sustainable soil health management practices to allow for regeneration of farmlands and grazing lands.”</li> <li>▪ “Build the technical and infrastructure capacity for establishment of community seed banks and farmer managed seed systems.”</li> </ul> <p><b>NEOAS Tanzania:</b></p> <ul style="list-style-type: none"> <li>▪ “Plan for utilization of government owned farmland for EOA demonstration/training farms and for making land available for landless young, disabled and female EOA farmers.”</li> <li>▪ “Development of a detailed strategy and partnerships to finance, guide and motivate development of a Tanzanian EOA input sector advancing growth in EOA in country and creating a platform for input exports.”</li> </ul> <p><b>NAS Burkina Faso:</b></p> <ul style="list-style-type: none"> <li>▪ “Support the establishment of organic fertilizer production.”</li> </ul>



## 2. Accelerating farmers' transition to agroecology:

<b>DESCRIPTION</b>	<p>This key objective relates to measures supporting farmers' transition to agroecological practices (e.g. integrated soil management, integrated pest and pollinator management, diversified systems) through economic and non-economic incentives. It includes knowledge transmission and capacity-building of farmers or extension service providers, support programmes to enhance accessibility of appropriate machinery and infrastructure, support with livelihood diversification, and risk mitigation.</p>
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>▪ Different needs and practices should be considered for different agroecosystems.</li> <li>▪ Different types of food producers (livestock and crop farmers, pastoralists, fishers) should be included in these measures.</li> <li>▪ These measures supporting an agroecological transition should prioritize support to smallholders over larger-scale producers.</li> <li>▪ Community-based rural agricultural or farmer-to-farmer extension models have proven effective to disseminate agroecological knowledge.</li> <li>▪ Economic incentives for extension service providers should be created for technical advice on agroecology to be accessible and sustainable.</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NAS Uganda (draft):</b></p> <ul style="list-style-type: none"> <li>▪ “Support peer-to-peer learning (farmer field school approach).”</li> </ul> <p><b>NAS Burkina Faso:</b></p> <ul style="list-style-type: none"> <li>▪ “Training consular representatives of chambers of agriculture on agroecology.”</li> </ul> <p><b>NEOAS, Tanzania:</b></p> <ul style="list-style-type: none"> <li>▪ “Extension services on EOA to farmers strengthened. EOA demonstration plots/farms developed and implemented.”</li> </ul>





### 3. Strengthening fair supply chains and entrepreneurial culture:

<b>DESCRIPTION</b>	<p>This key objective covers financial and technical support to create shorter, stronger and fairer agroecological supply chains and support development of agroecological enterprises (including product development, improving market data, stimulating entrepreneurship, marketing, access to credits). It also includes measures that support value-addition processes within local or national value chains as well as business innovations following agroecological principles. Finally, it includes other policies that improve competitiveness of the agroecological value chains (tax policies, certifications and standards, labelling).</p>
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>▪ Growth of supply chains in line with agroecology is often based on diversity and quality of products rather than volume.</li> <li>▪ Fair distribution of profits along the value chain should remain an important aim of policies in this area.</li> <li>▪ Policies can target priority supply chains to remove barriers (e.g. supply of inputs to farmers) or seize particular opportunities (supply chains for public procurement or tourism).</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NEOAS Tanzania:</b></p> <ul style="list-style-type: none"> <li>▪ “Capacity of ecologic organic producers and processors on production techniques and quality compliance strengthened.”</li> <li>▪ “Farmers supported with affordable certification costs.”</li> <li>▪ “Out-grower models of EOA producers and processors to enhance economies of scale in trading and certification process strengthened.”</li> </ul> <p><b>NAS Kenya (draft 6):</b></p> <ul style="list-style-type: none"> <li>▪ “Facilitate markets for agroecological inputs, products and services and create a national subsidy programme for agroecology inputs and services.”</li> </ul> <p><b>NAS Uganda (draft):</b></p> <ul style="list-style-type: none"> <li>▪ “Promote impact investment in agroecological entrepreneurship/ social enterprises.”</li> </ul>



#### 4. Creating strong markets for agroecological products and healthy locally based diets:

<b>DESCRIPTION</b>	<p>This key objective comprises market support and health-sensitization measures for agroecological products. These measures can be channelled through public procurement programmes or market-wide marketing interventions in favour of agroecological products. This category also includes interventions supporting innovative participatory guarantee and labelling systems that are accessible to smallholder farmers. Finally, it includes the support of diversified territorial markets and healthy and traditional local diets as well as awareness-raising interventions to disseminate information on agroecological benefits to the public.</p>
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>▪ While NASs seek to prioritize development of local and regional markets for agroecological products, access to global markets can also be pursued through additional measures (e.g. via grower-group and organic certifications).</li> <li>▪ Enforcement of corporate accountability and traceability of products is key when designing market-wide measures with high impact on producers and consumers.</li> <li>▪ These interventions can either catalyse growth of emerging and differentiated markets or support mainstreaming agroecological products into established ones.</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NAS Kenya (draft 6):</b></p> <ul style="list-style-type: none"> <li>▪ “Promote behaviour change to increase consumption of traditional and indigenous foods through awareness campaigns, and development of recipes and transfer of food preparation skills.”</li> <li>▪ “Implement mechanisms for low-cost, participatory certification systems (e.g. PGSs) including standards and labelling of food products and farming practices that align with agroecology.”</li> </ul> <p><b>NEOAS Tanzania:</b></p> <ul style="list-style-type: none"> <li>▪ “Invest in EOA organizations’ capacity in market development, establishing a unified EOA Market Team tasked with developing and implementing a multi-pronged strategy for EOA market development.”</li> <li>▪ “Develop strategy, goals, and mandates for use of EOA products in public procurement, requiring EOA products in hospitals, universities, schools, public administration, and military canteens, and supporting supply chain collaboration on delivery of EOA products to these public institutions, preferably from local areas. Create lighthouse cases and expand best practices.” [target: 75% of all public procurement from EOA producers in 2030]</li> </ul>

## B. CROSS-CUTTING OBJECTIVES



### 1. Enabling coherent policy and governance across food systems:

<b>DESCRIPTION</b>	<p>This key objective aims at mainstreaming agroecology across existing policies and regulations and ensuring policy coherence among these (e.g. to avoid duplication, funding competition among similar interventions or measures with contradictory effects). Measures include setting up institutional frameworks for coordination at multiple levels of governance and among various food system actors. Finally, it also covers the monitoring and evaluation schemes of agroecological policies.</p>
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>▪ Some measures in this category are highly context specific depending on existing structures and governance models.</li> <li>▪ Inclusivity of a broad range of actors is key for this type of measures to be effective.</li> <li>▪ Relevant opportunities to advocate for stronger integration of agroecology as a pillar or tool in national climate plans (Nationally Determined Contributions, or NDCs) and biodiversity plans (National Biodiversity Strategies and Action Plans, or NBSAPs) thus increasing access to international funding and policy support.</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NAS Uganda (draft):</b></p> <ul style="list-style-type: none"> <li>▪ “Identify and review existing policies such as the NOAP [National Organic Agriculture Policy] and related act.”</li> </ul> <p><b>NAS Kenya (draft 6):</b></p> <ul style="list-style-type: none"> <li>▪ “Establish comprehensive performance metrics and indicators for monitoring and evaluation of agroecology-related policies, plans and finance.”</li> <li>▪ “Enhance policy coherence to eliminate obstacles and biases that work against the agroecological transition and mainstream agroecology across relevant sectors.”</li> </ul> <p><b>NEOAS Tanzania:</b></p> <ul style="list-style-type: none"> <li>▪ “Inclusion of EOA as a recommended tool in climate adaptation and mitigation strategies, and to target NEOAS interventions for financing in these plans. This would also be the case for the national Biodiversity Strategy [...] will also provide guidance for the implementation of the Kunming-Montreal Global Biodiversity Framework Target 10 which identifies agroecological approaches as among biodiversity conservation approaches in agriculture.”</li> <li>▪ “The government will establish an EOA Council tasked with monitoring the implementation of the NEOAS and advising the Minister and Ministry in all policy matters related to or impacting on organic and agroecological farming, food production and market development.”</li> </ul>



## 2. Promoting flexible and adequate financing mechanisms:

<b>DESCRIPTION</b>	<p>This key objective focuses on support to sustainable financing models for agroecological investments and actors along the value chain. This covers access to financial services, including agricultural credit and insurance, alternative public-private sector credit delivery channels on affordable terms, and measures ensuring a transparent and conducive investment climate.</p>
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>▪ Access conditions must be taken into account when designing funding mechanisms, ensuring funding (and benefits) are accessible for agroecological actors.</li> <li>▪ Long-term perspective and sustainability of funding model for measures in this category is important.</li> <li>▪ Involve potential donors early in the NAS process and build donor dialogue into implementation plans, to ensure financing.</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NAS Kenya (draft 6):</b></p> <ul style="list-style-type: none"> <li>▪ “Build capacity of smallholder farmers and other actors in the agroecology sector to access benefits from market-based conservation programmes such as carbon credits, eco labelling and PES schemes.”</li> <li>▪ “Mainstream agroecology in the sector plans and budgetary allocations at both national and county government.”</li> <li>▪ “Pilot existing subsidy schemes to support agroecological farming practices.”</li> </ul> <p><b>NEOAS Tanzania:</b></p> <ul style="list-style-type: none"> <li>▪ “Pursue establishment of a government- or donor-administered EOA Market Development Fund that can finance market development and market access efforts.”</li> <li>▪ “Presentation of NEOAS for the community of donor nations that prioritize agroecology, where donor nations are encouraged to support specific priority initiatives in the NEOAS and participate in a coordinated, longer-term financing for development of the ecological organic subsector in Tanzania.”</li> </ul>



### 3. Building capacity of food system actors and supporting innovation to drive change:

<b>DESCRIPTION</b>	<p>This key objective aims at strengthening capacity in agroecology stakeholder organizations, notably farmer-led CSOs, to define needs and to deliver change in farming, in markets and in policy development and implementation. It also includes other important public sector actors along agroecological value chains. This cross-cutting objective also includes awareness-raising interventions to disseminate to consumers information on agroecological benefits, as well as measures supporting research and education systems, and empowering agroecological practitioners in driving innovation through agroecological participatory projects.</p>
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>▪ CSOs play a crucial role in the dissemination of know-how on agroecology among other stakeholders and the population, as well as in supporting collaboration in the entire value chain.</li> <li>▪ Strengthening capacity in agroecology stakeholder organizations to implement initiatives developing agroecological farm practices, education, market development, entrepreneurship, certification and improved access to inputs is catalytic for other actors and steadily increases the influence of agroecology actors on market and political ecosystems, building momentum for change.</li> <li>▪ Agroecological research is characterized by participation and co-creation with farmers, transdisciplinarity, and multicultural and action-oriented research schemes that also recognize and elevate the value of indigenous and local knowledge.</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NAS Kenya (draft 6):</b></p> <ul style="list-style-type: none"> <li>▪ “Establish an agroecology knowledge repository (including hubs and centres of excellence) to facilitate documentation and sharing of agroecological practices, while honouring local sovereignty and ownership of the knowledge.”</li> <li>▪ “Facilitate technical assistance and capacity building to both public and private extension service providers to deliver effective extension in agroecology.”</li> </ul> <p><b>NAS Burkina Faso:</b></p> <ul style="list-style-type: none"> <li>▪ “Support the revision of curricula in vocational schools and universities to integrate agroecology.”</li> </ul> <p><b>NEOAS Tanzania:</b></p> <ul style="list-style-type: none"> <li>▪ “Establish investments and donor partnerships to strengthen capacity in organic (EOA) stakeholder organizations to implement NEOAS interventions in EOA production, training, supply-chain collaborations, and market development.”</li> </ul>

#### 4. Mainstreaming social inclusion of women, youth, smallholder farmers and other vulnerable groups:

<b>DESCRIPTION</b>	This key objective aims at ensuring access to and control over productive resources and decision-making by marginalized or underrepresented actors in the agri-food sector as well as inclusive approaches in educational programmes through gender-inclusive curricula. It also covers social support measures for smallholder farmers.
<b>ELEMENTS TO CONSIDER</b>	<ul style="list-style-type: none"> <li>Measures in this category usually focus on women, youth, indigenous peoples and other vulnerable groups, while generally elevating the interests and voices of smallholder farmers. Equity is equally important to the goals of participation and inclusion.</li> </ul>
<b>SPECIFIC EXAMPLES OF INTERVENTIONS WITHIN OBJECTIVE</b>	<p><b>NAS Kenya (draft 6):</b></p> <ul style="list-style-type: none"> <li>“Strengthen mechanisms that guarantee secure access [to women, youth, vulnerable groups, marginalized groups and indigenous communities] to productive resources required for agroecology transitioning.”</li> <li>“Promote the development and scaling up of financial products that meet the needs of vulnerable groups.”</li> </ul> <p><b>NEOAS Tanzania:</b></p> <ul style="list-style-type: none"> <li>“Capacity building to youth, women, and people with disabilities along the EOA value chain provided and strengthened.”</li> </ul>

*IN OUR COUNTRY, IT IS CRITICAL TO INCLUDE POLICY INTERVENTIONS IN THE NAS THAT ENSURE SOCIAL PROTECTION SCHEMES FOR FARMERS, SO THEY DON'T CARRY ALL THE RISKS RELATED TO THE AGROECOLOGICAL TRANSITION ON THEIR SHOULDERS*

”



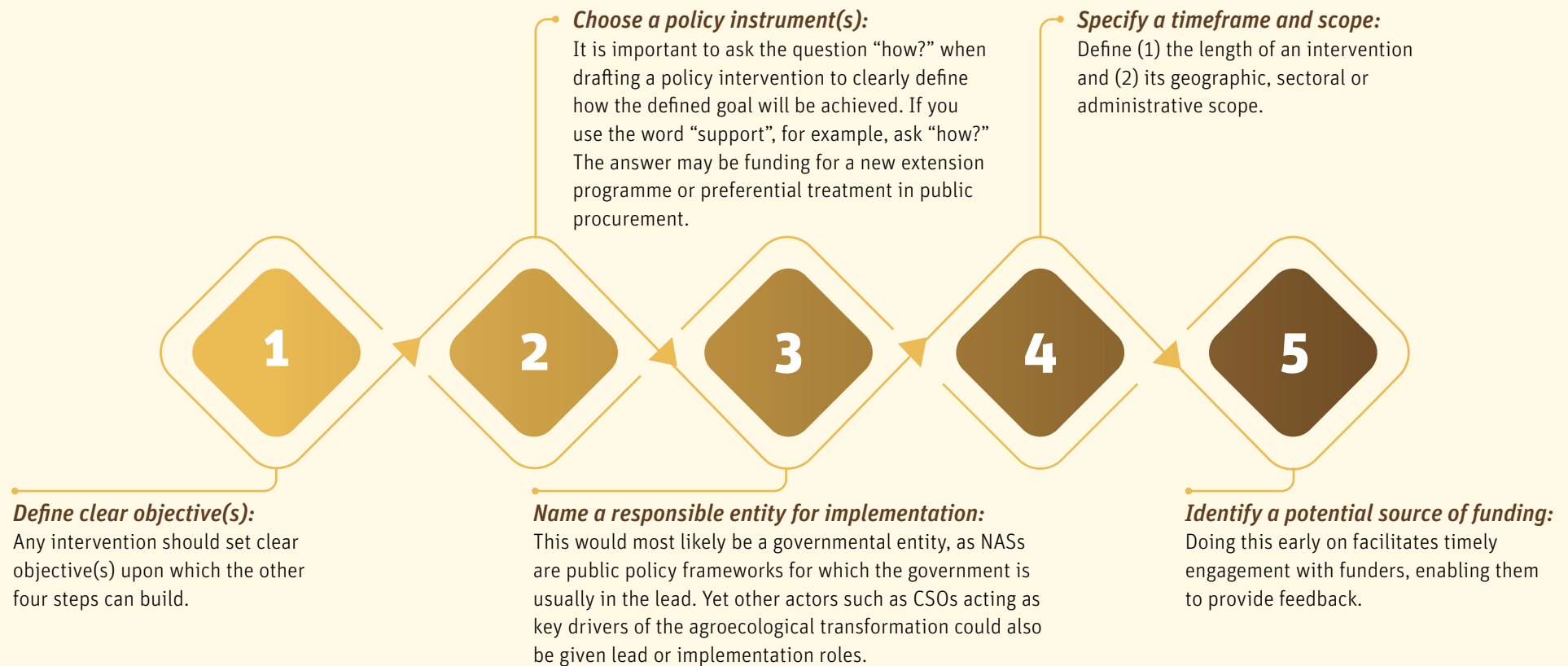
5. SHAPING AND CHOOSING IMPACTFUL NAS INTERVENTIONS

The impact of NASs depends on the “actionability” of interventions and how well these are prioritized. Swift and effective implementation is hindered by resource scarcity and the political constraints that policymakers and food system actors face. As such, drafting an effective NAS requires interventions to be well defined (e.g. what, who, when and how much) and actors to consider how to identify where to put resources and effort (e.g. through feasibility, cost-benefit or agroecological criteria). This chapter first proposes an approach to making interventions more “actionable” and then a simple approach to prioritizing the interventions.

## ***Making interventions actionable – “Better 10 clear interventions than 100 good intentions”***

Interventions sometimes consist of vague language that does not clearly explain *what* action will be taken, *who* is responsible, *when* it should happen, *how* the intervention will be financed, and *which* policy instruments will be used to achieve its objective. This can hinder implementation and resource mobilization. To counter this, there are five key steps policymakers can take to ensure an intervention is “actionable” and ready for implementation:

### ***The five actionability steps***





## USEFUL TIP



- *When addressing common challenges related to the transformation of food systems – such as lack of infrastructure or credit – decision-makers should try to design interventions that target agroecological actors (e.g. promoting irrigation projects aligned with 13 agroecological principles) or remove specific barriers hindering agroecology (e.g. increasing viable financial credit while agroecological markets are strengthened).*
- *A sound Monitoring, Evaluation and Learning (MEL) system tracking the NAS implementation process is critical to measure the progress and effectiveness of a NAS's interventions.*



## Prioritizing interventions

Delivering the impact of a NAS requires hard choices, given that time and resources are limited. This requires a prioritization process that is inclusive, transparent and well facilitated. This process should be initiated with an agreement among lead actors on *who* is coordinating the prioritization, followed by agreements on *how* it will be conducted and based on *what* criteria.

One approach to prioritization is to follow four steps:

- **Scoping:** Define the set of interventions to be prioritized in relation to each other.
- **Criteria selection:** Agree on a list of criteria to be used to prioritize interventions, and agree on their weight according to participants of the prioritization exercise.
- **Assessment:** Assess the performance of each option against each criterion. The assessment of options can be qualitative or rely on experts' assessment.
- **Intervention prioritization:** There are various methods for interpreting the criteria assessment and selecting interventions, which can also be combined as in the example below:

- Step 1: Follow “outranking” methodology by ranking interventions based on their performance relative to one another. An intervention outranks another if it surpasses it on multiple criteria. It is essential to establish agreed-upon criteria weights for this approach.

- Step 2: Use the “matrix” methodology by taking the interventions that were selected in step 1. Then establish a ranking of the performance of these interventions against the two criteria with the highest weights.

## 10 criteria for prioritizing agroecological interventions

During a dedicated session, participants in our P2P exchange identified the following 10 criteria as most relevant for a national prioritization exercise within the NAS drafting process. It is important that actors agree on a manageable number of criteria for prioritizing interventions.

1

### **Impact for people**

Expected beneficial impact from agroecological transformation of food systems on smallholders' knowledge, incomes, food or nutrition security, or access to land or markets.

2

### **Impact for planet**

Extent to which the intervention responds directly to urgent crises (e.g. climate change, biodiversity loss) giving measurable impacts from agroecological transformation of food systems – for example, through the recovery of natural resources and soil fertility, the protection to biodiversity, or buffering climate change locally.

3

### **Cost-effectiveness and replicability**

Costs of an intervention relative to expected impact compared to other agroecological interventions.

4

### **Acceptability**

Level of acceptability within the population and specifically concerned stakeholders in light of established cultural norms, practices and initiatives.

5

### **Political timeliness**

Degree of alignment with current political agendas considered urgent by political leaders (e.g. food security, food safety, climate adaptation) and existing programmes and commitments at sub-national, national and regional levels (e.g. national development plans, the African Union's EOA Initiative, and Comprehensive Africa Agriculture Development Programme / Agenda 2063 framework) as well as global ones (NDCs, NBSAPs, national land degradation neutrality targets, UN Food Systems Summit national pathways for food system transformation, Agenda 2030 / Sustainable Development Goals).

6

### **Complementarity**

Level of synergy potential with other interventions supporting agroecological transition of food systems.

7

### **Feasibility**

Level of feasibility based on existing structures and expertise within government and among other actors responsible for implementation.

8

### **Viability**

Degree to which an intervention is likely to be sustained over time.

9

### **Inclusivity**

Extent to which an intervention considers all affected stakeholders within the food system to ensure no one is left behind through its implementation (notably smallholder farmers and indigenous communities). In accordance with the important agroecological principle of "participation", this criterion also considers the extent to which an intervention enhances participation of impacted stakeholders in decision making and monitoring.

10

### **Funding momentum**

Level of alignment with funders' and investors' priorities and funding/investment schemes in agroecology.

This is an illustration of an assessment and selection method based on ranking. In this scenario, five policy interventions and criteria were selected by a group of policymakers (P1 to P3) during our peer-to-peer exchange. Each policymaker evaluated the five interventions against the chosen five criteria. For instance, two policymakers (P1 and P3) determined that creating tax incentives for agroecological agro-processors meets the requirement of political timeliness (designated with 1, for a total score of 2 for that criterion). It was collectively decided among the policymakers involved that the intervention with the highest total score would be prioritized, which in this case was the expansion of existing input subsidies schemes to include agroecological inputs. If a policymaker assessed that an intervention fulfills a criteria, this is indicated with a 1.

Criteria → Interventions ↓ Policymaker (P)	Political timeliness	Acceptability	Feasibility	Impact for planet	Viability	Total n° of points and final ranking (x/15 pts)
Create tax incentives for agroecological agro-processors.	P1: 1 P2: 0 P3: 1	P1: 1 P2: 1 P3: 0	P1: 1 P2: 0 P3: 0	P1: 1 P2: 1 P3: 1	P1: 0 P2: 1 P3: 1	10 / #3
Expand existing input subsidy schemes/programmes to include agroecological inputs.	P1: 1 P2: 1 P3: 1	P1: 1 P2: 1 P3: 1	P1: 0 P2: 0 P3: 1	P1: 1 P2: 1 P3: 1	P1: 1 P2: 0 P3: 1	12 / #1
Capacity building of farmers through cooperatives.	P1: 1 P2: 1 P3: 0	P1: 1 P2: 1 P3: 1	P1: 1 P2: 1 P3: 1	P1: 0 P2: 0 P3: 1	P1: 1 P2: 0 P3: 1	11 / #2
Establish business development services fund for non-producer agroecological enterprises.	P1: 0 P2: 0 P3: 1	P1: 0 P2: 1 P3: 1	P1: 0 P2: 1 P3: 1	P1: 0 P2: 0 P3: 1	P1: 1 P2: 1 P3: 1	9 / #5
Improve transport and storage infrastructure, including cold chain logistics.	P1: 1 P2: 0 P3: 1	P1: 0 P2: 1 P3: 0	P1: 1 P2: 0 P3: 0	P1: 1 P2: 1 P3: 1	P1: 0 P2: 0 P3: 1	8 / #4

## Prioritization and its challenges

Policymakers and policy shapers who participated in the P2P exchange highlighted a series of challenges related to prioritization in practice (e.g. the lack of evidence of the impacts from untried interventions) and potential solutions (e.g. looking at results in other countries and considering evidence from established projects or local policies). Navigating competing interests between stakeholders is another frequent challenge that can be managed with an inclusive NAS process, technical and financial support for the prioritization exercise, and clear agreements from day one on a steering committee for NAS drafting. Budgetary constraints and uncertainty regarding the likelihood of funding for interventions can be addressed through early dialogue with funders to gain more clarity or by starting with pilot interventions that can be scaled later. Lack of knowledge among policymakers regarding agroecology's impacts, policy options and relevant international commitments can be addressed with briefings as part of the NAS development process.

*MY GOVERNMENT IS OFTEN CONFRONTED WITH BUDGETARY CONSTRAINTS. HAVING OUR PRIORITIES SET, AND A METHODOLOGY AT HAND TO DEFINE THESE PRIORITIES WILL FACILITATE OUR ADVOCACY EFFORTS TO SECURE FUNDING OF AGROECOLOGICAL INTERVENTIONS.”*

”

## USEFUL TIP



*Useful criteria are well defined and contain non-ambiguous terms. Their assessment is feasible with resources at hand (in terms of tools or expertise) and they are mutually independent from each other.*





## 6. RESOURCE MOBILIZATION



Mobilizing financial resources is key to kick-starting any NAS process and ensuring set objectives are achieved through implementation of defined interventions. While resource mobilization is a complex topic to be explored further beyond this outcome brief, during our P2P participants identified useful learnings which should be viewed as starting points for a conversation on funding.

## ***Funding of NAS drafting process***

Funding of the NAS drafting process by government or donors can be facilitated by presenting solid arguments for why a NAS is needed (see chapter 3). In Uganda, Kenya and Tanzania, a combination of external and internal financial and technical support by government, national CSOs, philanthropic organizations and foreign development agencies enabled the funding of respective strategy drafting processes. Linking the start of the process to national or regional milestones (e.g. first National Agroecology Actors Symposium in Uganda in May 2019) can also be an effective door-opener for the development of a future NAS.

After an initial advocacy phase, it is crucial to have a precise budget ready, covering costs for different parts of the drafting process (e.g. initial convening, potential external consultant(s), workshops, consultations, travel). Costs of current NAS development processes in Eastern and Southern Africa range from around USD50,000 to USD200,000. This demonstrates that budgets for this first phase on the NAS journey can vary greatly, depending on process design. It is generally a multi-year process whose length varies, depending on a country's national requirements and dynamics. Often, the costliest elements relate to the consultation process covering a country's entire territory, and the hiring of external consultants to lead the drafting and ensure legal compliance. Such costs often become a barrier to scaling agroecology, given the limited resources available. One recommendation from participants to donors and funders was to create specific mechanisms for governments and agroecological actors to access funds to cover the costs of drafting, validating and launching a NAS.

## ***Considerations for funding NAS implementation***

To fund interventions in a NAS, involving potential donors early in the NAS development process can help generate awareness and locate where the interests of agroecology actors and funders intersect. Similarly, policymakers can also start early by screening parallel funding tracks, notably linked to international processes such as COPs (e.g. NDCs, Climate Fund, NBSAPs, or Biodiversity Fund) and initiating dialogues with national focal points in the climate, biodiversity and rural development spaces. Often this requires internal advocacy efforts to create awareness on how agroecology can contribute to solutions for challenges that policies in these spaces are trying to solve, such as climate change or biodiversity loss. Winning strategies to attract funding for NAS implementation include setting objectives in NAS to support the mainstreaming of agroecology in other policy areas, and championing actively NAS in existing policy processes such as revisions of National Development Plans or NBSAPs. Agroecological actors, including focal points in ministries of agriculture should plan for the resources needed to advance these advocacy efforts. Additionally, innovative funding opportunities, such as investment in nature-based solutions, could be explored on a case-by-case basis to finance specific interventions in a NAS.

At the time of finalization of this outcome brief in early 2024, Tanzania was gently moving ahead with many aforementioned strategies to mobilize funding for the implementation of its national strategy (NEOAS). Other countries were drafting development and implementation budgets. Mobilizing international donors (national and multilateral development agencies, foreign governments, philanthropic organizations) is certainly a good starting point. But the long-term sustainability of NAS implementation also depends on a government's ability to allocate its own funds from national budgets to NAS implementation, notably through repurposing existing policy and project funding. Beyond the usual suspects, industry associations and investor communities can provide financial or technical support to some interventions.



< APPENDIX



*List of participants in peer-to-peer exchange with African policymakers on national strategies for an agroecological transformation*

Name	Title	Organization	Country
Bob Sunday	Senior Agricultural Officer	Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	Uganda
Harriet Nakasi	National Coordinator	Advocacy Coalition for Sustainable Agriculture (ACSA)	Uganda
Josephine Akia	Country Coordinator	Participatory Ecological Land Use Management (PELUM) Uganda	Uganda
Willy Too	Principal Agricultural Officer	State Department of Crop Development, Ministry of Agriculture and Livestock Development	Kenya
Phyllis Njane	Member of Agriculture Land Resources Management Directorate	State Department of Crop Development, Ministry of Agriculture and Livestock Development	Kenya
Robert Mbeche	Senior Lecturer / Member of Policy and Law Technical Working Group	Jomo Kenyatta University of Agriculture and Technology / Intersectoral Forum on Agrobiodiversity and Agroecology (ISFAA)	Kenya
Mary Irungu	Policy Advocacy Programme Coordinator	Participatory Ecological Land Use Management (PELUM) Kenya	Kenya
Monica Kawanara	Economist and Deputy Chair of the NEOAS Technical Team	Ministry of Agriculture	Tanzania
Kamwesige Mtembei	Senior Agriculture Officer	Ministry of Agriculture	Tanzania
Janet Maro	Chief Executive Officer	Sustainable Agriculture Tanzania (SAT)	Tanzania
Mwatima Juma	Chair of the Board	Tanzania Organic Agriculture Movement (TOAM)	Tanzania
Rodger Mpande	Director	ZERO Regional Environment Organization	Zimbabwe
Thabani Siziba	Deputy Director (Ministry's Focal Officer for pillar 8)	Ministry of Lands, Agriculture, Fisheries, Water, Climate and Rural Development	Zimbabwe
Joseph Kau	Agricultural Economist	Agricultural Research Council on behalf of Dep. of Agriculture, Land Reform and Rural Development	South Africa
Sue Walker	Principal Researcher	Agricultural Research Council on behalf of Dep. of Agriculture, Land Reform and Rural Development	South Africa
Stephen Greenberg	Research and Advocacy	African Centre for Biodiversity (ACB)	South Africa



Sosthene Ndikumana	Planning Specialist	Ministry of Agriculture and Animal Resources	Rwanda
Jean d'Amour Gatera	Programme Officer	Swiss Agency for Development Cooperation	Rwanda
Lise Chantal Dusabe	CEO	Rwanda Organic Agriculture Movement	Rwanda
Muketoi Wamunyima	Country Coordinator	Participatory Ecological Land Use Management (PELUM) Zambia	Zambia
Joy Sinyangwe	Chief Agricultural Officer – Field Crops	Ministry of Agriculture	Zambia
Mildred Miti	Principal Policy Analyst	Ministry of Agriculture	Zambia
Gertrude Kambauwa	Director	Department of Land Resources Conservation, Ministry of Agriculture	Malawi
Wongani Mugaba	Programmes and Policy Lead	ActionAid	Malawi
Faris Ahmed	Policy Expert	FAO	Canada



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