

Alliance for Food
Sovereignty in Africa

Strategic Plan 2020-2024

Five Years For Agroecology (FYFA)

AFSA

www.afsafrica.org



CONTENTS

ABBREVIATIONS & ACRONYMS	3
ABOUT AFSA	4
AFSA VISION, MISSION AND PRINCIPLES	4
BACKGROUND	5
BRIEF REVIEW OF THE STRATEGIC PLAN 2017-2019	5
PROCESS OF DEVELOPING THE PLAN	8
SWOT ANALYSIS	8
AFSA'S STRATEGIC REPOSITIONING 2020-2024	9
AFSA'S GOAL	11
AFSA STRATEGY DIAGRAM	11
AFSA'S STRATEGIC PRIORITIES	12
1. TRANSITIONING TO AGROECOLOGY FOR CLIMATE ACTION	12
THE PROBLEM	12
THE STRATEGY	13
OBJECTIVE	13
KEY OUTCOMES	13
2. STRENGTHENING FARMER-MANAGED SEED SYSTEMS	13
THE PROBLEM	13
STRATEGY	14
OBJECTIVES	14
OUTCOMES	15
3. STRENGTHENING COMMUNITY VOICES FOR LAND RIGHTS AND HEALTHY SOILS	15
THE PROBLEM	15
STRATEGY	16
OBJECTIVES	16
OUTCOMES	17
4. MOBILIZING CITIZENS SUPPORT FOR SUSTAINABLE FOOD SYSTEMS	17
THE PROBLEM	17
STRATEGY	18
OBJECTIVES	18
OUTCOMES	18
5. ORGANIZATIONAL DEVELOPEMENT	19
AFSA SECRETARIAT	19
WORKING GROUPS	19
INFORMATION AND COMMUNICATIONS	19
GENDER MAINSTREAMING	20
MOBILISING YOUTH	20
LEAVING NO ONE BEHIND	20
IMPLEMENTATION OF THE STRATEGY	21
AFSA'S THEORY OF CHANGE	21
MONITORING, EVALUATION AND LEARNING	21
EVALUATION PLAN	23
DATA MANAGEMENT PLAN	24
ROLES AND RESPONSIBILITIES	24
EFFECTIVENESS PRINCIPLES FOR ADVOCACY	24
GUIDING PRINCIPLES	24

ABBREVIATIONS & ACRONYMS

AFSA	Alliance for Food Sovereignty in Africa
AMCEN	African Ministerial Conference on the Environment
ARIPO	Africa Regional Intellectual Property Organization
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CFS	Committee on World Food Security
CLPA	Conference on Land Policy in Africa
COMESA	Common Market for Eastern and Southern Africa
COP	Conference of Parties
CSM	Civil Society Mechanism (of the CFS)
ECCAS	Economic Community of Central African States
EAC	East African Community
ECOWAS	Economic Community of West African States
ECOWAP	Regional Agricultural Policy for West Africa
FANR	Food, Agriculture and Natural Resources Directorate (of SADC)
FAO	Food and Agriculture Organisation (of the United Nations)
FMSS	Farmer Managed Seed Systems
GMO	Genetically Modified Organism
IGAD	Intergovernmental Authority on Development
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
LSLBI	Large scale land based investments
M&E / MEL	Monitoring & Evaluation / Monitoring Evaluation & Learning
NAPs	National Adaptation Plans (for adaptation to climate change)
NDCs	Nationally Developed Contributions (to the Paris Agreement)
NEPAD	New Partnership for Africa's Development
PBR	Plant Breeders Rights
PVP	Plant Variety Protection
RAIP	Regional Agriculture Investment Plan
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SDGCA	SDG Centre for Africa
SSA	Sub Saharan Africa
UNECA	United Nations Economic Commission for Africa
UNFCCC	United Nations Framework Convention on Climate Change
VGGTs	Voluntary Guidelines on the Responsible Governance of Tenure

ABOUT AFSA

Launched in 2011, AFSA is a broad alliance of civil society actors who are part of the struggle for food sovereignty and agroecology in Africa. These include African food producer networks, African CSO networks, indigenous people's organizations, faith based organizations, women and youth groups, consumer movements, and international organizations that support the stance of AFSA.

It is a network of networks, currently with 40 active members in more than 50 African countries.

AFSA VISION, MISSION AND PRINCIPLES

AFSA'S VISION

Africa developed in harmony with nature, harnessing its traditional knowledge and systems, and her people controlling natural and other resources and related decisions.

AFSA'S MISSION

The core purpose of AFSA is to influence policies and to promote African solutions for food sovereignty. AFSA will serve as a continental platform for consolidation of issues pertaining to food sovereignty and together marshal a single and louder voice on issues and tabling clear workable solutions

AFSA'S PRINCIPLES

AFSA's principles define the kind of Alliance the members want to create and live up to. This list will grow and expand as the need arises. AFSA's binding principles are listed below:

1. Championing small African family farming/production systems based on agroecological and indigenous approaches that sustain food sovereignty and the livelihoods of communities.
2. Resisting industrialization and commoditization of African agriculture and food systems, land grabs, destruction of biodiversity and ecosystems, displacement of indigenous peoples especially pastoral communities and hunter-gatherers, and the destruction of their livelihoods and cultures.
3. Emphasizing African driven solutions to African problems and a belief in the richness of our diversity.
4. Being a strong voice to shape policy on the continent in the area of community rights, family farming, promotion of traditional knowledge, the environment and natural resource management.
5. Having an emphasis on Women and Youth as key players in food sovereignty.
6. Land ownership and control in the hands of communities.
7. Rejecting genetic engineering and the privatization of living organisms.
8. Ensuring a clear understanding and continued analysis of the political dimension of agroecology and food sovereignty, communicating this clearly and having this inform the development of AFSA's strategies.
9. Working in synergy with all actors who empower what we as AFSA are doing.
10. Bringing farmers and other grassroots voices forward to speak about agroecology, food sovereignty and the work of AFSA.
11. Ensuring cross learning and collaboration between members of AFSA.

12. Working to promote the rights of indigenous peoples and local communities to control their natural resources.

BACKGROUND

When AFSA began implementing its 2014-2016 strategic plan, the defining issues at that time were around seed laws, land rights, and the industrial food system. New regional seed trade harmonization and plant variety protection (PVP) laws were being rapidly adopted at regional and national levels, weakening farmers' seed rights. Land grabs were happening across Africa for large scale farming and extractive industries, coupled with the increasing appropriation of communal lands by the state and other actors for infrastructural development. A growing call for industrial agriculture was promoting monoculture while attacking time-tested farmer practices as backward and the reason for food insecurity in Africa. This raised the need to showcase and promote agroecology as a viable practice, movement and science in promoting food sovereignty and improving livelihoods.

The second AFSA Strategic Plan 2017-2019 found these issues were still very relevant. At the heart of this context was the predominant narrative focused on increasing productivity through technological solutions to farming, based on a narrow range of commodity crops and the increased use of external inputs and knowledge. The bulk of financial resources and political will remained attached to this industrial farming model as the way forward for Africa. The public relations machine of this industrial-political movement remains very powerful and increasingly co-opts the language of sustainable alternatives. In response, AFSA developed its strategy aimed at "Galvanizing the food sovereignty movement and building momentum to influence the transition to agroecology across Africa." Four strategic objectives were identified to fulfil the goal, and a Theory of Change was developed to guide the strategy.

BRIEF REVIEW OF THE STRATEGIC PLAN 2017-2019

HIGHLIGHTS OF ACHIEVEMENTS

Evidence

Increase in generating knowledge and information: There was increased production of research, policy analysis and briefs and case studies to contribute to a growing knowledge hub curated by AFSA and its membership. The increased publishing of information was driven by demand from members for more evidence on agroecology. Members have used this information to engage at community, national and regional levels for advocacy. More research output has been generated in all working group areas and several policy research studies were undertaken. This was a sustained demand in the last strategic period that has been addressed in this period.

Policy Advocacy

Increased recognition of AFSA within regional and international policy spaces as a credible voice on issues of agroecology and food sovereignty. The spaces include the Committee on World Food Security (CFS), Civil Society Mechanism (CSM of the CFS), Conference of Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC), Intergovernmental Authority on Development (IGAD), East African Community (EAC), Sustainable Development Goals Centre for Africa (SDGCA), among others. This has also happened because of the conscious decision by AFSA to provide opportunities for its members to participate in policy advocacy fora.

Growing prominence of Agroecology in different spaces: Over the past three years there has been increasing debate on adopting and mainstreaming agroecology.

Raising Consumer and Public Awareness

Improved visibility: there was increased engagement and sharing of information across all media channels including the AFSA google group, social media (Twitter and Facebook) and print and audio visual media. AFSA developed and implemented a communications strategy that simplified materials targeting different stakeholders, including media. As a result, AFSA visibility has increased with many more followers on social media and a notable increase in mainstream media coverage.

Building the Movement

Membership is increasingly identifying with the Alliance in the last three years during meetings and events at regional and international levels. This strengthens AFSA's voice in the various policy spaces that members access and identify with the Alliance.

Growth in membership within the 3 years bringing on board others such as the Eastern and Southern Africa Pastoralist Network to strengthen the pastoralist voice. Overall, membership has grown from 30 to 40 members.

Growing partnerships within and beyond the continent: AFSA has created and nurtured relationships with several strategic allies to make the case for a transition to Agroecology, these include ActionAid.

Expansion of the secretariat in response to the needs of the Alliance - with a new regional office in Thiès, Senegal, and new staff positions such as M&E.

Mobilizing the base in support of Agroecology: The bio-fertilizer initiative has led to increased demand among trained communities; Launching and running the Climate Campaign to promote the integration of agroecology in climate policy has increased engagement at national level in countries where the campaign is being implemented.

Capacity Building

AFSA has trained hundreds of farmers and trainers in making bio-fertilizer in East, West and Southern Africa. This initiative has been welcomed by many farmers in the community as it helps build and maintain soil health, which is key to production.

Training pastoralist CSOs on climate resilience and advocacy strategy development.

Capacity building and strategy development for francophone West African CSOs on Farmer Managed Seed Systems.

Media training of journalists on agroecology, food sovereignty and climate change.

Building policy advocacy capacity of AFSA member CSOs through participation in group delegations to major policy platforms, e.g. CFS, CLPA, FAO, ITPGRFA.

Other Achievements

AFSA members have participated in a number of regional and global policy spaces, which they have used to promote and push for the transition to agroecology. The table below shows the spaces in which members have participated to advance the agroecology agenda.

Level	Policy Space
Global	Committee on World Food Security (CFS), Rome 2018 and 2019 COP24, Katowice, 2018 and COP25, Madrid, 2019 FAO International Symposium on Agroecology, Rome, April 2018 International Meeting of the Governing Body of the ITPGRFA, Kigali 2017 The UN Declaration on the Rights of Indigenous Peoples (UNDRIP) September 2007 UN Binding Treaty Workshop - Geneva, October 2018 UN Climate Action Summit, New York, 2019 UN Commission on the Status of Women - New York, March 2018 World Conference on Ecological Transition FAO, April 2018

Level	Policy Space
Continental	<p>Africa preparatory meeting for COP25</p> <p>African Ministerial Conference on the Environment (AMCEN) Durban, Dec 2019</p> <p>African Union Land Policy in Africa Conference, Abidjan, Nov 2019</p> <p>African Union Land Policy Initiative Conference, Addis Ababa, 2017</p> <p>AU water ministers meeting</p> <p>Implementation of the action plan of the Voluntary Guidelines on Fisheries (sustainability, food sovereignty, climate change) - AU, ECOWAS FAO, June 2018</p> <p>UNECA: African regional forum on sustainable development</p>
Regional	<p>FAO Conference on Fall Army Worms (FAW)</p> <p>Africa Regional Intellectual Property Organization (ARIPO), June 2018</p> <p>Seed harmonization workshop to draft EAC Seed Bill</p> <p>CEMAC's Common Agriculture Policy</p> <p>East African Legislative Assembly (EALA) debate on the smallholder farmers petition to EAC Heads of States to speed up implementation of Malabo Declaration on agriculture with smallholder farmers' lenses in mind</p> <p>SADC - FANR Strategic Meeting, reviewing and planning and soliciting funding for SADC Regional Agriculture Investment Plan 2018-2022</p> <p>Pan African Climate Change Meeting in Nairobi, ahead of the Katowice COP24</p> <p>SADC Peoples Summit</p> <p>SADC regional Seed trade harmonization meetings</p> <p>ECOWAP's RAIP/RANIP</p> <p>ARUSHA PVP Technical committee and Administrative meetings</p> <p>Civil Society regional meetings on seed systems & the GMO agenda</p> <p>COMESA Biosafety & Biotechnology policy development meetings</p> <p>South South sui generis PVP workshops</p> <p>Food Security & Nutrition Civil Society Mechanism meeting</p> <p>Nagoya Protocol & national level practice workshop</p> <p>Conservation and Sustainable Use of PGRFA and Farmers' Rights Dakar, July 2019</p> <p>SADC Heads of States in Namibia, August 2018</p>

AFSA produced advocacy material promoting agroecology and making a case for the transition to agroecology. These include case studies, policy studies, and animated films on agroecology which have been distributed widely through the various media channels including social media, google groups and the website.

AFSA also organized the biennial Food Systems Conference in Saly, Senegal in 2018. It brought together over 135 stakeholders from 31 countries. A key output of this meeting was the agreement by members to engage in a continental campaign promoting agroecology as a solution to climate change, and the development of an African Food Policy.

CHALLENGES

Fund raising: A review of the achievements for the current strategic planning cycle shows that while there was notable progress in implementing the strategic plan, some of the activities and outputs have lagged (started implementation in 2019). This is attributed to the limited resources available to implement the strategic plan, giving rise to several unfunded priorities. However, many of these remain relevant and have received funding to be implemented in the new strategic plan.

Access to National and regional government: While AFSA has made headway in developing relationships with critical institutions such as the African Land Policy Centre and the Africa SDG Centre, there is still limited access to critical policy spaces at regional level especially the Regional Economic Communities. Policy advocacy being a pillar in AFSA's theory of change, there is need to engage and get access to these critical policy spaces.

Communication and reporting: There has been limited reporting by members on the initiatives that they undertake that contribute to the transition to agroecology. As a result, many great initiatives

remain unknown and yet those could serve as a learning point for other members in the network and could be used to build synergies with work being done in other regions.

Lessons learned

While the focus of AFSA policy is at regional and continental level, the design of its initiatives to include a country level component is critical in building member support and offers the opportunity to engage with country level actors to promote the transition to agroecology.

One critical lesson learned is in regard to the strategy period. Although the Strategic Plan was targeting three years (2017-2019), most of 2017 was spent on refining of the SP, including the inclusion of the two new working groups at the end of 2017. It has since been realized that the three-year period is limiting for implementation.

The issues being addressed by the strategic plan 2017-2019 are still relevant and still require the intervention of AFSA.

Entry into regional policy spaces remains challenging even with the few gains made. This needs to be addressed in the new strategic plan with clear proposal on how to strengthen this critical space.

AFSA needs to rethink how it works or implements activities. Working groups have improved but communication is still a challenge. AFSA need to review and design a strategy that will ensure maximum participation and improved communication.

PROCESS OF DEVELOPING THE PLAN

The development of this strategic plan was an inclusive and participatory process. Review meetings were organized for Working Groups to rethink and re-strategize around their specific areas of focus. AFSA hosted a major three-day conference in Saly, Senegal in November 2018 on the subject of African Food Systems and the SDGs, which generated much discussion and ideas for strategic direction. The conference was built around five thematic areas: Urban food systems; Food systems, climate change and soil; Policy change on food systems in Africa; The future of food systems in an increasingly complex world; and African cultural food systems.

In 2019, AFSA working groups met to develop strategy, including a three-day Land & Agroecology Working Group strategy workshop, and a two-day Citizens and Agroecology Working Group strategy workshop (both in Entebbe in March); a two-day Agroecology for Climate Change strategy workshop and a two-day Seed Sovereignty strategy workshop (both in Thiès, Senegal in June), and finally a three-day meeting in Zambia on farmer managed seed systems. Working group members also met virtually through teleconferencing to share information and develop plans.

From these meetings the AFSA working groups have been able to review and reflect on the previous strategic plan, analyze the context and propose issues for the next strategic period. For instance, during the annual meeting in November 2019, members decided to shift from a 3-year to a 5-year strategic plan period. AFSA's operating environment was also analyzed to assess developments that have implications on AFSA's work. The strategic plan has also taken into consideration reviews and feedback from funding partners that have supported the Alliance over time. This process has enabled members and other key AFSA stakeholders to actively participate in reviewing organizational performance, sharpening organizational focus and redefining the change AFSA strives to make.

SWOT ANALYSIS

This analysis examines AFSA's strengths, weaknesses, opportunities and threats based on assessing various aspects of AFSA's programs and organizational set up and scanning the environment also in comparison to the last 3 years.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Stronger commitment of members to AFSA values and principles. • Diverse membership that covers the larger part of Africa. • Ability to link issues from national to global levels. • Existing partnerships with other food sovereignty inclined networks at a global level. • Food sovereignty expertise within membership and staff. • Having a credible and functioning secretariat in place. • Links with critical spaces and bodies such as IPES Food and the SDG Centre for Africa. • Growing membership meaning more links to different parts of Africa. 	<ul style="list-style-type: none"> • Emerging global research such as on land, climate change and seed which justify the stance of AFSA. • Growing global recognition of agroecology. • Emerging centrality of the food sovereignty agenda within the African continent. • Evolving global challenges that underscore the need for movement building. • Growing global recognition that the industrial food system is unsustainable. • Growing number of African networks/organizations expressing interest in becoming members of AFSA.
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Limited participation by some members. • Linkages between working groups still weak. 	<ul style="list-style-type: none"> • Industry adopting and misusing key terms in food sovereignty. • Constricting regional policy environment that renders it difficult for AFSA to effectively pursue its mandate. • The industrial food lobby is very rich and powerful and uses that wealth and power to influence African policy makers and Northern governments.

AFSA'S STRATEGIC REPOSITIONING 2020-2024

THE BROADER CONTEXT

The context for the current Strategic Plan 2020-2024 has changed. The climate crisis has created a new sense of urgency. While the 'Feed the World' narrative is still widely heard, reinforcing the notion that 'we' must somehow double food production to feed the predicted 10 billion people by 2050, there is also broad agreement that current food production systems are not working and that transformational change is needed. Agroecology proponents maintain that 10 billion can already be fed if food wasn't wasted or used for industrial purposes

Opinions on the direction of the needed change is polarized. The industry continues its pressure for the corporatization of African food systems, but with a new emphasis on emerging technologies such

as Digital Farming, Big Data, Blockchain, Drones, Gene Editing, and various iterations of 'Smart' farming.

Meanwhile, agroecology has emerged as a major contender for that transformational food systems role, having moved from a marginal and poorly understood farming practice to being a recognized actor on the global agriculture and food security stage. This strategy period is a crucial time for Agroecology, as both FAO and the Committee on World Food Security are discussing its formal acceptance in world food policy. Predictably, the industrial food system lobby is resisting this transformation and trying to take agroecology off the table, or at least delay its progress.

The link between food systems and climate change is now more clearly understood - with a growing awareness of global climate issues driven by high profile movements such as the School Strike and Extinction Rebellion. The language has changed to reflect this new sense of urgency; climate change is now referred to as the climate crisis, or climate emergency. Agroecology is becoming recognized as a climate solution: A recent IPCC report asserts, "In summary, increasing the resilience of the food system through agroecology and diversification is an effective way to achieve climate change adaptation (robust evidence, high agreement)." IPCC, 2019: Special Report on Climate Change and Land (SRCCL), Ch5 p51.

Similarly, the link between food systems and health is now better recognized, with growing awareness of the 'double burden of malnutrition, characterized by the coexistence of under nutrition along with overweight and obesity, or diet-related non-communicable diseases, within individuals, households and populations, and across the life course'. This again presents useful opportunities for advocacy in favor of agroecology and the diverse nutritional benefits it can bring.

The world has seen significant shifts towards rights based approaches. The UN General Assembly voted in favor of the UN Declaration on the rights of peasants and other people working in rural areas. The UN Declaration aims to better protect the rights of all rural populations including peasants, fisherfolk, nomads, agricultural workers and indigenous peoples and to improve living conditions, as well as to strengthen food sovereignty, the fight against climate change and the conservation of biodiversity. The endorsement of the UN Declaration also constitutes an important contribution to the international community's effort to promote family farming and peasant agriculture.

We have seen a policy shift away from large scale commodity farming towards smallholder food producers as the development focus in Africa. Examples include the EU-driven Africa-Europe Agenda for Rural Transformation, and the FAO's launch in 2019 of the Decade of Family Farming.

The mantra 'Leaving No One Behind' is heard in many forums, bringing a welcome sense of inclusivity to the development agenda.

Launched in 2015 the Sustainable Development Goals 'universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030' has now become embedded in policy development, providing advocacy opportunities for agroecological approaches which can respond to most of the SDGs.

However, African policy makers remain largely committed to the agricultural modernization agenda centered on increased use of agrochemicals and 'improved' seeds. Many African governments still base their agricultural development investment on this agenda through Farmer Input Subsidy Programmes (FISPs), signaling their capitulation to the seed and agrochemical industry.

The continent has recently experienced catastrophic climate events with cyclones spreading havoc and destruction in the Southern Africa region, causally linked both to the climate crisis and unsustainable land use patterns including large scale monocrop agriculture.

The regionalization process is in full swing as regional economic communities continue to harmonize their legislation, while 52 countries have signed up to the African Continental Free Trade Area Agreement, which will inevitably increase the politicization of food production and consumption.

REPOSITIONING AFSA

To meet the new opportunities and address the ever-changing challenges AFSA is continuing to press strongly for change in its four thematic areas, ensuring continuity and validating the importance of the work already begun.

The first repositioning might be characterized as “Thinking Regionally, Acting Nationally”. While continental / regional policy is critically important, national policy and practice is where the rubber meets the road. Our member constituencies live in villages, towns and cities and this is where they are primarily engaged in activism, to improve the lives of their families and communities. This is where the energy and passion for change is most apparent. We intend to harness this energy, the energy of local activists, women, men and particularly the energy of youth - to take the struggle to the streets, building the movement and accelerating the transition to agroecology. This new ‘country focus’ will play out across the four strategic priority areas below, as each work-stream targets a specific set of African nations.

A second repositioning is the shift of emphasis from traditional policy advocacy to campaigning. After more than a year of member consultation, AFSA has for the first time launched a dedicated campaign, a clearly targeted battle to place agroecology at the center of the climate debate in a dozen selected countries.

A third repositioning is the strengthened emphasis on women and youth, recognizing the immense contribution of women in the struggle for food sovereignty, and the huge potential of youth in growing agroecology. Under the new strategy, AFSA will strengthen its work to tackle injustice around women’s land and property rights, mainstream gender in all the working groups, develop an AFSA gender policy and action plan, and support and encourage the energy of youth.

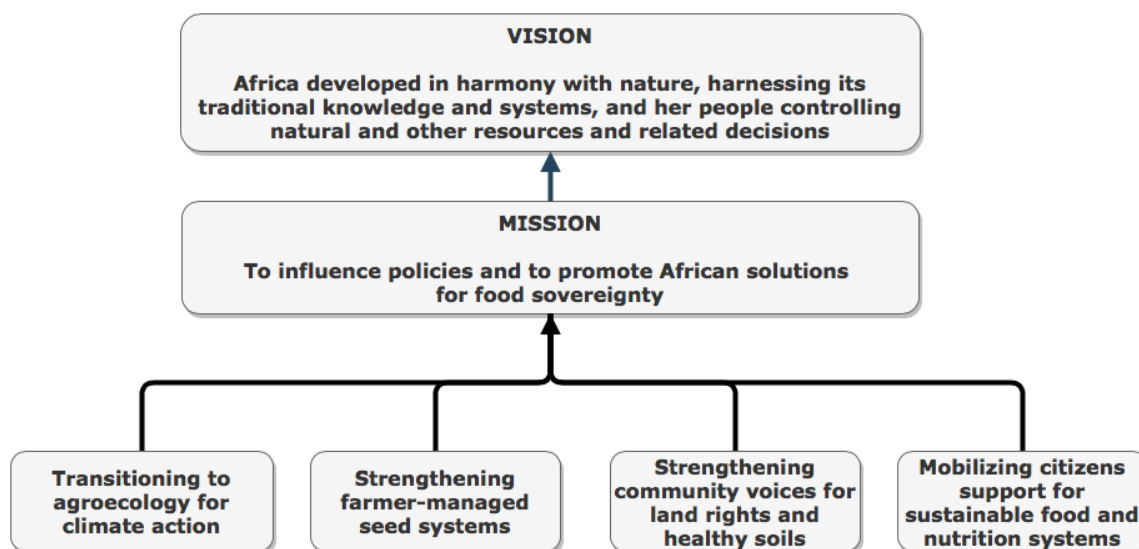
A fourth repositioning relates to the way AFSA is seen from the outside. This strategy period will see AFSA repositioned not only as a communications resource provider and capacity-builder, but as the leading African voice connecting the African movement for agroecology to the international policy space. AFSA will define, brand and illustrate what agroecology means for African food producers and eaters, positioning agroecology as an African-led solution, in opposition to a western-led industrialization of agriculture driven by profit.

AFSA’S GOAL

AFSA’s focus for the five years (2020-2024) shall be:

Driving the Transition to Agroecology in Africa

AFSA STRATEGY DIAGRAM



AFSA'S STRATEGIC PRIORITIES

During the period of this strategic plan AFSA will pursue the following priorities:

1. Transitioning to Agroecology for Climate Action
2. Strengthening Farmer-Managed Seed Systems
3. Strengthening Community Voices for Land Rights and Healthy Soils
4. Mobilizing Citizens Support for Sustainable Food & Nutrition Systems

1. TRANSITIONING TO AGROECOLOGY FOR CLIMATE ACTION

THE PROBLEM

Catastrophic cyclones, devastating droughts, global protests and school strikes confirm that climate change has become the climate crisis, the climate emergency.

Countries in Africa continue to increasingly experience climate change and variability with vast threats to agriculture and food production. According to the IPCC 2013 report, all four dimensions of food security (food availability, access, utilization and stability) are potentially affected by climate change. These impacts will be high in areas where low yields go hand in hand with poverty and in areas where households are highly dependent on rain fed agriculture.

Africa is clearly the continent most vulnerable to climate change effects. Already the hottest continent, Africa is expected to warm 1.5 times faster than the global average, according to the UN's Intergovernmental Panel on Climate Change (IPCC) - the recognized global authority on climate science. There are alarming projections of a temperature rise in parts of Africa of 3°C to 5°C by 2050. Scientists note that for every 1 degree of warming over 30 degrees, yields of basic grains decline by 10%. Other effects of climate change, which are projected to become worse are highly erratic rainfall patterns, increased frequency of flooding, and a three-fold increased probability of catastrophic storms.

With around 70% of Africa's population dependent on rain fed farming, hundreds of millions of people do not have the same safety net afforded those in wealthier, industrialized nations. Climate change

also affects livestock and fish breeding and migratory patterns (OECD) impacting the livelihoods of millions of pastoralists and fishers.

It is therefore not surprising that climate change is increasingly recognized as one of the major economic, environmental and social challenge of our times. Scientists, policy makers, farmers and researchers alike are acknowledging the challenges of climate change to food production, the environment and human life. Africa suffers the injustice of being the continent hardest hit by climate change, while contributing the least to its cause –accounting for less than 4% of the world's annual greenhouse gas (GHG) emissions.

With increasing evidence that climate change impacts food security and other aspects of human life, there is need for clarity on how to address such impacts. While the urgency of dealing with climate change has been acknowledged by governments, many of the proposed solutions increase pressure on small scale food producers to take up new initiatives such as Climate Smart Agriculture, using hybrid and GMO seed, and increasing the use of chemical inputs.

We see these as false solutions which act largely to the detriment of food sovereignty, environmental conservation and livelihoods, and are ultimately likely to worsen the impact of climate change by further degrading the soil, destroying biodiversity and generating even more greenhouse gas emissions. Meanwhile, big companies especially from developed countries are given a pass to pollute by offsetting their contribution to climate change through carbon credits earned from REDD+ projects.

THE STRATEGY

In this strategy period, AFSA will drive a campaign to place agroecology, including agroforestry, as a key policy response for adaptation and mitigation of climate change that is negatively impacting the economic, social and ecological life of Africa and Africans.

Citizens, civil society organizations (particularly grassroots farmer organizations and rural women's associations), faith based organizations, and national non-governmental organizations will be mobilized, and policy makers targeted in 13 African countries: Senegal, Cote d'Ivoire, Ghana, Togo, Benin, Nigeria, Cameroon, Ethiopia, Kenya, Uganda, Rwanda, Zambia and South Africa. The countries are chosen due to the presence of key international institutions and regional economic communities as well as the presence of key AFSA member organizations and staff capable of implementing the campaign. The campaign will use state of the art communication tools and advocacy as well as engaging high-level policy platforms, including the UNFCCC, to influence negotiations.

OBJECTIVE

Agroecology recognized in policy spaces as an effective strategy for climate change adaptation and mitigation in Africa.

KEY OUTCOMES

- Agroecology recognized as a vehicle for implementation of National and Regional Climate Change Adaptation and Mitigation policy frameworks.
- Africa's citizens, policy makers and climate action partners rallied to support Agroecology as a viable solution to climate change.
- Capacity of AFSA members, partners and communities built on Agroecology and Climate Change issues.

2. STRENGTHENING FARMER-MANAGED SEED SYSTEMS

THE PROBLEM

Around 80% of the food consumed in Africa is produced locally and, as various researches show, the vast majority of farmers who provide this food use locally adapted seeds from “informal” farmer-managed seed systems (FMSS). Most seeds come from farmers’ own stocks of saved seed, from neighbors, and from local markets. A recent study drawn from observations across six African countries and covering 40 crops, found that farmers still access 90% of their seed from the so-called informal system. (McGuire, S. & Sperling, L. 2016).

Today’s seed embodies centuries of knowledge about how to conserve, change, plant and guide it to fruitful expression. Seed is about culture, tradition, spirituality, cooperation and diversity. And finally, seed is about survival, about providing diverse and healthy food to feed families every day. Africa’s rich diversity of food crops is thanks to local farming communities - notably women - collecting, conserving, developing and exchanging seeds for countless generations. Although acknowledged as the principal seed keepers within their communities, women’s contribution seldom receives official recognition and support.

Farmers’ seeds are the basis of agricultural production across Africa, yet they receive little or no support from African governments. Local seeds are reliable, available and affordable, but the seed corporations want them outlawed. These seeds and the cultural systems and knowledge that underpin them are under threat from policies designed to benefit corporate interests, while criminalizing and vilifying farmer managed seed systems. They are dismissed by policy makers as outdated practices, to be replaced by the so-called ‘formal’ seed system which promotes so-called ‘improved’ hybrid and GMO seeds supplied by commercial seed companies.

The seed industry has concocted a narrative that places hunger squarely at the door of African smallholders and their ‘backward practices’ and ‘low yielding, diseased seed’. This narrative has found traction amongst many African governments, which are acquiescing to industry demands for enabling legal and policy environments to attract the formal seed industry. They propose nothing less than the wholesale replacement of FMSS with a small portfolio of ‘improved varieties’ bred to produce high yields in industrial agricultural systems.

To support the expansion of the private seed industry on the continent, a raft of new policy and legal changes are on the table. Two distinct areas are targeted, namely the establishment of Plant Breeders’ Rights (PBR) regimes and the revision or implementation of seed trade laws that regulate standards and procedures to place seed on the market. Strict PBR regimes that are designed to benefit the seed industry are being imposed on multiple countries simultaneously through regional organizations such as the African Regional Intellectual Property Organization (ARIPO) and its francophone counterpart OAPI, as well as through Regional Economic Communities (RECs) such as SADC, COMESA and ECOWAS. (ACB, 2012).

STRATEGY

In this strategic period, AFSA will continue to strengthen regional platforms that support Farmer-Managed Seed Systems, and influence seed policy and legislation to support FMSS.

OBJECTIVES

- To change the prevailing narrative to one that recognizes Farmer Managed Seed Systems (FMSS) as the fundamental basis of Africa’s food system.
- To influence African seed legislation to protect farmers’ rights to share exchange and sell seeds, and to empower farmer managed seed systems.
- To raise public awareness on farmers’ seed sovereignty and the value of farmers’ varieties for biodiversity conservation, nutrition and health.

OUTCOMES

- A clear and persuasive expression of the counter-narrative in place, supported by a compelling evidence-based case.
- Strong national and regional seed advocacy platforms actively engaging with policymakers.
- Increased public and consumer support for farmers' seed rights.

3. STRENGTHENING COMMUNITY VOICES FOR LAND RIGHTS AND HEALTHY SOILS

THE PROBLEM

Land is the most important asset for households that depend on agriculture for their livelihoods. Access to land is a basic requirement for farming and control over land is synonymous with wealth, status and power. In a continent where almost 70% of the population depends on agriculture, there is a real need to secure inclusive and sustainable access, use and control of land. This vision of fair and inclusive land management is facing various challenges which AFSA is working to overcome.

On the subject of access to land, there is a lack of recognition of women's land ownership rights. This problem is often closely linked to the issue of women's right to food sovereignty. Gender discrimination in access to land, particularly in our countries with large rural populations, is sometimes at the root of particularly difficult working conditions, malnutrition and poverty. There is no food sovereignty when there is a lack of knowledge of women's land ownership rights. The quest for food sovereignty requires advocacy for women's equal access to land.

In addition to access to land, the quality of the soil is also a major barrier. Soil degradation constitutes a great threat to ecosystem services in SSA, particularly sustainable food production and security and is caused by several factors including: overgrazing, deforestation, inappropriate cultivation techniques; and expansion of agriculture into marginal lands, population increase, climate change and poverty. Soil degradation is increasing in the region, with over 20 percent of land in most SSA countries already being degraded, affecting over 65 percent of the population and resulting in significant adverse effects on food production and human livelihoods (FAO).

Land tenure

Africa has diverse landscapes, ecologies and climatic zones. Diverse livelihood systems have developed to fit with the diversity of these ecosystems. They include nomadic pastoralism, silvo-pastoralism, harvesting forest products, undertaking shifting cultivation, sedentary farming, fishing or combinations of the above. These livelihood systems have depended on managing and nurturing land and natural resources sustainably from generation to generation. Land is thus deeply valued by many African societies, not just as an economic asset, but also as a source of cultural identity and spiritual reverence.

The attractiveness of African land to both domestic and foreign investors, coupled with vague, overlapping and often poorly enforced land laws, has left rural communities across the continent vulnerable to land grabs. Powerful private investors working in conjunction with local business and political elites have been identified in several reports as the main actors. Women and youth, who were already disadvantaged in land access and control, are facing the worst impacts of this on their livelihoods.

As a response to this chaotic situation, various international institutions and some African governments, under pressure from civil society organizations, developed and promoted land governance frameworks and mechanisms. Despite the goal of bringing back communities' land rights, these land governance mechanisms seem to still give priority to large scale land based investments (LSLBI).

Soil degradation

Soil degradation and erosion in Sub-Saharan Africa is considered one of the root causes of stagnating or declining agricultural productivity and the provision of further ecosystem services. It has been estimated that of the approximately 494 million ha of land in Africa affected by soil degradation, 46 percent is affected by water erosion, 38 percent by wind erosion, 12 percent by chemical degradation and four percent by physical degradation. The four types of soil change that are considered as major threats are: soil erosion, soil organic matter depletion, soil nutrient depletion and loss of soil biodiversity.

There is an urgent need for pro-active interventions to arrest and reverse soil degradation. Agricultural lands are especially prone to erosion and nutrient depletion. Reported yield losses range from moderate (two percent decline over several decades) to catastrophic levels (more than 50 percent), depending on crop, soil type, climate, and production systems, with most studies reporting significant losses.

STRATEGY

The goal in this period is to empower member networks so that communities, particularly women, have a voice on land rights, innovations and investments related to agroecology.

Land is a community resource: it is not a commodity and should not be privatized. Future generations are the owners of the land. We are just custodians and we have to make sure that we return it to them as it is, with a living soil.

We must ensure that future generations continue to maintain the potential of the land and soil. Beyond passing on to future generation enough land, we should give them a living soil and strong mechanisms to maintain its potential.

We must learn from the good land practices of our great grandparents who bequeathed the land to us. Ancestral land use and management systems took strongly into account all land users including pastoralists, hunters, fishers, wild fruit collectors, and wildlife.

We must build on the rich indigenous knowledge of previous generations with cutting edge scientific understanding of soil microbiology to give food producers access to soil enhancing technology made in Africa.

We must protect and promote women's rights to land: while women are recognized as the main contributors of labor in small scale farming systems, women represent a tiny fraction of agricultural land holders across Africa. Women's dynamism in land policy advocacy and the struggle for land rights must be central to our work.

OBJECTIVES

1. Identification and documentation of Community Land Use Management Systems that are sustainable and inclusive, taking gender issues into account. Critical analysis of the implementation of land governance policies at regional and country levels.
2. AFSA will promote community solutions with regards to the 2063 AU agenda, SDGs, VGGTs, and the Paris Agreement on climate. Across the continent people and institutions will hear a positive narrative of community land use and management systems.
3. Provide information, skills and tools to community land rights defenders to connect with each other, to engage land governance debates and to critique land laws/policies at various levels
4. Target international, continental and regional (RECs) platforms to advocate for land policy/law changes. Member networks, grassroots organizations and partner CSOs will be provided with opportunities to advocate by themselves.
5. Roll out the Healthy Soils for Healthy Food bio-fertilizer training program to 15 countries, with

a focus on Training and Extension, Hubs/satellites, Research, Entrepreneurship, Advocacy, Coordination, working with and through regional and national members to make this possible.

OUTCOMES

1. Strengthened community voices and enhanced resilience against land injustice.
2. Enhanced members' capacity to effectively engage in the global land debate.
3. Community rights on land use, management and ownership emerged in national, regional and international debates
4. Food producers are empowered to improve and maintain soil fertility by learning and applying appropriate agroecological methods and skills.
5. The rapid expansion of agroecological practices leading to more responsible land use, and improved livelihoods of rural households.

4. MOBILIZING CITIZENS SUPPORT FOR SUSTAINABLE FOOD SYSTEMS

THE PROBLEM

Increasingly, the perception of food is shaped by and based on the media advertising stemming from dominant globalized, industrialized food systems. The industrial food system presents a systematized and standardized picture of what is nutritious and delicious food. This seemingly healthy and attractive food is distributed via various market outlets to the population in Africa.

An increasing number of people in Africa are detached from the food production system, and they are many now, especially in the urban environment, who do not know where their food comes from. This delinking of production and consumption is one of the crises that is taking place in Africa. This delinking of consumption and creation is pushing the decrease in the diversity of food that we eat. Fewer and fewer food varieties are promoted and sold in the market. Low diversity is resulting in a health crisis that we are witnessing in the continent. While we have used over 7,000 foods throughout human history to make up our diets, over 80 percent of global menus are now based on a few staple commodities – wheat, rice, soybeans, maize – and limited breeds of livestock (FAO, 2018). The origins and provenance of our food are also mostly obscured, resulting in "food from nowhere" (McMichael, 2009).

Promotion of healthier living based on eating nutritious and healthy food grown in an ecologically sustainable way is still peripheral to the mainstream policies and developments. While the need to promote the importance of eating nutritious food is picking up as part of Civil Society advocacy, and also being adopted by some international agencies, there's still no strong link between nutritious foods, health, and the food production systems. What is on the rise today is the consumption of processed and fast foods. These are mainly imported and with high sugar and low nutrient levels. With urbanization and economic growth in most countries in Africa, two things have happened: one, the occurrence of supermarkets where imported and processed foods are more popularly sold; and two, the emergence of the so-called middle class and urban citizens who are vital in sustaining the demand for processed and fast foods. Fast food chains are also slowly being embraced in Africa and along with it new consumption habits.

Whereas many civil society organizations such as AFSA are actively campaigning for safe foods and the need for governments to promote consumption of nutritious foods, many governments are seemingly still looking the other way and instead supporting the infiltration of GMOs and highly processed foods into the food system. The systematic standardization of food consumption/systems is ensuring the loss of biodiversity and hence diversity in nutrition. Small scale producers practicing agroecology are losing land and water sources to large scale companies.

All of this has undermined the fundamental rights of citizens to the satisfaction of basic needs, to freedom of choice, and to a healthy and sustainable environment.

The narrative that large-scale industrial agriculture will feed the growing population is going largely uncontested due to the mostly silent voice from the citizens. While the majority are primarily aware and desire to consume nutritious and healthy foods, they are not actively demanding for the production and protection of these foods through policies that promote and protect agroecology.

This, therefore, presents the need to create a link between the citizenry and producers by strengthening the consumer voice to demand nutritious and healthy food.

For the above to happen, citizen movements have to be strengthened to appreciate the concept of agroecology and to demand food and agricultural systems and practices that are healthy, equitable, efficient, resilient, and culturally diverse.

STRATEGY

In this period AFSA will work toward influencing policies and institutions to have increased citizen access to agroecologically produced food in Africa for better health and quality of life.

The purpose of this work stream is to have active citizens who participate in the production distribution and consumption of healthy foods. We will be active citizens, working along the whole chain from the farm and with the farmers to the stalls in our markets and the tables in our homes. We need to move agroecological products from niche markets to mass consumption.

We need to promote traditional African foods. We recognize that our food is enriched through the seeds and culinary cultures that came from outside and became indigenized, but we also need to promote our food systems as they have proved time and again to be nutritious and healthy. We also need to be open to include other vegetables and seeds found to be nutritious and healthy and are not disrupting our food sovereignty.

What we eat profoundly influences what we produce. The more we delink from the production system, the more our ignorance about what we eat increases. We need to promote agroecology as it is a food production system which produces healthy food while protecting agricultural biodiversity.

Relying on fast and junk food deskills African food producers. Women in Africa know food production and processing. Export orientation reduces the diversity of our crops, narrows our food choices and reduces the nutritional content.

OBJECTIVES

1. To generate and disseminate knowledge on agroecology and the link to nutrition and health
2. To mobilize and scale up consumer support for small-scale producers and food systems in Africa based on agroecological principles, values and practices for health and well-being
3. To influence African agriculture and health policies to integrate the agroecology agenda as a path to good nutrition and health.

OUTCOMES

1. African citizens at the forefront of advocacy and popularizing the narrative which recognizes the benefits of agroecology in African food systems
2. Development of an Africa Food Policy
3. Development of a Barefoot Guide on Nutrition
4. Support for market-based initiatives
5. Raised awareness of the role of agroecology
6. Evidence of toxicity of current practices and why Agroecology is a valid alternative

5. ORGANIZATIONAL DEVELOPEMENT

AFSA SECRETARIAT

In the light of this five-year strategy, AFSA will review the structure and roles of the secretariat to ensure that sufficient human and financial resources are in place to be able to support the implementation, monitoring and evaluation of the strategy. The secretariat will endeavor to fill all posts with dynamic, competent and committed staff. Staff competencies will be strengthened through additional training and mentoring where necessary.

WORKING GROUPS

The four existing working groups will be maintained.

- Working groups will be led by individuals passionate about the work of the group.
- Working group members will take personal individual responsibility for delivering their part of the strategy.
- Working group progress will be monitored by the group and the leadership reviewed periodically and changed as necessary.
- Each working group will be supported by a nominated secretariat staff member.
- A communication person will be nominated by each working group to liaise with the secretariat.
- All AFSA activities will be considered and validated by the relevant working group.
- Each working group will consider strategies to ensure the activities of the group are adequately funded.
- AFSA will strive to harness the dynamism of youth in driving forward the work.
- Ongoing work at national level will be mapped and the information gained will be used to support advocacy.
- AFSA will consider the development of country specific action plans for relevant thematic areas under this strategy.

INFORMATION AND COMMUNICATIONS

Information flows within AFSA will be improved by a range of means. Information sharing within the working groups will be enhanced by use of social media, e.g. WhatsApp. Members will be allocated space on the AFSA website to share their news and events. AFSA secretariat will research the feasibility of the proposal to establish an intranet for staff and members.

Each member organization will nominate a communication person to liaise with the secretariat. Members will share their contacts and communications lists with the secretariat and form a group/groups to improve flows of communications in both directions between AFSA secretariat, AFSA member networks, and their members. Periodic reports will be generated to share information on current activities. Networks will communicate AFSA information to their own members. An AFSA Newsletter will be circulated periodically, including for example profiling one member per month, and human stories enabling members and supporters to get to know each other.

The recently formed Narrative Group, which was set up by members in response to the continual attacks on agroecology in the media, will grow and develop its ways of working, linking with other AFSA communicators, and strengthen AFSA's capacity to respond to misleading narratives, and to develop our messaging of positive change.

Young members will be encouraged to lead on communications. Incorporating young people in amplifying agroecology for example through youth involvement in promoting the agroecology agenda through social media and other platforms.

The AFSA communications strategy and action plans will be reviewed, adjusted and developed to reflect strategic positioning, with external support from relevant communications experts.

A calendar of members' events, activities and interactions will be managed at the secretariat, enabling email alerts to be shared across networks. The secretariat will generate a template to collect information from members.

GENDER MAINSTREAMING

This strategy recognizes the important role that women play in agriculture and rural development, as well as their strong contribution to food and nutrition security at household and community levels. Without gender equality and rural women's economic, social and political empowerment, food sovereignty and the transition to agroecology will not be achieved. The strategy is committed to closing the gender gap, with particular attention to improving rural women's access and control of assets, resources, technologies, services and opportunities, and the promotion of gender-sensitive policy frameworks.

Under this strategy AFSA will strive for gender equity as the means and gender equality as the goal to ensure that access to opportunities and life changes is neither dependent on, nor constrained by being born male or female. Gender must be cross-cutting to all AFSA's commitments and actions.

AFSA members in 2019 initiated the Women's Voice group with three objectives: Put gender issues in all AFSA activities; Work to raise women voice in the working groups; and Promote women and girls in agroecology for food sovereignty.

AFSA will work to implement the request of the Women's Voice to:

- Develop an AFSA Gender policy and action plan;
- Work to mainstream Gender in all the working groups;
- Create a space for Women during AFSA annual meeting to speak about gender issues and a women's action plan.

AFSA will also take on board the following recommended actions:

- See what is happening in each country about Beijing +25 and send information in the platform;
- Work on women's land and property rights issues;
- Work on Intergenerational actions for food sovereignty in Africa (grandmothers, mothers and daughters)

MOBILISING YOUTH

AFSA will integrate in this strategy the full and active participation of young people. Mobilizing young people will help the network reach a wider range of population faster. When it comes to fighting destructive policies, programs and companies, AFSA has no better ally than those young people, ready to stand up and speak out. Youth education and participation will be a cross-cutting approach. Agroecology offers many opportunities and is gaining recognition as a new window of job creation for young people, generating economic development and youth employment. We will incorporate training of young people on agroecology, supporting intergenerational transfer of knowledge and skills. We also need to find ways to have our children and youths understand and own the traditional knowledge that is their heritage. It is imperative we find innovative ways to involve young people; and this should be a must for all AFSA members.

LEAVING NO ONE BEHIND

AFSA's strategy is firmly aligned with the achievement of the Sustainable Development Goals, and AFSA is determined to take all measures to ensure that all stakeholders identified in the Rio, Rio+20, and Agenda 2030 documents are part of our inclusive program and reflection processes.

IMPLEMENTATION OF THE STRATEGY

The five-year strategy will inform the development of comprehensive action plans, detailing the activities and outputs that will lead to the outcomes and objectives of the strategy.

AFSA board, secretariat and working groups will take the lead in the implementation of this strategy. The working groups will engage in activities to support the narrative of agroecology and discredit the industrial food system; raise public and consumer awareness on the threats to food sovereignty; identify and bring on board African scientists and researchers; influence decision makers and policy at various levels; and contribute to building the movement for agroecology and food sovereignty.

Implementation of the strategy will continue to be informed by AFSA's Theory of Change.

AFSA'S THEORY OF CHANGE

AFSA's Theory of Change recognizes that engagement with the formal policymaking processes is an essential but insufficient condition for change. AFSA has identified the following components of a package of action that needs to happen to achieve our goals.

EVIDENCE COLLECTION

AFSA develops a clear and well-backed-up-with-evidence narrative on seed, land and agroecology. This will justify the call for a transition to agroecology

RAISING CONSUMER & PUBLIC AWARENESS

AFSA reaches out to African consumers to become much more active in the food sovereignty movement advocating for Farmer Managed Seed Systems, farmers and citizen rights to land and for the transition to agroecology

POLICY ADVOCACY

AFSA influences critical decision-makers among Africa's elite to endorse and promote agroecology.

AFSA demonstrates the benefits of agroecology to decision makers by exposure to farmer's experience and views.

AFSA gains access to an increasing number of critical decision-makers amongst Africa's elite.

BUILDING THE MOVEMENT

AFSA ensures convergence of groups and networks within the Food Sovereignty movement.

The genuine farmers' voice for Food Sovereignty in Africa grows and becomes more cohesive across the continent.

AFSA will keep learning: to be more strategic, taking up opportunities, and improving capacity to run an effective continental network.

MONITORING, EVALUATION AND LEARNING

AFSA recognizes that to effectively assess the kind of changes that we want to contribute to, the organization needs a comprehensive monitoring and evaluation system that will promote self-assessment, innovation, flexibility, reflection, and action learning. AFSA members' involvement in MEL will be essential to the effectiveness of the plan.

AFSA will conduct routine monitoring to ensure that each project / program is making progress in line with the identified objectives and outcomes. AFSA will plan and schedule member visits that will be tagged to other activities. The visit will be used to get updates on members' work in the region and country, feedback on AFSA work, and recommendations of how AFSA can engage and support members. AFSA will present a performance report at annual meetings and this will be discussed by members.

To track performance and progress, AFSA will develop a monitoring tool with indicators, clearly defined targets, and methodology for collection. AFSA will work with the members within and across working groups to ensure data is available and used by members.

Below is a summary of indicators that AFSA will track during the life cycle of this strategic plan.

Performance Indicator	Definition & Justification	Data Source & Collection Method	Baseline	Target	Frequency of data collection	Responsibility
Agroecology and Climate Action						
Percentage of countries that are supportive of agroecology as a response to climate change	Track NDC submissions and NAPs	Government Climate policy documents. Submitted reports to UNFCCC on NDC targets and NAP reports	TBD: Countries with NAPs that include agroecology	Governments adopt and support agroecology elements/ practices in their policies	annually	M&E officer
COP adopts KJWA report that includes agroecology as a measure to respond to climate change		UNFCCC document/ submissions review	TBD	KJWA report adopted includes agroecology	One-off 2020	M&E officer
African Food Policy						
Consensus on critical aspects of the AFP	Voices of farmers, women and youth represented in agreed positions	Rapporteur reports	TBD	Consensus on key aspects as outlined in the road map	Annually	Programme Officer
Stakeholder participation in policy labs	Track diversity, category of participants to get insight into the involvement in the consultation process of the AFP	Meeting reports, participants list	TBD	Civil Society, Women, Youth, Farmers, Policymakers,	Quarterly	Program Officer

Performance Indicator	Definition & Justification	Data Source & Collection Method	Baseline	Target	Frequency of data collection	Responsibility
Bio-fertiliser						
Number of trained in biofertilizer production	Number of people trained	Training Reports	TBD	TBD	Biannual	Program Officer
Research/ case studies done documenting the impact/ result of using biofertilizer on soil health	Knowledge generated on biofertilizer use	Research reports/ publications	TBD	At least 3 reports	Annually	Program Officer
FMSS						
Cases documented of FMSS in communities	Evidence documented of FMSS in action. case studies films and stories.	Reports, publications and productions	TBD	TBD	Quarterly	Program Officer
Campaigns to raise awareness on FMSS and lobby favourable policies	Mobilise support for FMSS	Reports	TBD	TBD	Annually	Program Officer

EVALUATION PLAN

Each program will have at least one evaluation conducted during its lifecycle. This could be done internally or engaging an external resource to evaluate the results achieved.

The strategic plan will have an internal mid-term evaluation that will focus on performance evaluation to inform the strategic direction for the remaining duration of the strategic plan.

Project/Program/ initiative	Purpose and planned use	External/ internal	Budget (USD)	Expected Date for Evaluation
Agroecology for Climate Action	Inform AFSA on the effectiveness of campaign strategy Provide feedback on AFSA's communication strategy in supporting the Climate Action campaign. Learning will inform how to strengthen AFSA's communication	Internal	8,000	November 2020
African Food Policy	Inform AFSA on the structure and implanting model of the policy labs	Internal		
Bio-fertilizer	Documenting results and knowledge to support scaling up of the initiative across different countries and	External	15,000	Feb 2021

	ecological zones. The information should include the impact on soil health, pest and disease management, adaptability across different regions, yield and resilience of farms that have adopted it. Economic viability should also be investigated during this evaluation			
Mapping of agroecological market Initiatives	Develop an understanding of structure and drivers of success for the agroecological initiatives and How AFSA can support similar initiatives in different countries.	External (Ex-ante evaluation)	20,000	June 2020
Institutional/ Strategic Plan	Performance evaluation. Relevancy of the theory of change. Institutional growth including sustainability, systems	Internal (mid-term) & Ex-post	2,500	June 2022 & June 2024

DATA MANAGEMENT PLAN

AFSA will make use of electronic data collection tools and online software to collect information. This will include tools like survey monkey, online reporting forms developed with the AFSA management information system, electronic data tools. (Data collection, quality assurance, storage, analysis and use).

ROLES AND RESPONSIBILITIES

The monitoring, evaluation, accountability and learning activities will involve all staff throughout the implementation of the strategic plan. This section outlines and provides general guidance on roles and function played by the staff.

Role	Activity
M&E Staff	Develop M&E Plans for all programs Maintain up to date data on all indicators Maintain and track data Plan and lead internal evaluations Develop an evaluation statement of work and ToR for external evaluation Lead all learning and knowledge management initiatives
Program officers (Working Group Leads)	Take lead in collecting data on the working groups and programs under their docket.
Communication	Media monitoring

EFFECTIVENESS PRINCIPLES FOR ADVOCACY

GUIDING PRINCIPLES

1. Gear our advocacy, in a strategic way, towards a vision of what we are trying to build, recognizing that framing alternative narratives to the mainstream will be a key part of this.

2. Prioritize and strengthen the capacity of food producers and citizens who use food in a variety of ways, along with their social movements, to influence policy decisions and public opinion.
3. Emphasize multiple ways of knowing and learning as evidence.
4. Always begin advocacy activities with a clear analysis of the context as a basis for identifying strategic possibilities for our advocacy work, recognizing the huge and varied forces pitted against what AFSA stands for.
5. Recognize and utilize the diversity and interdependency within the African and global Food Sovereignty movement
6. Stress the need for system transformation knowing that at times we have to address more immediate issues
7. Reach out for dialogue where there is at least some recognition of the value of Food Sovereignty/Agroecology
8. Across our membership, leverage any opportunity to amplify AFSA's messages, cause and image.
9. Recognize that the weight and effectiveness of AFSA's advocacy work starts with the integrity of each member organization 'walking the talk' of AFSA and, more than that, it starts with each individual in each member doing the same.
10. Base our advocacy on the dynamic and diverse African cultures.