Global Alliance for Climate Smart Agriculture (GACSA)

STRATEGIC PLAN 2018-2022

Accelerating Progress in Scaling-up Climate-Smart Agriculture: Catalyzing Action to Implement Commitments for Sustainable Development and Climate Action

August 2018
1. **GACSA DELIVERY MODEL**

As the sole global multi-stakeholder apolitical platform for climate-smart agriculture (CSA), with an integrated knowledge-intensive approach, the Global Alliance for Climate-Smart Agriculture (GACSA) seeks to catalyze and rally action to accelerate the scaling up of CSA through its members’ own initiatives, engagements and programs. Members work collaboratively through three **Action Groups (knowledge, investment, enabling environment)** and a **Regional Engagement task team**, focusing on bringing concrete solutions to fruition, accelerating coordinated efforts within and across regions on scaling up CSA initiatives, and facilitating match making and project development towards tangible effects on the ground.

The Alliance is not an implementing body or a negotiation forum, but rather a catalyzing platform with a light but agile organizational structure where value-addition lies in three core action-oriented functions:

- **Convening** – bringing people and institutions together to generate or scale up action at global, regional and national levels;
- **Connecting** – breaking down silos, building synergies, bridging the knowledge-uptake gap, fostering integrated approaches, brokering partnerships to ensure that actions are taken;
- **Communicating** – fostering co-learning, co-creation of knowledge and knowledge-sharing to facilitate the development of sound bankable projects.

2. **GACSA VALUE-ADDITION**

GACSA is integral to fulfilling the UN global ambitions and agenda on **SUSTAINABLE DEVELOPMENT** and **CLIMATE ACTION** in line with global development ambitions as agreed in the 2030 Agenda and Sustainable Development Goals (SDGs) and the Paris Agreement. It is uniquely positioned to catalyze action focused on implementation by providing a **clearing house mechanism for lessons learned** and a **matchmaking facility** that will: broker and help create transformational partnerships to encourage actions that reflect an integrated approach to CSA; share how leaders are pursuing innovative strategies and overcoming barriers; publicize these success stories at the global, regional and national levels; and promote breakthrough analyses that demonstrate the benefits of these approaches.

- **Clearinghouse**: GACSA will inspire the development and dissemination of innovative, evidence-based options for CSA in different settings, by transparent, voluntary sharing of information and experience, technologies, knowledge and practices. It will take into account the synergies and trade-offs relating to different options with regards to agriculture, climate change and food security. It will advocate for the use of robust methods for measuring the impact of its participants’ collective actions. These outcomes might be expressed in terms of expected achievements globally, or within specific countries (implementation of Nationally Determined Contributions (NDCs) or regions, where possible specifying quantitative progress towards internationally agreed goals, such as the SDGs.
• **Matchmaking**: GACSA will propose and support specific ambitious and innovative initiatives, partnerships and activities, and identify windows of opportunity to improve and develop key aspects of each initiative (e.g. upcoming government policy decisions, upcoming development bank financing programs; etc.). It will work to develop enabling environments that encourage people to adopt CSA through accessing (a) appropriate national or international expertise, (b) lessons from pilot studies, and (c) resources needed to establish the necessary operating principles, extension services and farmer support schemes. It will engage academic and research institutions, businesses, foundations, civil society, development agencies and intergovernmental organizations in support of this agenda, in ways that bring benefits to the people whose livelihoods are most threatened by the impact of climate change on the agricultural sectors (crops, livestock, forestry, fisheries and aquaculture).

3. **GACSA VISION AND MISSION**

**Vision**

Working together to ensure that the world’s agriculture can sustainably feed and nourish humanity and secure livelihoods in the face of a changing climate.

**Mission Statement**

Recognizing the importance of empowering farmers, GACSA facilitates dialogue, knowledge exchange and partnerships through an open, diverse and inclusive multi-stakeholder platform, to catalyze actions on enhancing agriculture, forestry, livestock and fisheries practices and systems that increase productivity in a sustainable way, improve resilience and adaptation and reduce/sequester emissions.

4. **GACSA STRATEGIC OBJECTIVES**

Acknowledging its Framework Document;

Acknowledging international agreed principles, conventions, and work done within the UN and international development and financial institutions and aware that countries and regions have their own local context-specific strategies, plans and programs driving action on advances and implementation to scale-up CSA and related issues, including through their respective NDCs;

Recognizing outcomes of other international processes, including the 2030 Agenda for Sustainable Development; the Paris Climate Agreement; the COP23 Koronivia Joint Work on Agriculture, the COP23 Gender Action Plan; the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in
the Context of National Food Security and the Principles for Responsible Investment in Agriculture and Food Systems endorsed by the Committee on World Food Security;

Bearing in mind the outcomes of the 2016 and 2017 GACSA Annual Forums, which highlighted the need for GACSA to be:

- **STRATEGIC** – Providing more strategic direction to guide GACSA work through clearer strategic roles and objectives over the next four years
- **DEMAND DRIVEN** – Ensuring GACSA work is guided by the needs of beneficiaries and linked to realities on the ground
- **INCLUSIVE** – Fostering diversity in membership (geographic and constituency base) and ideas, even if not all converging, with special attention to farmers, women and youth
- **UPTAKE** - Enhancing awareness of GACSA and promoting the dissemination, use and application of CSA approaches at national, regional and global levels, to act at scale
- **ENGAGING** - Creating political momentum and commitment to CSA and GACSA, resulting in involvement and ownership of GACSA members, including at a high-level
- **ADEQUATELY RESOURCED** - Ensuring sustainable funding to cover the core budget of GACSA

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### STRATEGIC OBJECTIVE 1

**Voluntary and inclusive multi-stakeholder platforms to foster dialogue and learning that lead to action**

**GOAL**

To sustain and facilitate “discussion/dialogue, networking and learning spaces” allowing diversity in views, across disciplines and sectors, geographical boundaries and political affiliations, towards catalyzing expanded and accelerated uptake of CSA

<table>
<thead>
<tr>
<th>OUTCOME 1.1</th>
<th>Informed decisions and actions among players and stakeholders in the GACSA community on CSA issues</th>
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<tbody>
<tr>
<td>OUTCOME 1.2</td>
<td>More stakeholders motivated to engage in GACSA processes and undertakings for cross-sector and inter-disciplinary dialogue and collaborative action</td>
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<td>OUTCOME 1.3</td>
<td>Stakeholders in most vulnerable/marginalized situations (e.g. smallholders, women, youth, indigenous peoples) are empowered to participate in GACSA processes and undertakings</td>
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**Output A** GACSA Annual Forum

**Output B** GACSA issue-specific webinars organized and delivered successfully

**Output C** GACSA representation/participation in stakeholder gatherings with the aim to promote, advocate for, and foster the GACSA and CSA value

**Activities**

- Co-convene Regional Annual Forums (**Concept 1: Supporting ACSA multi-stakeholder Africa CSA Forum to achieve 25x25 Vision**)
- Co-facilitate support for National CSA processes (**Concept 6: NEPAD-INGO Support for...**)

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### STRATEGIC OBJECTIVE 2

**Leveraging multi-institutional action to generate problem-solving knowledge and partnerships**

| GOAL | As a neutral broker, facilitate mutually beneficial collaborations and joint actions in delivering on “greater public goods” to advance the uptake of CSA at scale |

| OUTCOME 2.1 | Increased research and development promoting an integrated approach to CSA technologies, practices, and policies, along the value chain, and best practices scaled out through outreach, extension, and technical assistance |
| OUTCOME 2.2 | Scaled up public and private investments in CSA that are more effective and can be measured |
| OUTCOME 2.3 | CSA integrated in policies, strategies and plans at regional, national, and local levels and across landscapes |
| OUTCOME 2.4 | GACSA internal capacity on coordination and facilitating networking as well as up-holding all the GACSA activities |

**Output A**
- Actively functioning GACSA Action Groups with critical mass of players and interested stakeholders participating (based on each Action Group’s own Work Plan)

**Output B**
- Mutually beneficial and collaborative studies, analyses and research documenting best practice and lessons learned, demonstrating economic and social benefits and identifying trade-offs and strategies

**Output C**
- Brokered and catalyzed transformational partnerships that advance an integrated approach to CSA and facilitate country implementation of SDGs and NDCs

**Activities (concepts in consultant’s proposal)**
- Collaborate on issues raised by members (Concept 2: Policy Paper - Complementarity of CSA and Agroecology; biological solutions/soil health amendments; climate information services template for CSA extension; systems scale analysis of deforestation and supply chain; policy analysis of CSA enabling environment across countries, such as needed policy reforms, focusing on agroforestry; )
- Develop methodologies and metrics to guide investment strategies and measure results achieved (CSA work on metrics, developing synergies with multilateral development bank (MDB) group on metrics for climate finance and resilience and sharing
results)

- Support members to identify “shovel ready” national and regional CSA projects and facilitate development of bankable CSA projects (Concept 5: Build on the successes of the ASEAN CRN and facilitating the implementation of its CSA roadmap; incorporate gender into the next iteration of NDCs, and make recommendations for implementation of COP23 Gender Action Plan)

## STRATEGIC OBJECTIVE 3

**Purpose-built CSA Knowledge Management support system**

**GOAL**
To provide easy access to integrated and updated information and knowledge on CSA through a service-oriented and purpose-built CSA knowledge management system

| OUTCOME 3.1 | Continually updated body of emerging knowledge and innovations on CSA and the agriculture-climate change nexus |
| OUTCOME 3.2 | Functioning web-based facility where members, interest groups and stakeholders are able to share and co-create knowledge on CSA |
| OUTCOME 3.3 | Players, interest groups and stakeholders having access to a one-stop point for update integrated information on CSA and CSA initiatives in their region and globally |

| Output A | User-friendly GACSA CSA Website with interactive facilities/services functioning and always up-to date |
| Output B | GACSA knowledge-sharing and co-creation gatherings with targeted opportunity to empower those with limited or no access to web-based services (including farmers and other practitioners most of them in rural areas) |
| Output C | Social media (non-web-based) networks (e.g. mobile phone application based systems, such as WhatsApp and Twitter) for easy dissemination and sharing across a wide range of CSA community |

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<td>• Develop and implement robust communication strategy</td>
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<td>• Support innovative communications initiatives and platforms of GACSA member organizations (Concept 7: Agri-source: An Open Innovative Platform for Agriculture)</td>
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<td>• Disseminate success stories and results achieved</td>
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<td>• Build critical mass of champions and advocates</td>
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5. **GACSA STRUCTURE** (see Annex 1 for chart of complete GACSA structure)

The following revitalized light organizational structure (Strategic Committee, Co-chairs, Bureau and Facilitation Unit) is proposed to more effectively support GACSA delivery model: actions carried out collectively by members through the three Action Groups (Knowledge, Investment, Enabling Environment), each coordinated by two co-conveners and composed of an unlimited number of committed members collaborating on a voluntary basis, and through the Regional Engagement Task Team, as well as the Annual
Forum serving as the main platform to take stock of progress and facilitate learning and partnerships, capable of elevating climate-smart agriculture to an appropriately high-level of consideration in meeting our food security and nutrition and climate challenges:

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<th>COMPONENT</th>
<th>MANDATE</th>
<th>FORMAT</th>
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| Strategic Committee | Main decision-making body  
To provide strategic direction on the work of the Alliance, including approving the Strategic Plan, the budget and spending priorities, electing the co-chairs and endorsing the Bureau members | Up to 24 members: co-Chairs (2), co-conveners of the three Action Groups (6), up to two (2) representatives of each of the six constituencies (12). Other GACSA members can participate as observers on issues of interest, upon invitation or request. |
| Co-chairs       | To chair the Strategic Committee and oversee the implementation of its decisions, as well as represent the Alliance in various forums                                                                 | Two (2) Co-chairs elected in their personal capacity by the Strategic Committee for minimum alternating two-year terms, one from a developing country and one from a developed country |
| Bureau          | To create strong political commitment and foster high level engagement, to advocate for GACSA and CSA, to help mobilize resources and enable financial sustainability including through financial oversight, and to provide advice on high-level strategic policy issues and proposals in the implementation of the Strategic Plan. | Ten (10) high-level members appointed in their personal capacity, through nomination by the Co-chairs and endorsement by the Strategic Committee for a two-year term: co-chairs (2); FAO Deputy Director-General as host (1); donor countries (3); developing countries (2), which can rotate on an annual basis; other non-state constituencies (2).  
Virtual meetings once a month, and physical meetings on the margins of global/regional events, convened and chaired by the co-Chairs |
| Facilitation Unit | To track relevant developments and identify synergies and gaps; to cooperate with global, regional and national initiatives and hubs to foster greater coordination and information-sharing on activities, dialogues, capacity-building efforts and financing mechanisms; to advance the implementation of the Strategic Plan; to convene the Regional Engagement Task Team; to prepare and deliver the communications strategy; to facilitate brokering of partnerships; to prepare and deliver the resource mobilization | A lean structure of five (5) full-time staff equivalent:  
- **Coordinator** (including advocacy, resource mobilization and finance, brokering partnerships)  
- **Regional Engagement** (liaising with regional alliances to develop knowledge exchange, foster dialogue and inclusiveness, and develop joint communication activities)  
- **Communications** (including membership engagement)  
- **Liaison** (support Co-Chairs, SC, Action Groups, organization of meetings/events) |
6. **GACSA EXPECTED RESULTS**

By 2022, as a result of the implementation of GACSA's Strategic Plan 2018-22:

1) GACSA will be widely recognized by all key stakeholder groups as a valuable platform and knowledge and networking marketplace to support their work on productive, resilient, and low carbon agriculture;

2) GACSA's membership will have expanded significantly, attracting more farmer's organizations, developing country governments, donors, and civil society organizations as actively engaged members;

3) GACSA will be recognized by a growing network of regional CSA alliances and partners as a key strategic partner in their efforts to scale CSA practices, attract donor financing, and improve CSA program quality and coordination;

4) Existing regional CSA alliances, platforms and processes will be more robust and have strong local ownership and leadership by key stakeholders;

5) CSA platforms and processes will emerge organically in regions where such mechanisms either do not currently exist or are weak;

6) Global and regional CSA Alliances will have contributed to the success of their members and partners in developing a larger pipeline of bankable CSA proposals and a large portfolio of funded CSA projects;

7) Global and regional CSA Alliances will serve as an effective platform for sharing knowledge on good CSA practices and generating the evidence base for the impact of CSA investments.
ANNEX 1 - GACSA STRUCTURE

GACSA ANNUAL FORUM
- Membership base of the Alliance
- Open to all interested and committed
- Convenes once a year

GACSA STRATEGIC COMMITTEE
- Meets at least twice a year
- Handling policy guidance
- Convened by co-chairs
- Facilitation Unit is Secretariat

GACSA ACTION GROUPS
- EEAG
- IAG
- KAG

GACSA FACILITATION UNIT (including Regional Engagement Task Team)

Thematic (standing or Ad hoc) Task Teams

National, Regional, Continental and Global CSA communities

[Practitioners, interest groups and stakeholders and stakeholder organizations]