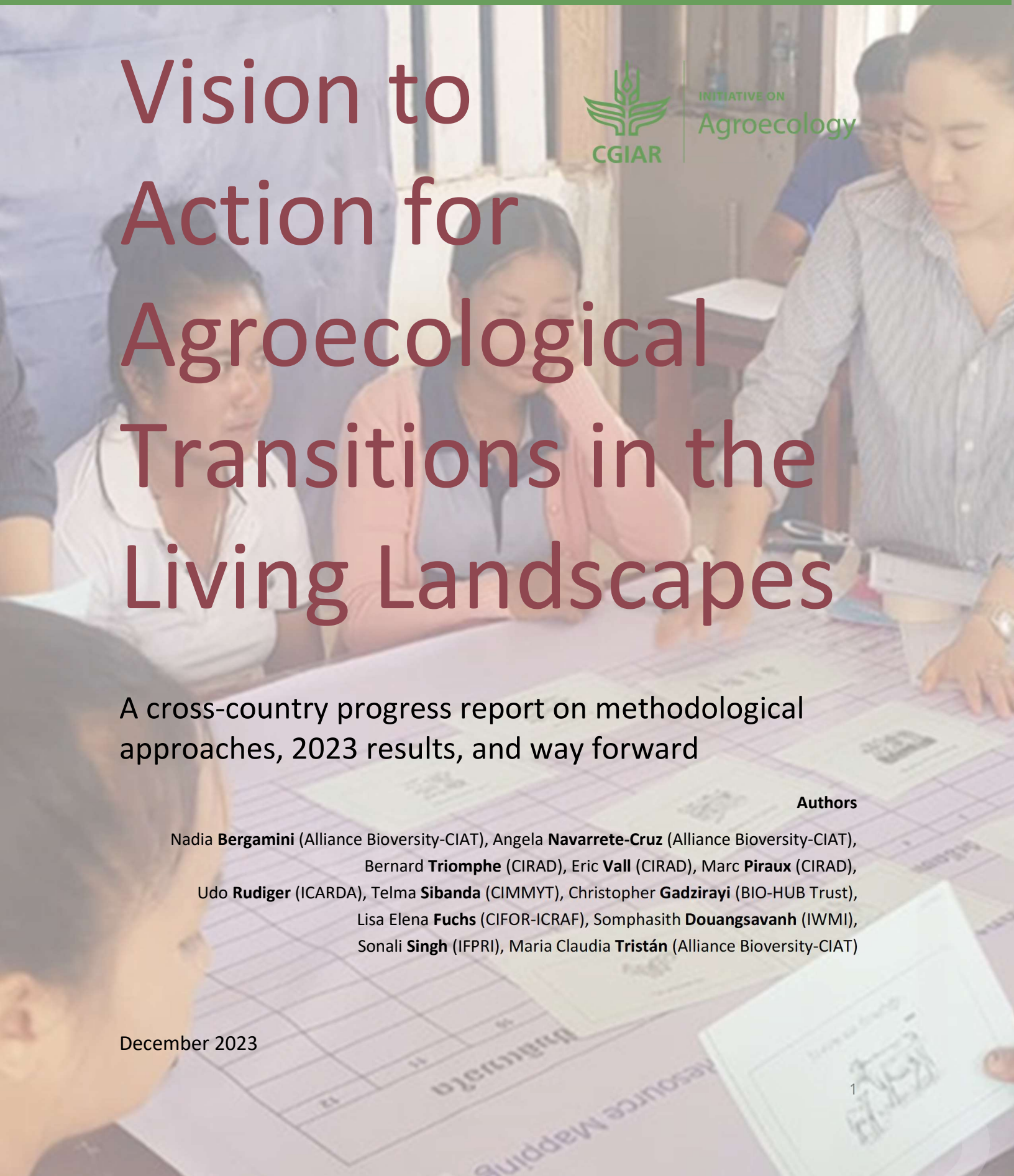

Vision to Action for Agroecological Transitions in the Living Landscapes

CGIAR | INITIATIVE ON Agroecology

A cross-country progress report on methodological approaches, 2023 results, and way forward

Authors

Nadia **Bergamini** (Alliance Bioversity-CIAT), Angela **Navarrete-Cruz** (Alliance Bioversity-CIAT), Bernard **Triomphe** (CIRAD), Eric **Vall** (CIRAD), Marc **Piraux** (CIRAD), Udo **Rudiger** (ICARDA), Telma **Sibanda** (CIMMYT), Christopher **Gadzirayi** (BIO-HUB Trust), Lisa Elena **Fuchs** (CIFOR-ICRAF), Somphasith **Douangsavanh** (IWMI), Sonali **Singh** (IFPRI), Maria Claudia **Tristán** (Alliance Bioversity-CIAT)

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Executive Summary

The Agroecology Initiative (AEI) aims to contribute to achieving Agroecological Transitions (AET) through developing and scaling a range of innovations (technical, social, economic, and political) in 8 countries across three continents. It proposes to do so by using a participatory action-research approach involving the key stakeholders of the Agroecological Living Landscapes (ALLs), multi-stakeholder territorial spaces in each country on which the Initiative targets its transformation and innovation efforts. As part of Work Package (WP) 1 titled "Transdisciplinary Co-creation of Innovations in Agroecological Living Landscapes (ALL)", a visioning exercise was considered as a necessary planning tool for guiding the collective action in the ALLs to trigger agroecological transitions. Explicit vision formulation facilitates the establishment of common goals and the identification of shared challenges that need to be addressed through the collaboration among different types of food system actors. Additionally, a visioning exercise was considered necessary to identify specific agroecological principles to be developed by each ALL and propose the needed actions that can trigger context-relevant transition pathways. Considering this action-oriented approach, the visioning exercise included the development of action plans, identifying food system actors per action and the necessary behaviour changes required by each of them to attain the proposed shared visions. Therefore, the exercise developed was renamed Vision-to-Action (V2A).

Far from static images, visions were considered live horizons that necessarily change as the context, assets, actions, capacities, and aspirations of the stakeholders transform partly because of the activities of the AE-I. Therefore, this report focuses on a first iteration of the V2A process in which participatory workshops were developed by each of the country teams in their respective ALLs. The report also emphasizes the place of V2A in the broader process of ALL establishment, which included activities such as stakeholder mapping, multistakeholder platforms mapping, context assessments (WP2), and value chain analysis (WP3). Additionally, V2A created the necessary bases for the essential co-design processes that must be undertaken as part of WP1 activities. This co-design process is considered as the materialization of the technical innovations that facilitate the context-relevant identification, assessment, and adoption of agroecological practices.

The report delves into the proposed methods for developing the V2A workshops, guiding principles, and the actual methodological approach followed by each ALL. The process used for the V2A differs country by country, as adaptations to the guidelines prepared were made to fit with the specific context and arrangements established in each ALL. Diversity across countries can also be explained due to the disparity of expertise and knowledge of the country teams and of national partners facilitating the V2A process. Another element that determined methodological variation across the eight countries was the organization of the territory or how the stakeholder were divided into separate groups. Three approaches were identified. Approach 1 refers to cases of organization of stakeholders or ALL territories by zones considering mainly geographical characteristics of the ALLs and location of the farming systems (Senegal, Lao PDR, and Peru). Approach 2 is based on the organization and separation of stakeholders according to categories (e.g., men farmers, women farmers, public officers). Under this approach discussion took place only among stakeholders corresponding to each category (India, Zimbabwe, Tunisia, and Peru). Under approach 3, separation of stakeholders either by zoning or categories did not exist, and instead, interaction among the different stakeholder categories was broadly encouraged (Kenya, Burkina Faso, and Senegal). These trajectories are not exclusive and indeed, Senegal and Peru developed combinations of two trajectories.

As a result of the visioning exercise, vision statements composed of succinct phrases or sentences which convey, in simple words, the hopes for the long-term (10-15 years) future of agriculture, livelihoods and the territory of the stakeholders who were involved in the process have been developed. Following the methodological diversity and context-relevant nature of the AE-I implementation, some ALLs developed parallel visions/scenarios of the agroecological transition between stakeholder groups, while others proposed a synthesized shared vision. Additionally, the focus of each formulated vision changes according to specific interests such as value chain development and integration, types of farming systems (e.g., family

farming), and landscape elements (e.g., watersheds), among others. At the same time, there are recurring topics among countries in the vision statements and objectives that revolve around the three dimensions of sustainability, namely, environmental, economic, and social. Further, integration of the vision statements with the 13 AE principles reflects the prioritization of input reduction, soil health, and economic diversification.

Next steps for all country teams will be to ensure the actions they implement indeed are aligned and contribute to achieving the vision (such as the type of innovations they develop or adopt), or also to update, enrich and adjust their vision as perceptions, opportunities and circumstances change, or as some stakeholders leave or join the ALL and hence modify the collective dynamics of change.

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INTRODUCTION

The Agroecology Initiative (AEI) aims to contribute to achieving Agroecological Transition (AET) through developing and scaling a range of innovations (technical, social, economic, and political) in 8 countries across three continents. It proposes to do so by using a participatory action-research approach involving the key stakeholders of the Agroecological Living Landscapes (ALLs), multi-stakeholder territorial spaces in each country on which the Initiative targets its transformation and innovation efforts. A major pillar of such an approach is codesigning the required innovations and corresponding processes and affecting the required changes in behavior/practice by the concerned actors. The choice and the stakeholders' collective agreement around which innovations (technical, social, economic, political) are needed and should be tested to achieve the desired future of the ALL should stem from the outputs of the vision-to-action process that has been proposed by WP1 and that has been implemented in 7 countries during 2023. Senegal, the eighth country, joined the initiative around March 2023 and has come onboard with a wealth of experience and knowledge linked to previous and ongoing agroecology projects. The path followed by Senegal is, therefore, different, although they have used similar concepts and have undertaken visioning activities. In most cases the results of the V2A have also contributed to guide the process of codesigning desirable technical agroecological innovations from the viewpoint of the farmers (see WP1 codesign report).

This technical report focuses on the first *iteration* of the Vision-to-Action (V2A) process undertaken by the 8 countries of the Agroecology Initiative (AEI) during 2023. The first section of the document introduces and describes the vision-to-action process, the rationale for using this approach, and how it helps Agroecology Living Landscapes' (ALL) key stakeholders develop a realistic, collectively agreed action plan for an agroecological transition pathway in the ALLs. It also positions, in a timeline, the vision-to-action exercise in the context of the whole process of the ALL establishment and development. The second section introduces the methodology proposed and developed jointly by WP1 global team and country teams and describes how countries have used and adapted it to their specific contexts. This section also critically examines some aspects of the proposed methodology that could be improved and highlights the points of strength identified by the country teams and involved stakeholders. The third section reports the results achieved in terms of vision statements and how they relate to the 13 AE principles, behaviour changes and drivers of behavior change (ToC) that are, AE transition pathways and action plans. The fourth section highlights what are the next steps in the V2A process. The last section is dedicated to the main conclusions of this process in the different countries.

1. VISION-TO-ACTION IN THE CONTEXT OF THE ALLs

1.1. General considerations of the vision-to-action process – objectives and rationale

In the ALLs context, the vision-to-action process aims at involving key ALL stakeholders in co-designing the reconfiguration of the social and ecological dimensions of agroecosystems to produce and sustain rural livelihoods and ecosystem services following the principles of agroecology. The agroecology transition pathways indicate which paths are possible to go from the current situation to the desired future that is the result of a collective development of shared goals and vision. A shared vision, in fact, can be seen as a common goal of a group of people which gives them a sense of control and motivation to act. This idea is materialized in a narrative or specific statements (vision statement) that succinctly summarize the desired future for ALL members. To act upon the transition pathway, key stakeholders need to agree on a common shared action plan, identify who needs to do what and what type of behavior changes (actions, interactions and diverse practices) are required to foster an agroecological transformation.

However, a vision is more than an abstract idea. It is also a reflexive and material process in two senses. First, specific transition pathways and actions are elucidated by the stakeholders to influence real change, which is ultimately the goal of the ALLs. These transition pathways consist of a series of steps that will allow a group of stakeholders to move toward a desired future. In the specific case of the AEI such pathways should allow stakeholders to codesign and implement agroecological food systems as envisioned, based on all or some of the 13 agroecological principles. Second, continuous reflection and assessment of an initially stated vision is necessary because the context in the ALL territories is dynamic and achievements of the ALLs, such as developing community, institutional, or technical assets, and behavioral changes of certain stakeholders require adapting the vision. Therefore, visions are far from being static images toward which stakeholders move. Instead, visions are lively horizons that change as the ALLs and their context do.

For the AEI, a V2A exercise at the ALL level was necessary to start to shape some of the systemic changes that food systems, confronted with multiple ecological, social, and economic crises, require. Additionally, the V2A is an exercise in which agreements among the various members of the ALL are reached. These agreements seek to create a common ground in which the objectives and actions of the ALLs are clearly defined, stakeholder expectations are managed, and mutual understanding is enhanced. This exercise is not exempt from conflict in which full agreements are reached, but instead, is a process in which the interests and expectations of an array of stakeholders with different backgrounds are negotiated, advanced, or reshaped to inspire and trigger the necessary collective action in the ALLs.

1.2. Ideal sequencing of the vision-to-action process

Figure 1 below shows where the V2A process ideally fits within the establishment and functioning of the ALLs. This sequencing is meant to support country teams in making sure that the V2A is fully and coherently incorporated into the different activities happening at the ALL level. Some preliminary activities, in fact, should ideally be initiated or concluded before the V2A process takes place. For example, each country of the AEI has established at least one Agroecology Living Landscape which is intended to be a territory for multi-stakeholder engagement in which agroecological (technical or institutional) innovations can be identified, codesigned, tested and adopted by its members. Established ALLs are expected to achieve a genuine, realistic, and context-specific agroecological transition aligned with the 13 agroecological principles identified by the HLPE (2019). To define the transition pathways in each ALL, various activities were carried out during the first and second year of implementation of the AEI, such as the identification and engagement of the different stakeholders at the territorial level for the creation of a dialogue space for the evaluation and discussion of the current local agricultural production systems (or food systems) and the

proposition of co-designed and agreed alternatives that respond to the needs and desires of the different food systems actors involved.

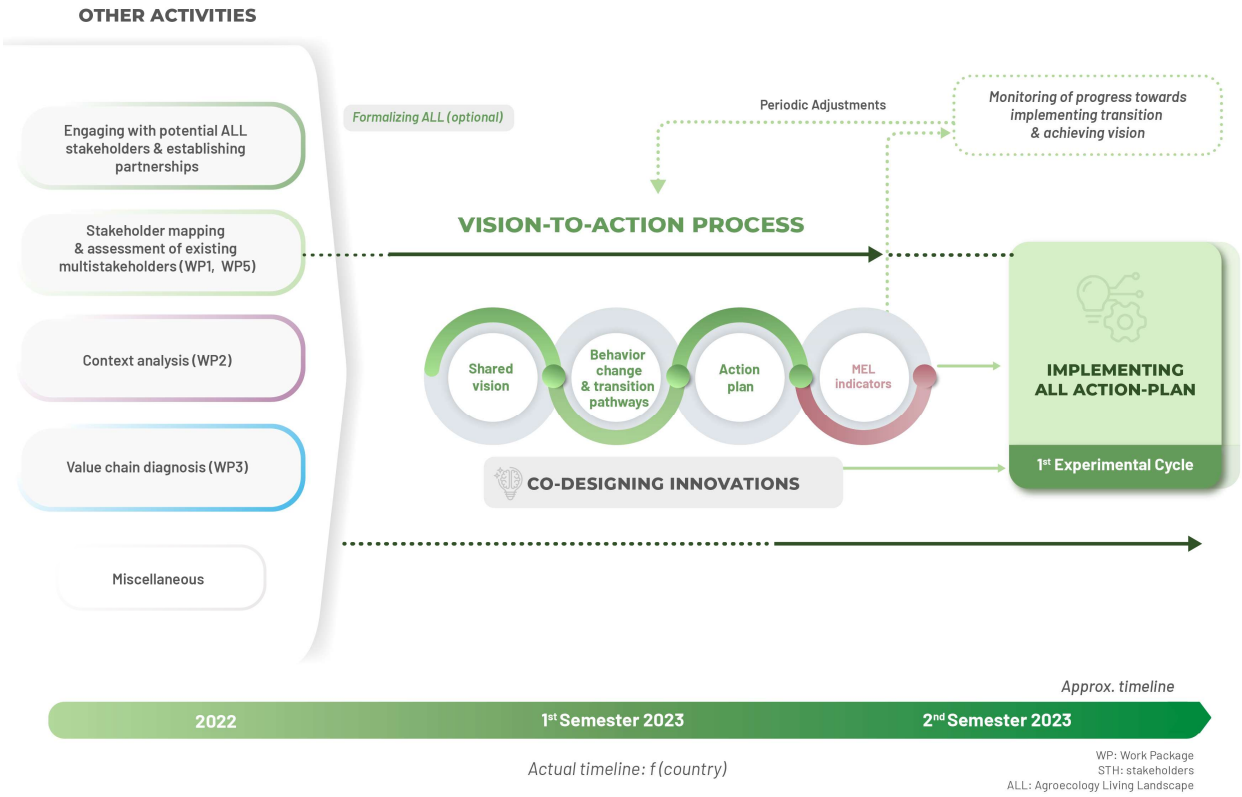

Figure 1 Ideal sequencing of the V2A within the establishment and functioning of the ALLs

Source: Adapted from vision-to-action process guidelines

The identification of these different food system actors that should ideally be part of the transformation process in each country, was done through the mapping of those stakeholder and platforms that to various degrees were already operating at the ALL level and that showed some interest in Agroecology. To various degrees, in the different countries, efforts have been made to bring on board other stakeholders, identified as crucial in supporting and facilitating the AE transitions but who were not habitual actors in the territories.

Other crucial activities proposed by country teams to make the ALLs operational include the organization of various workshops to present the Initiative, to socialize the 13 agroecological principles and reach a common understanding around agroecology, to negotiate and define agreements with key national and local stakeholders with roles and responsibilities of the different ALL actors, and various capacity building activities.

In parallel, a context analysis study was conducted across countries as part of WP2 to better understand the current situation in terms of the economic, environmental, social, and political aspects of the selected ALLs and to assess the extent to which agroecological principles have been implemented or practiced within these areas. The value chain diagnosis, carried out under WP3, aimed at understanding which are the main value chains, their functioning, who are the stakeholders involved and how benefits are redistributed. This diagnosis proved important to design the development of new business models that support agroecological production and to identify which stakeholders should be involved in designing the future of the ALL.

Other activities prior to the V2A process were considered important in some countries. In Kenya, for example, the actual V2A was preceded by a team training on the Sustainability Planning Approach (developed by ICRAF for the implementation of previous projects). The Sustainability Planning method was used to foster landscape-level action planning and collective action as well as strategic partnerships towards the jointly identified visions. These preliminary activities helped create the conditions for the vision-to-action process, not only were they pivotal in creating a common understanding between project teams and local stakeholders around transformation of food systems through agroecological transitions pathways, but were also fundamental in bringing together actors with different interests and stakes in the landscape and creating a space for open and inclusive discussions around the future and the possible AE trajectory in each ALL. In every interaction with stakeholders, attention was given to participation and deliberation ethics (See engagement principles (https://hdl.handle.net/10568/127414).

V2A as conceptualized by the AEI is a participatory process based on different steps (Figure 2 – next section) that strives to create an evidence-based arena for cross-sectoral dialogue where risks and trade-offs can be addressed and creative discussions about the aspired future unfold. The result of this process is the creation of visions of the future (visionary scenarios) that are transformed into action and actionable policies by the involved stakeholders. The V2A approach proposed consists of developing a realistic, collectively agreed action plan for an ALL and its key stakeholders, allowing them to influence and undertake the needed behavior changes that will facilitate the transition from their current situation to a desirable future they have formulated themselves for their territory and in which a clear place for agroecology has been identified, with the support of the AEI.

Once the common vision or visions of the future have been identified and agreed upon, the transition pathways will indicate which are the different actions and steps that need to be taken to reach that vision/s. To foster the AE transformation, at any scale, diverse behavior changes are also required. This means that diverse interacting actors may need to change some aspects of how they are currently doing things, including actions, interactions, and practices. Stakeholders and country teams will then develop a collective short-term (1-2 years) action plan by identifying specific activities that can be implemented and that will allow them to move in the direction of the vision they agreed on. A monitoring, evaluation, and learning (MEL) system should be put in place and used periodically to revisit progress and discuss potential adjustments/refinement of the vision, transition pathways and action plans. The V2A process, with its' different steps, should then feed and support the co-design of agroecological innovations that are identified by stakeholders as necessary to agroecologically transform their agriculture, their livelihoods, and their territory. This implies different cycles of experimentation, which most countries have started in 2023 (see WP1 codesign report).

2. METHODOLOGY

2.1. Overview and rationale of the guidelines for the vision-to-action process

WP1 and WP5 global teams, with the support of some country team members, designed a guideline document clarifying the rationale, objectives, and basic steps for the onset of the vision-to-action process in its first iteration. This document, titled "Understanding and Organizing the Vision-to-Action Process of an Agroecological Living Landscape: Basic Steps and Other Considerations", recognizes V2A as a participatory key governance element of the ALLs because it contributes to establishing clear objectives and common goals. Having these goals in the ALLs motivates stakeholders to participate, furthers cohesion among ALL members, and helps members and stakeholders to clarify what they can expect from the collective action fostered in the context of the ALLs.

As the conditions and contexts among the eight countries vary, these guidelines were designed for each country team to undertake necessary adaptations and adjustments. Further, according to the element on which each ALL has been built, the focus of the vision varies: some ALLs may have created their vision around a territory and the landscape level, others around a value chain, others around types of agricultural systems (e.g., family farming) and finally around a physical space.

The guidelines present some suggestions concerning the methods to develop the process, but each country team should decide what methods fit better the needs and capacities of the stakeholders in their ALLs, including the team members overseeing the process. Despite the methodological openness of the guidelines, some basic principles and steps should be followed to obtain similar outputs across the eight countries. The first part of this section specifies these principles, followed by the basic steps and outputs. The third part addresses the suggested methods by WP1 and WP5 global teams to undertake the vision-to-action process, specifies the methodological trajectories used by each country team to design a shared vision, and closes with some critical reflections and recommendations to improve the methods for future V2A exercises. The final part focuses on the stakeholder categories involved in each ALL.

2.2. Basic principles to follow by country teams

Power differences among the stakeholders, historical discrimination toward certain groups, and the agendas and interests of each of them must be recognized in the context of the V2A process. Therefore, for the first iteration, country team members were asked to create spaces for the stakeholders to recognize the potential inclusion and exclusions in setting the vision. As the V2A seeks to enhance the legitimacy of the ALLs, rooted in the participation of multiple stakeholders, the process must give special consideration to the inclusion and representation of usually discriminated groups in rural contexts, such as women. In this sense, the first V2A exercise sought to materialize some of the six engagement principles designed for the AE-I, specifically principles 2,3,4, and 6:

2. Aim for inclusiveness, diversity, representativeness & legitimacy of stakeholders.
3. Ensure there is "real" willingness, interest & motivation from every stakeholder.
4. Ensure the collective agenda is "sufficiently" demand-driven.
6. Aim at gradual "local" ownership, empowerment, and leadership over the collective agenda.

2.3. Basic Steps for the vision-to-action process and expected outputs

The V2A process focuses on the vision but also on the specific actions to realize that vision. Therefore, according to the guidelines, the process consists of four major steps:

a. Set up a shared understanding of the ALL context, emphasizing the characteristics of their agricultural systems, the status of the natural resources, the roles played by the stakeholders, and some opportunities and challenges.
b. Jointly identify with ALL key members a shared vision for what a desirable future for ALL would look like in 10-12 years.
c. Identify strategic behavior changes that specific actors will need to pursue in coherence with achieving the above-shared vision and transition pathways allowing ALL members to move from the present toward this desirable future.
d. Develop realistic collectively agreed-upon action plans related to these transition pathways, with an initial focus on the 2023-2024 period, together with a way of monitoring their implementation and the ALL functioning".

Also, as it is considered an iterative process, periodic MEL is expected to assess progress toward the vision, readjustments of the vision and required actions of the ALL members.

Figure 2 summarizes the vision-to-action process.

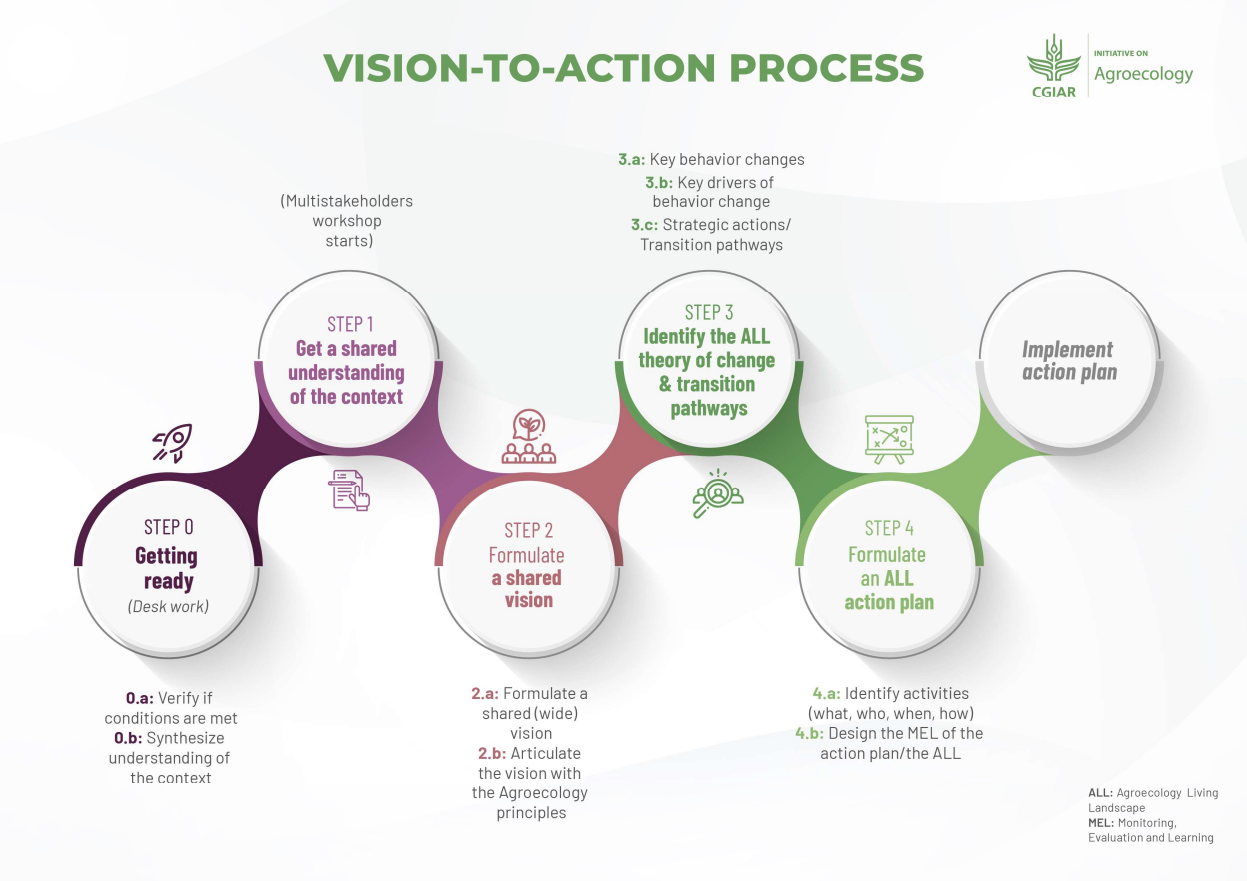

Figure 2. The four basic steps for implementing the vision-to-action process

Source: Adapted from vision-to-action process guidelines

The expected outputs of this exercise, as seen in Figure 2, were:

Step 1:

- An array of relevant information and materials reflecting a minimum shared understanding of the context in a format that will make it possible to mobilize it during the subsequent steps.

Step 2:

- A well-articulated shared vision among key ALL stakeholders for the 10 /12-year horizon, outlining various desirable features of the future according to multiple dimensions (social, technical, economic, environmental, political, and in the realm of values)

Step 3:

- A list of key behavior changes that ALL stakeholders need to effect to achieve their vision.
- The steps or transition pathways ALL members agree on will need to be implemented to achieve their vision.

Step 4:

- A realistic, agreed-upon action plan at the ALL level for the 2023-2024 period, outlining how the Initiative can support the various activities related to the AE principles.
- A concrete proposal for implementing the MEL of the action plan and of the functioning of the ALL.

2.4. Methods actually used to develop the first iteration of the vision-to-action

Appendix 2 details the methodological guidelines and suggestions globally provided following the four basic steps. However, each country team decided how to develop the process according to the characteristics of its ALL(s). The common method for developing the vision-to-action in its first iteration was implementing participatory workshops, which did not confine to a single event. Instead, all countries conducted several workshops and combined them with other tools, such as focus group discussions, surveys and capacity assessments. Indeed, considering that the AEI builds on the previous experiences and collective efforts of each territory in agroecology, in cases such a Senegal the vision-to-action process is grounded on different activities that started in 2021. In other cases, as in Kenya, Tunisia, Zimbabwe and Peru, visioning exercises were conducted in 2022. In 2023, the initial statements on the vision were revisited and refined. Box 1 presents the cases of India, Zimbabwe and Senegal to illustrate the development of the workshops.

Box 1. Vision-to-action Workshops in the Cases of India and Zimbabwe

India: The Mandra-Pradesh ALL

"Employing the documentary tool, the facilitator invited key stakeholders from the Agroecological Learning Landscape (ALL) to engage in a play a serious game where participants were asked to envision themselves transported to the year 2033, a decade ahead from the present year (2023). Within this imaginative exercise, participants were prompted to contemplate a future where the ALL had gained popularity for its distinctive and unique agricultural practices, consumption patterns, natural resource management, and marketing strategies. A documentary team from a famous TV channel has arrived to interview the inhabitants of the ALL. For this purpose, the participants were divided into groups of 10-12 participants each group maintaining homogeneity in the group based on gender, agricultural practices, age, and type of stakeholder (group of government stakeholder, civil society group, young male farmers, women farmers (4 groups), male farmers).

"The visioning exercise was carried out over a two-day duration, on the 26th and 27th of October 2023. The initial day of the exercise was exclusively dedicated to the participation of women. This deliberate choice emanated from the recognition that a substantial portion of development plans, schemes, and initiatives transpires through women collectives, underscoring their pivotal role in these processes. Moreover, the decision to conduct separate discussions with women aimed to facilitate open and unrestrained conversations, fostering an environment wherein women could articulate their perspectives with greater freedom. The first day's deliberations with women encompassed the exploration of their visions, behavioral change, and behaviour drivers. The subsequent day involved an in-depth examination of the visions, behavior changes, behavior drivers, and action plans of distinct groups, namely male farmers, government stakeholders, and civil society".

Zimbabwe: Mbire and Murewa ALLs

The first visioning exercise was done in late 2022 (…) Stakeholders were put into group sessions based on men, women, and youths to design their vision, pathways to vision and challenges that could impede the attainment of the vision and suggested possible solutions within their means as well as partner stakeholders. Discussions were conducted in groups and plenary sessions with inputs from government departments personnel; councillors; farmers; traditional leaders (village heads and chiefs), and private sector stakeholders. One common ward vision was then produced after discussions on the visions from each grouping in the ALLs.

In 2023 A 2-day workshop was conducted per ALL (First-day identification of ALL transition pathways and second-day formulation of ALL action plan). The exercise was integrated with the LISP process on the second day of the workshop. Our approach involved revisiting the community vision, introducing transition pathways, engaging in group discussions, sharing findings, integrating with the LISP process, and compiling insights to develop tailored transition pathways. This holistic process ensured that ALL had a clear roadmap towards improved farming practices, environmental conservation practices and improved social and institutional setups. aligned with their unique visions.

Senegal and the DYTAEL

As part of the DESIRA FAIR project, the vision was promoted through a global participatory approach to the territorialisation of agro-ecological futures (AE). To achieve this, it was decided not to limit ourselves to constructing a single vision of what AE could be in the area, an approach often favoured by planning initiatives, but rather to promote work on the alternative futures of the area as a whole, and then to look at the conditions for developing AE.

The vision-to-action went through different stages:

Building scenarios for the future of the Fatick department

The co-elaboration of exploratory scenarios defined as representations of the future, connected to representations of the present (Bourgeois et al 2017) first consisted in identifying a list of factors of change. A discussion on their influence and mutual dependence then made it possible to determine among these factors a limited number of 'driving forces' in the future evolution of the territory. Hypotheses on the future state of each of these driving forces were produced by the experts in the course of a collective brainstorming session. Different images of the future have been created by combining these different hypotheses in a coherent way. The aim, therefore, is not to determine the future of Fatick, but to explore possible trajectories in order to gain a better understanding of how the region might evolve.

This methodology differs from strategic planning in that it considers not only that the future is undetermined and multifaceted, and that stakeholders can influence the trajectory of future development, but also that there are fields of action in the present that can be mobilised beyond conventional strategic planning using a single vision of the future as the objective to be achieved.

Assessment of future scenarios, spatialisation of scenarios

To prepare for the territorialization of agro-ecology in these different futures, a Zonages À Dires d'Acteurs (ZADA) – Zoning with local experts - was first carried out in the region, combining statistical data with interviews with local

stakeholders. The aim was to spatialise the scenarios, i.e. to show the importance of the territory's internal diversity in terms of possible developments that differ from one area to another.

The aim was to use the same driving forces as in the scenarios to construct the current state, thereby facilitating the reconnection between the future and the present.

Compatibility of agroecology in future scenarios and levers that can be mobilised for the agroecological transition

The agricultural forms compatible with these futures were then identified, along with the place that agroecology could occupy within them.

Tipping points were then determined using the triangle of futures method. These are potential changes in stakeholder practices, in a specific thematic field, which may or may not tip the system towards specific scenarios and therefore towards singular AE transition paths. For each scenario, a triangle makes it possible to identify the current dynamics at work in the area, which are pushing towards the realisation of the scenario, and the current obstacles that are limiting or blocking this transformation. The dynamics and obstacles form tensions that are then discussed to highlight tipping points. They constitute a field of action that all local players can seize individually and collectively to shape the future of their area. Together, these different sessions aim to bring together the geographical, technical, economic, organisational and institutional dimensions to devise actions that can accelerate agro-ecological transitions.

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Strengthening the local multi-sector public/SC platform (DYTAEL) around a common mission and values.

Les Dytael is a local network that brings together producers' organisations, NGOs, research institutions, civil society networks, a network of local elected representatives and processing companies, with the aim of promoting the agro-ecological transition in the Fatick department through advocacy, awareness-raising, experience-sharing and support for the transition area.

Workplan consolidation

Specific support was given to Dytael to back up and complete its work plan in the light of the results obtained during the vision development phase.

Incentive and enrolment strategy

A strategy to interest and enlist the various stakeholders, and in particular the elected representatives of local authorities (town councils, departmental councils), in the importance of WT and the role of DYTAEL was implemented. To this end, existing formal local governance structures were used (Departmental Development Council under the aegis of the prefect and CLDs, Local Development Councils at district level under the aegis of

sub-prefects). In addition, a specific workshop on land governance and the territorialisation of the EA provided an opportunity for debate with local bodies and members of civil society.

One element that determined methodological variation across the eight countries was the organization of the territory or the stakeholders. Figure 3 illustrates three different approaches through which the first version of the vision was produced.

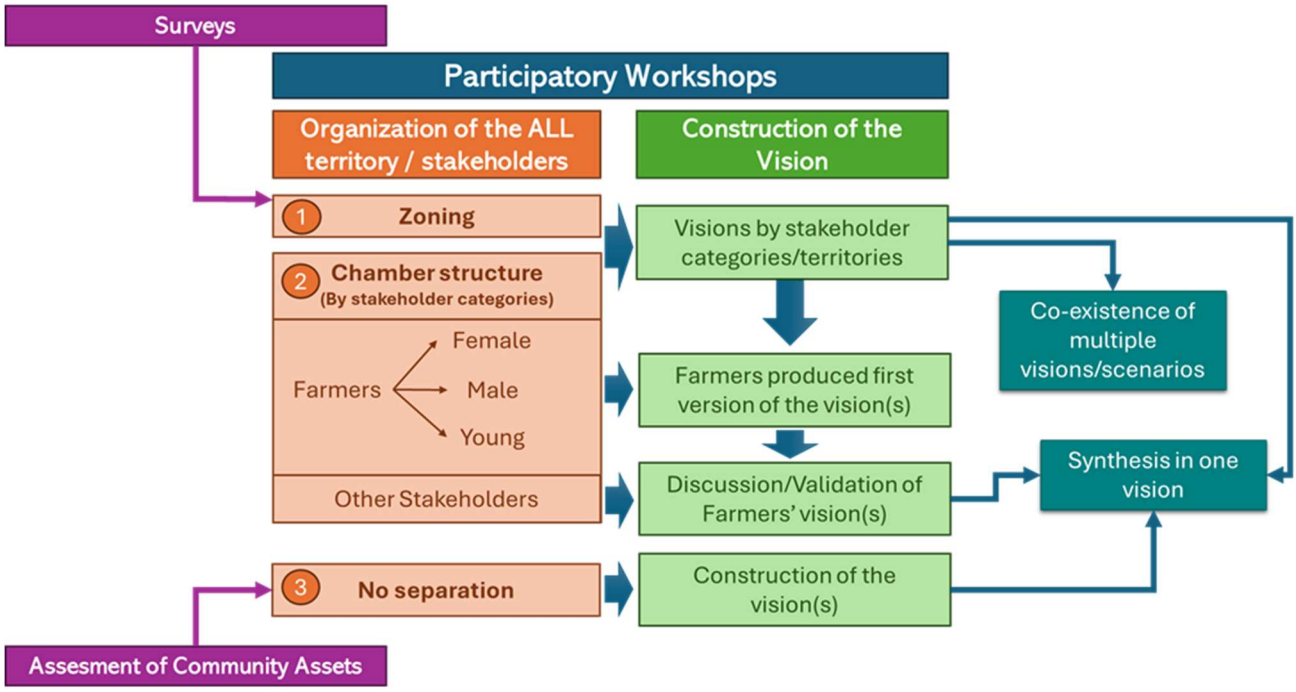

Figure 3. Approaches for the Construction of the Visions in the Agroecology Initiative - First Iteration

Source: Authors

Approach 1 refers to cases of organizations of stakeholders or ALL territories by zoning considering mainly geographical characteristics of the ALLs and location of the farming systems. Approach 2 is based on a chamber structure, meaning that stakeholders are organized and separated according to categories (e.g., farmers, women, public officers) and the first discussion takes place only among stakeholders corresponding to each category. Under Approach 3 separation does not exist, and instead, interaction among the different stakeholder categories is broadly encourage from the beginning. These trajectories are not exclusive and instead, countries develop different combinations of the three.

Lao PDR and Senegal transited the first approach identified in Figure 3. The country teams opted for the use, as first step, of a survey to characterize territorial differences in the geographical area covered by the ALL in relation to land uses, community assets, community visions of the future, and/or agroclimatic conditions. According to these differences, in Senegal, six scenarios were constructed considering five locations mainly divided by agroclimatic conditions and land uses, while in Lao PDR each of the eight villages encompassed by the ALL built its own vision, as the vision statements in the Results section shows. The Senegalese case is particular as the ALL was interested in assessing the different possibilities that could develop from the current situation of agriculture according to the territorialization process conducted to imagine and understand how agroecology may look in the future. This allowed the ALL to identify drivers, tipping points (potential changes in stakeholder practices, in a specific thematic field), and levers in the transition pathways that may optimize the development of agroecology under the different scenarios identified.

Peru implemented a combination of approaches 1 (Zoning) and 2 (Chamber Structure), as shown in Figure 3, according to their local partners and the geographical area in which the agroecological transition is expected to be boosted. The two farmer cooperatives that act as the main local partners in Peru are in the districts of Neshuya and Curimaná. Accordingly, in each district a V2A exercise was conducted with farmers following this zoning (Approach 1). In a later stage, different stakeholders from the Pucallpa – Aguatía agroforestry corridor, particularly public servants, NGO representatives, and experts (e.g., university professors) were engaged to discuss and synthesize a vision for the corridor, identify the actors to be engaged, and their necessary behavioural changes to materialize the stated vision.

Tunisia, India, and Zimbabwe decided to use a chamber structure as shown in Figure 3, Approach 2, to attenuate power differences among stakeholders and encourage participation of farmers, especially women. The gender perspective has been particularly relevant in the Indian case as it counts with a strong organizational structure based on women groups (Women Self-Help-Groups) created in the 1990s that facilitate the engagement of rural women and their families. India and Zimbabwe, additionally, promoted the participation of young farmers.

In Peru, Tunisia, India, and Zimbabwe each group of farmers had the chance to build its own vision, even though each ALL reached one single vision by engaging other categories of stakeholders in later stages, either by allowing the integration of farmers with other stakeholders (India and Zimbabwe) or promoting the discussion and reflection on the farmers' visions by other stakeholder categories (Tunisia and Peru).

For their part, in Kenya, Burkina Faso, and Senegal the emphasis was put in the creation of settings for the different stakeholders to interact with each other to enhance collective learning (even though in Senegal, as pointed out, zoning for the development of the different scenarios underlined the process). In the case of Kenya, the emphasis was put in the creation of settings for the different stakeholders to interact with each other based on the Asset-Based Community-driven Development (ABCD). Box 2 specifies the utility of ABCD for the Kenyan Team.

Box 2. Using ABCD for the Vision-to-Action in the Context of the AE-I

Building on the ABCD work done at ICRAF over the last 10 years, and in many other places around the world, this participatory asset assessment supports the development of a 'sense of agency' (or the belief that one has the ability to influence one's life positively), as well as an 'asset mindset' (or the insight that one is not defined by one's needs and deficits, but that there is always a wealth of existing assets and resources - human, relational, social, financial, natural, physical, cultural - and that one can start with what one has to achieve what one has not). These self-realizations typically translate to an important shift in attitudes and mindsets and strongly support self-mobilization and mobilization of existing assets. Rather than exclusively discuss what needs to happen (enabling environment) and what others can do (dependency mindset) to achieve the future vision and specific desired future changes, engaging this participatory asset reflection and mapping places the community at the centre of transformative change that can be pursued by combining individual action, with collective action, and supported by demand-driven external support sought in the context of strategic partnerships (that build on a diligent social asset assessment and on purposively creating a match between formulated demands for support and external actors' mission and objectives).

Source: Kenya vision-to-action report. December, 2023. P. 4.

2.5. Challenges and opportunities for improving the methodology.

Some suggestions based on the implementation and self-evaluation of the process that the country teams identified to improve the vision-to-action workshops for the future iterations are related to communication strategies, power imbalances, management of expectations, and training.

2.5.1. Internal communications and power imbalances

One set of challenges stems from the exercise's collective nature, in which many stakeholders with different knowledge, experience, and power (capacity and resources) converge. Some insights provided by country teams regarding this point are:

- Tunisia: "at the local level, [the Vision-to-Action] process is quite complex and involves a variety of actors intervening at the landscape level, but who do not have the same information or involvement in the whole dynamic of the Initiative. Building or activating some bridges between actors in the living landscape could help to reinforce the overall process. For that, thinking of associating actors at the regional and national level could help in this process of integration at the landscape level".
- India: "The exercise demanded to bridge the gap in knowledge and perspectives, particularly between community members and government officials. Effective communication strategies had to be employed to facilitate meaningful contributions from all participants, ensuring that no voice was marginalized or overlooked".
- Lao PDR: "One of the main drawbacks of the guidelines was a lack of understanding with regards to relations of power, shaping spaces of engagement and fundamental for work on participatory development and social change processes. The idea that participation is not neutral and that to transition from one state to another requires a shift in power with winners and losers was barely recognized. The apolitical nature of the guidelines showed an at best nascent understanding of the power relations at play in development contexts and techniques for navigating these were not adequately considered. Where these were alluded to, no practical strategies were offered for dealing with these real-world issues. In some respects, this undermined the utility of the guidelines. A solution would be to provide clear practical techniques for how to engage in politically charged and nuanced contexts with a clear rubric and tools provided for navigating these complexities".

2.5.2. Managing Expectations

Another challenge is managing expectations, as the Vision-to-Action process needs to move toward concrete activities in a short time that allows the ALLs to keep the credibility before the stakeholders and motivate them to continue participating. It is also necessary to manage negative experiences encountered while participating on other international R4D projects.

The Peruvian team emphasized that "Working from this approach with cocoa farmer organizations was challenging because they are reluctant to participatory process due to previous experiences in other projects with unfavorable results. Additionally, it was more difficult to engage farmers because the workshops for the co-design of agroecological innovations, as a continuation of the V2A process, were delayed.

It is challenging to manage the expectations that emerge at the beginning of the process with the long time it takes to reach the implementation of the vision and the action plans. Additionally, we did not manage to develop all the desired activities and changes. Instead, we used the results of the V2A exercise to identify some entry points that can invigorate the transition process that is happening on the ground. Therefore, it is very important to clarify that we need the participation and action by all stakeholders and not only by the facilitating institution (in this case the Initiative)".

In Zimbabwe, for instance, the team indicated that even though "Communities are enthusiastic before any new intervention – such as ALLs as they seek to explore new benefits", there is also "the need to support the ALLs with tangible benefits that can be considered incentives and provide a complete capacity building (knowledge) and equipment package to strengthen food production systems".

2.5.3. Feedback and communication of results to stakeholders

Regarding the necessity to improve the socialization of the results among stakeholders, stakeholders in the Kenyan ALLs "recommended that all WPs develop a habit of sharing their findings with participating stakeholder. To facilitate this, a summary of the reports should be printed and distributed to each stakeholder, instead of being limited to posters that may not be accessible to all members post-workshop events".

2.5.4. Training

Finally, an important activity is to create spaces for the WP1 global team and country teams to jointly present and discuss the methods. The Tunisian Team proposed "1-2 day-training on the visioning method to help the implementing team to understand how to manage and develop the exercise, but also how the information will be analyzed. Training people involved in the construction of the V2A would help to conduct the final phase of action plan implementation".

2.6. Stakeholder Categories

As pointed out in Section 2, the Vision-to-Action process follows a stakeholder mapping process conducted by the country teams between 2022 and the beginning of 2023. This mapping process is context-dependent, but according to the quadruple helix model, in the kind of ALLs that are being built in the AEI, it is suggested that some basic stakeholder categories are included, as Figure 4 shows.

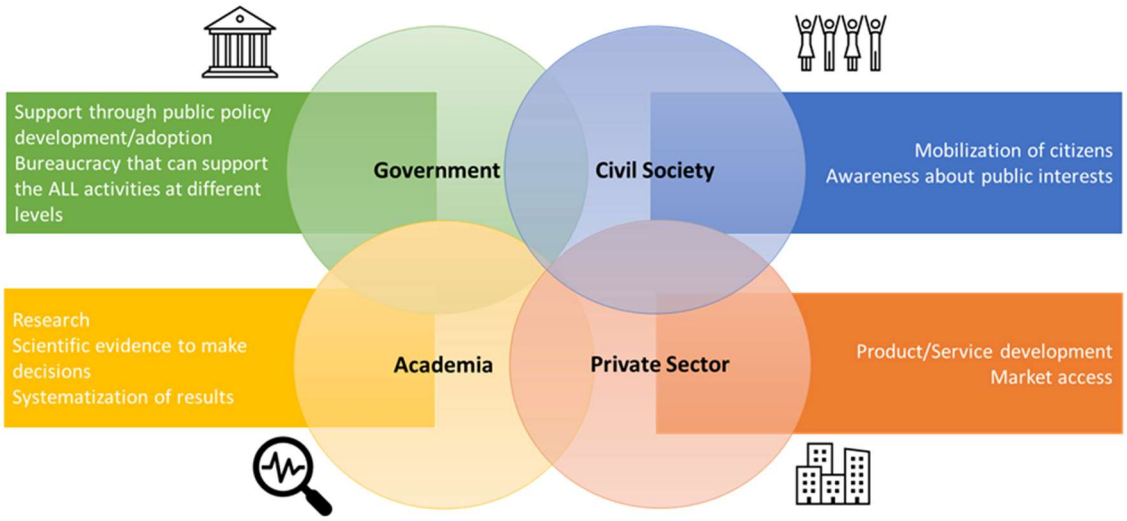

Figure 4. Quadruple Helix

Source: Navarrete-Cruz et al. [in preparation]

The quadruple helix model posits that four categories of stakeholders from four sectors of the society are necessary for a living lab to reach socially and publicly optimized outcomes in innovation processes. Each sector contributes specific assets and resources that enhance the development and adoption of innovations, either technical or institutional, as Figure 4 presents.

Each country team directed efforts to include different stakeholders in the vision-to-action process, considering that the ALLs are farmer-cantered. Figure 5 presents those categories according to each country.

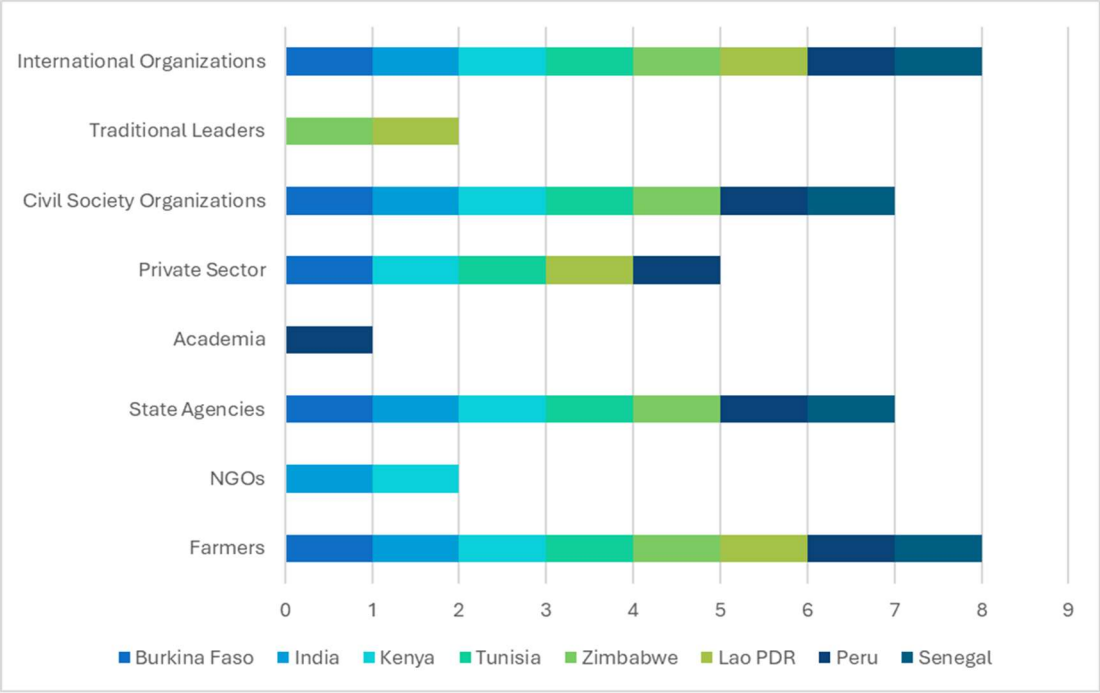

Figure 5. Stakeholder Categories participating in the Vision-to-Action Workshops

Source: Vision-to-action reports from the 8 countries

Notably, most countries were able to engage civil society organizations and state agencies in the Vision-to-Action workshops. In the specific cases of Zimbabwe and Lao PDR, it was necessary to include additionally traditional, religious, and other community leaders that could provide social support to the ALL activities.

However, if the quadruple helix model is considered, more efforts should be directed to include academia representatives and NGOs. While some private sector representatives, such as traders and agribusiness, were included in most countries, Zimbabwe reported that they "were notably absent from the visioning process due to distinct challenges in our operational areas. Particularly in Mbire, the absence of agro-dealers or buyers posed a significant hurdle. In Murehwa, while agro-dealers and businesses are present, their engagement in farmer and community meetings was contingent on viable business opportunities. To address this omission, a strategic resolution has been reached to incorporate private sector stakeholders during seed and livestock fairs. This proactive measure seeks to establish a more inclusive visioning exercise, recognizing the essential role of the private sector in agroecological initiatives. By integrating these stakeholders during targeted events, we aim to foster collaboration, exchange valuable insights, and ensure that the vision encompasses a comprehensive perspective that aligns with the interests and contributions of the private sector in both Mbire and Murehwa districts".

3. RESULTS

3.1. Vision statements by country

As a result of the V2A process, vision statements composed of succinct phrases or sentences which convey, in simple words, the hopes for the long-term (10-15 years) future of agriculture, livelihoods and the territory of the stakeholders who were involved in the process have been developed. The statements represent the goals and objectives of the involved ALL actors, both individuals and groups, and include a consensus of what the ALL will look and feel like in the future. The vision statement is then used to guide strategic planning, decision making, and implementation action that will shape the future of the ALL. The statement can also be used to inform and get support from the government officials to direct the future of the ALL.

These statements represent a living document that needs to be revisited and revised periodically, both because the needs and aspirations of the different stakeholders may change in time, and because the statements are dependent on the composition of the group who participated in the first V2A exercise.

Table 1 summarizes the vision statements for each country. In most cases, the statements are the result of a harmonization process in which the individual and groups visions are merged to come up with an agreed common vision that condenses the similar and overlapping themes of the visions articulated by different groups during several interactions (mostly done through focus group discussions and workshops). In **Peru**, for example, the latest statement is the synthesis of the common elements of the visioning done at two different scales, territorial and cocoa farms (see Fig.6). At the territorial level, (Aguaytía agroforestry corridor), institutional actors being part of the public, private, civil society, research, and academia sectors participated, while cocoa farmer and the technical staff of the cocoa cooperatives took part in the visioning at farm level. In **India** the visions articulated by various stakeholder groups, namely the women's group, young men's group, male farmer adults, government stakeholders, and civil society group showed a strong coherence and similar patterns that are synthetized in the shared vision. Across all groups, there was a recurrent emphasis on regenerative farming practices, infrastructural improvements, income diversification, youth employment, and better coordination among food system actors. However, some differences were visible as distinct groups emphasized unique priorities and perspectives, for example the women groups stressed upon issue of unequal household responsibilities, low decision-making power in household, education, and employment opportunities for female/girl child.

" We wish to have a future where women are not lower with respect to men, in our vision of 2033 men hear us, take advise from us which crop to grow, where to sell…".

These themes were not explicitly seen in male groups of young or adult farmers, but government stakeholders and civil society dwelled upon them. Conversely, themes that go beyond agriculture, agroecology and livelihoods dominated the vision of male groups, such as infrastructures like schools, roads and communication. In **Tunisia**, the vision statement is also the result of a harmonization process between the visioning done with men and women of different farmers' organizations. This was then validated with other active stakeholders in the Kef-Silana transect representing the ALL.

Countries like **Kenya** and **Zimbabwe** that have established distinct ALLs in different administrative units have conducted the visioning with the active stakeholders in each ALL and have produced separate ALL statements. In other cases, parallel visions coexist within and across different scales for example in **Lao PDR**, a first visioning was done at the inter-provincial level covering the whole ALL, but due to the generic nature of this vision it was felt that a village-to-village visioning was needed and requested by village authorities to account for village specificity. Visioning was done in each of the 8 villages that constitute the ALL and, in each village, members participating in the exercise have then prioritized different interventions to achieve the vision. In **Burkina Faso**, **Lao PDR, Tunisia** and **Peru** the statements are more focused around specific commodities and value chains (milk for Burkina Faso, rice for Lao PDR, livestock, olive and carob for Tunisia and cocoa for Peru). Peru and Lao PDR ALL stakeholders (mostly farmers) have expressed, through the V2A process, the will to diversify their farming systems, to increase

their resilience, generating more income and increasing food security. by introducing other crops and complexifying the systems with agroforestry in Peru and fish cultivation in Lao.

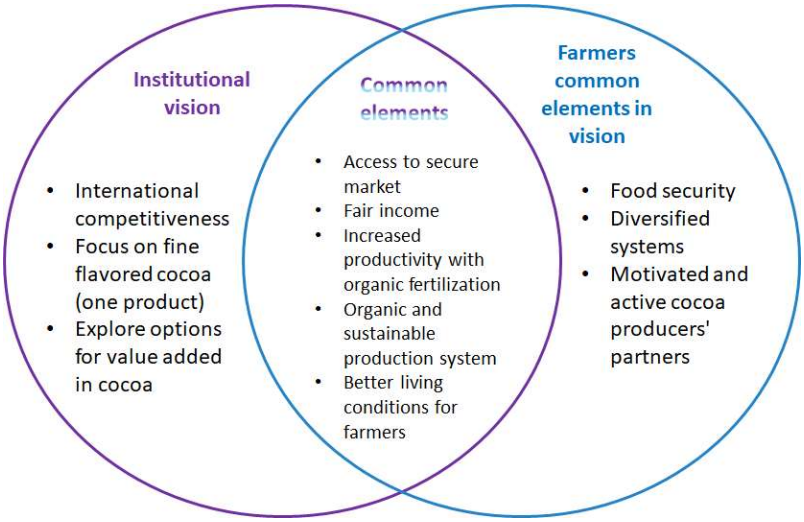

Figure 6. Identification of common elements between institutional vision and farmers' vision in Peru

Source: Peru vision-to-action report

Senegal, that joined the AE-I only in March 2023 has followed a different approach to the V2A proposed by the Initiative as they come with previous and on-gong experiences under the framework of the EU DESIRA project, called FAIRSAHEL. These projects aims at reinforcing the DYTAEL which is a local network that brings together producers' organisations, NGOs, research institutions, civil society networks, a network of local elected representatives and processing companies, with the aim of promoting the agro-ecological transition in the Fatick department through advocacy, awareness-raising, experience-sharing and support for the transition area. The DYTAEL emphasises collective action between the various local players and the need for political dialogue between players who often do not share the same interests. As part of this project, the vision was promoted through a global participatory approach to the territorialization of agro-ecological futures. To achieve this, it was decided not to limit the construction of a single vision of what AE could be in the area, but rather to promote work on the alternative futures of the area, and then to look at the conditions for developing AE in each of the possible scenarios. The aim, therefore, is not to determine the future of the ALL (Fatick), but to explore possible trajectories to gain a better understanding of how the region might evolve. Before developing the different scenarios, a zoning exercise of the region was done, combining statistical data with interviews. The aim was to show the importance of the territory's internal diversity in terms of possible developments that differ from one area to another. In the specific case, the stakeholders in the ALL (Fatick) have formulated 6 different scenarios which are spatialised within the identified zones and that represent the possible future of the region. The aim was to raise awareness of the spatial and social disparities that could influence the future of the different zones and lead to unbalanced territorial development. The six different scenarios and how they relate to agroecology are described in Appendix 1.

What comes out clear from written reports and interactions with country teams is that the process used for the visioning differs country by country, as adaptations to the guidelines were made to fit with the specific context and arrangements established in each ALL. Diversity across countries can also be explained due to the disparity of expertise and knowledge of the country teams and of national partners facilitating the V2A process. Despite this, we can find some recurring topics in the vision statements and objectives (or desired future changes) that revolve around the 3 dimensions of sustainability, environmental, economic and social. While the first two dimensions are well represented in all the visions statements, the social dimension is not always explicitly mentioned. Direct

mention of the importance of gender equality can be found the statement for Mandla in India, In Zimbabwe (Mbire Ward 2) women empowerment is part of the vision statement. While in Kenya the social dimension is clearly part of the six future changes linked to the vision statement for the ALL in Kiambu. Although the future changes in Makeuni did not explicitly address the social aspect, it was recognized that fostering social cohesion among farmers through the establishment of strong farmer groups and aggregation of produce was crucial for achieving agricultural transformation at a broader level.

Country	Vision statements	Vision objectives / future changes
Burkina Faso	By 2024, the Bobo-Dioulasso Dairy Innovation Platform (DIP) will produce, collect and process 18,000 liters of local milk per day	• Increase and de-seasonalize milk production on farm • Strengthen the technical and theoretical capacities of dairy farmers • Improve milk quality • Harmonize the price of milk / Liter • Improve the milk collection, storage and distribution system between processing units • Increase diversity of marketed dairy products
India (Madhya Pradesh)	All farmers have adopted environmentally friendly farming methods growing diversified crops which provides nutrition to the families. There are community-led facilities for bio-fertilizers for easy adoption of such farming methods, and management of water for irrigation and drinking. The farming community has access to advanced farm machinery, technology, information and thriving markets where they sell their produce at fair prices. Apart from these, there are other livelihood opportunities such as poultry, fisheries, goatry, etc. and factories with even more diverse opportunities for the youth. There is a better coordination and cooperation between various FSAs and men and women are treated equally with equal rights and participation. Our region has better quality of primary infrastructure such as schools with good teachers, hospitals with better treatment facilities, solar powered electricity, access to mobile phones and internet & better diverse means of transportation like bus, train, roads. Everyone lives a quality life due to better incomes, pucca houses, and greenery due to flourishing forests	
Kenya (Kiambu)	A sustainable, self-reliant, and economically viable community	• Improved water harvesting and management. • Increased use of natural farming techniques and inputs • Increased social organization for collective marketing, branding, packaging, and value addition of natural farming techniques and inputs • Increased market opportunities for natural produce • Increased interaction between producers and consumers • Consumer behavior change and preferences
Kenya (Makeuni)	Resilient community with conserved environment, food sovereignty and sustainable livelihoods	• Increased water harvesting and water-use efficiency by the community. • Farmers to diversify their farm production by integrating various crops and livestock in their farms. • All actors in the supply chain such as farmers, transporters, processors, input suppliers, and marketers to shorten the supply chains in organic markets by

		aggregating themselves into groups/marketing groups/ CBOs to improve their bargaining power • The farmer to increase the tree cover by planting a variety of trees (both exotic and indigenous) • The farmer to improve on-farm circularity by recycling of organic wastes, e.g., farmyard manure to fertilize farmland, and reduce the use of inorganic fertilizers. • The farmer to increase efficient use of renewable. energy sources such as solar, energy-saving jikos (cooking stoves), briquettes from organic wastes.
Tunisia	Towards a more diversified and integrated crop-livestock systems through improving forage quantity and quality (from seed production to seed conservation and storage and animal value chain improvement. Valorisation of olive products (recycling and certified products) Diversified local and natural based products like honey and carob	
Zimbabwe (Mbire ward 2)	Sustainable agroecology: Institutions strengthened, Co-existing with wildlife, empowered women, prosperous livelihoods	• Improved institutional setting • Good coexistence with wild animals • Integration of trees and livestock • Efficient use of local resources • No more stream bank cultivation • Increased income • More women in leadership positions
Zimbabwe (Mbire ward 3)	Thriving ecosystems: improved livestock wellbeing, conservation of environment and traditional food systems markets accessible, coexisting with wildlife	• Increased livestock productivity • Reduced gullies • Better methods of soil and water conservation works • Increased production of traditional grains • Easy access to markets • Coexisting with wildlife
Zimbabwe (Murehwa ward 4)	Agricultural Prosperity: Farming excellence, global markets, sustainable natural resources, family security, and peace	• Achieve farming excellence • Access international markets • Sustainable use of natural resources • Food security • Peace in families

Zimbabwe (Murehwa ward 27)	Sustainable intensification: Optimized livestock production, restored environment, boosted income, enhanced employment	• Improved livestock breeds and farming technologies • Perennially flowing rivers • Restored the physical environment to a climax state • Improved income and employment.
Lao PDR **Interprovincial vision**	A transition away from intensive monocropping of rice to 'low or no' chemical inputs & integrated (including aquatic) water resilient food production systems, thereby improving soils, increasing water productivity and efficient use of resources for environment and livelihoods improvement	• Water/irrigation for vegetables gardening and livelihood improvement • Knowledge on pest control and management • Fish species and culture in fishpond knowledge • Handbook / VDO on rice production based on IDP standards • Build capacity of youth in agriculture development • Cassava mix cropping with fruit trees
Lao PDR **Village vision**	• The Intee village has given the most priority to installation of an irrigation system for agricultural production, provision of technical knowledge and skills to improve production for commercialization and modern agriculture. Currently receiving support from FAO for fish culture in rice field activity. • Don Phay village has given the most priority to implementation of solar water irrigation in the production areas near the mountain - Training on Integrated Pest Management (IPM). • Don Soung village: their priorities are given to training on Integrated Pest Management (IPM) - Provision of technical knowledge on crops and livestock production to enhance productivity and quality for the market, thereby increasing income. Currently receiving support from FAO for fish culture in rice field activity. • TaPak village: Emphasis is placed to the training on crops and livestock production to improve productivity - Creation of job opportunities for youth in the village - Development of a handbook/guideline on organic rice production based on IDP standards. • ThaHin village: Emphasis is placed on the provision of fingerlings and techniques for fish culture in fishponds - Techniques for fruit production in cassava plantation areas. • Tha Ouan village: Emphasis is placed on the provision of fingerlings and techniques for fish culture in fishponds - Provision of knowledge and skills on crop and livestock production to improve productivity. • DonMuang village: Emphasis is placed on the provision of fingerlings and techniques for fish culture in fishponds - Provision of knowledge and skills on crop and livestock production to enhance productivity.	

	• DonBok village: Emphasis is placed to training on improving crops and livestock production - Development of a guideline/handbook on producing (organic) rice based on IDP standards.	
Peru **Ucayali MSH actors institutional vision**	We envision a future territory where "family and community agriculture are strengthened, diversified their production, and innovative. This vision includes an inclusive and organized system, supported by political and civil society actors for effective governance across various levels. Furthermore, we aim to develop short, direct supply chains that connect agricultural producers directly with consumers"	
Peru **Cacao cooperatives vision**	Cocoa farmers improve their quality of life and income by increasing cocoa productivity and diversifying their farms under an organic, environmentally sustainable, and economically profitable production scheme	• Improved economic income of cocoa family farms based on agricultural activities under diversified systems • Improved food security by diversified productive system for foods available and accessible on farms • Recovery and maintenance of natural resources (forests and rivers) linked to cocoa systems
Senegal	See Appendix X for the full description of the 6 scenarios in Fatick	

Table 1: Vision statements and main objectives by country

3.2. Compatibility with AE principles

One key step in formulating the vision statement is that it is well articulated with the 13 principles of agroecology. This is critical to come up with a shared agenda between the ALL stakeholders and the initiative country teams that can possibly be achieved together. Country teams have, therefore, worked with the ALL stakeholders invited to the visioning to clearly make the linkages between the vision and the agroecological principles. Some countries have come up with a table, an image or have used text to explain how the vision is linked to the 13 principles.

In **Burkina Faso**, for example, figure 7 shows how the six vision objectives relate to the different AE principles. According to this figure, the Bobo Dioulasso Dairy Innovation Platform (DIP) vision addresses all 13 principles.

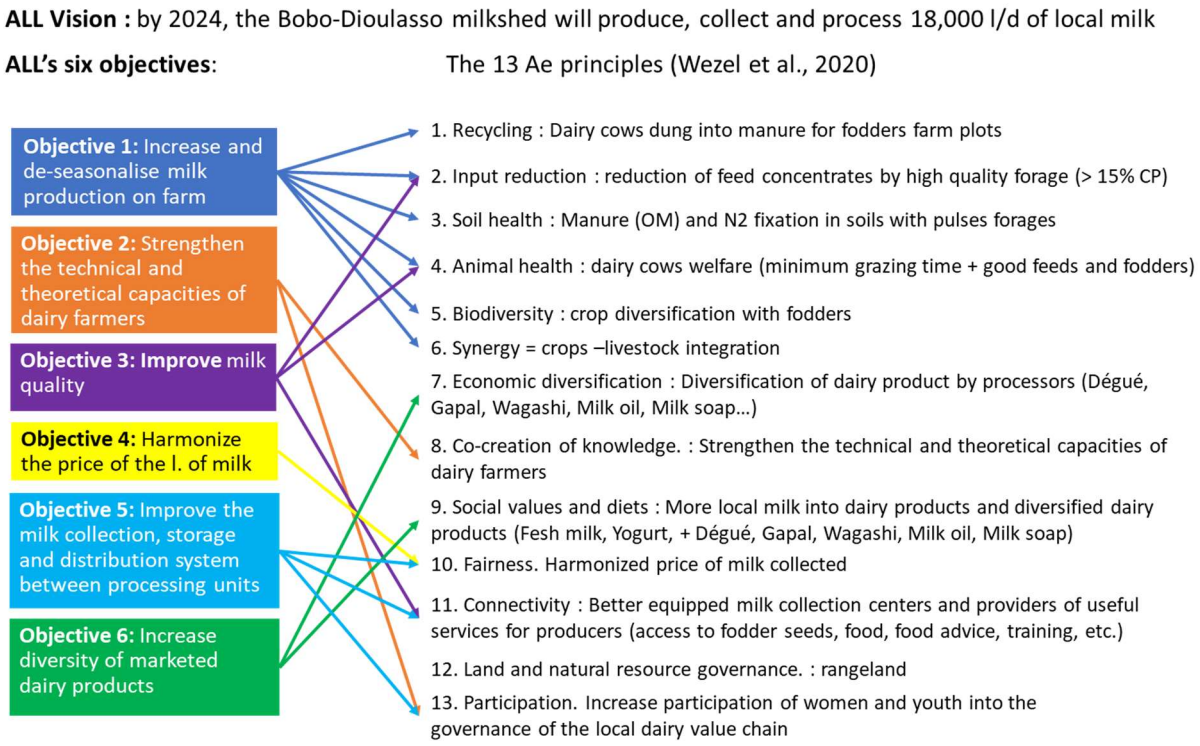

Figure 7: Relation between the 6 main objectives of the vision statement and the 13 agroecological principles in Burkina faso

Source: Burkina Faso vision-to-action report

In **India** the visioning was done by eight different groups independently (four women groups, male adult group, male young group, CSO group and government stakeholder group). Each group was asked to link the shared common vision with the 13 AE principles by selecting those principles that according to them were best represented in the vision. Figure 8 below shows the results of this scoring. In particular, the principles of input reduction, soil health, economic diversification, participation, and connectivity are related with the vision of each group while principles of fairness, biodiversity, animal health, synergy and land & natural resource governance got lower scores.

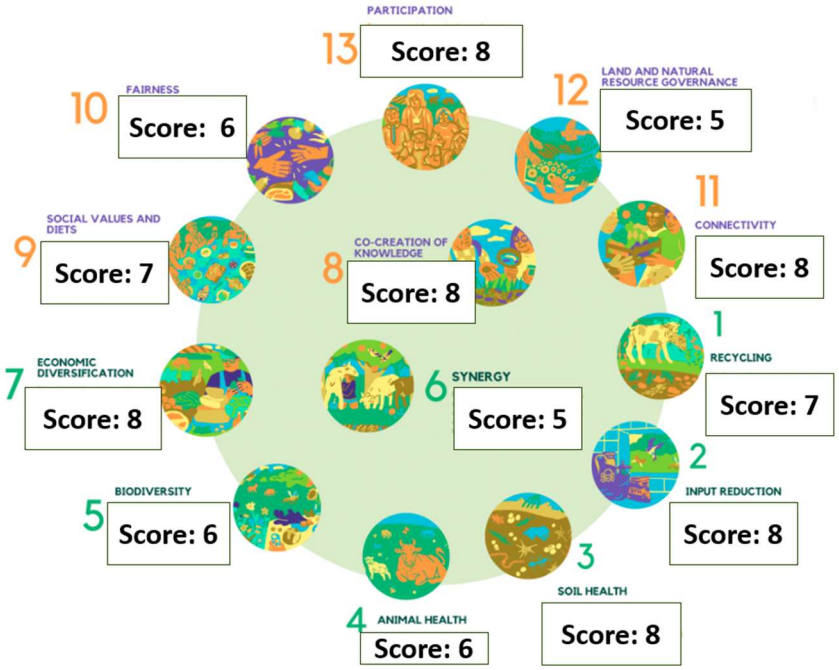

Figure 8. Relation between Agroecological Principles and Vision Statements in India

Source: India vision-to-action report

In **Tunisia** there is a clear link between the vision done by farmers' organizations (FO) and most of the principles. Farmers, in fact, see in the desired future of agriculture the enhancement of the principles of input reduction, soil health, synergy, economic diversification, social values, co-creation of knowledge, fairness and participation. Little attention and mention are given to the principles of biodiversity and animal health. While the complementary focus group visioning conducted with actors from research and civil societies mentioned the principles of connectivity and governance through the political dimension, that aspects were not discussed by the FOs. The principle of social values mentioned by the FOs and research groups highlights the concerns related to the attractivity of agriculture for youth and the need of inclusiveness. The FO of Sers, composed of women only, stressed also the concern related to women's autonomy. Diversification of agricultural products and marketing options was also raised by the two groups.

Zimbabwe did a thorough analysis of the 13 principles and how these relate to the visions of the four wards. While some principles are clearly addressed, for others the link is not so obvious or direct. The principles that are common to the four visions are input reduction, soil health, economic diversification, while those principles that are not clearly addressed in the vision statements are recycling, connectivity and fairness.

In **Peru**, the transition pathway reflects the application of some agroecology principles and the need for changes at multiple scales (farm, landscape, and food system) involving diverse actors. Considering the vision for the future where - **family farming improves the economic income and produces food to guarantee food security and health through integral farms** – The desired changes identified in family farming are oriented towards the reuse of organic waste in plots (recycling); improvement in the use of native species for food consumption and as a source of medicine (soil health, social values and diets) and productive diversification by developing value-added products (economic diversification). Simultaneously, changes are expected from other actors in the system, for example, the adaptation of financial services to the productive conditions of family farming, encouraging diversification, the guarantee from the national and regional governments on the legal security of productive lands and forests associated with family farmers (land and natural resource governance); and finally, the implementation of the National Family Farming Plan and the National Food Security Strategy (participation, social values and diets).

In **Kenya**, although clear links exist between the 13 principles of AE and the vision statements and the future changes identified in the two ALLs, the country report did not explicitly make this link. The same can be said for the interprovincial vision statement in **Lao PDR** where clear linkages to the principles of input reduction, soil health, efficiency and economic diversification are evident, but these are not mentioned in the country report.

In general, we can say that across countries the principles that are best targeted by the visions and the vision statements are input reduction, soil health and economic diversification.

3.3. ALL theory of change, transition pathways and action plans

Changes in behavior and practices of the different ALL stakeholders are necessary to facilitate the agroecological transition from the current situation to the desired future they have envisioned for the ALL. The key behavior drivers, enabling, motivating, and prompting behavior change and the exogenous and endogenous barriers to change need to be identified and analyzed (theory of change) to define which strategic steps and action plans (transition pathways) can be put in place to achieve the desired behavior changes and visions.

During the V2A workshops in Kenya, Zimbabwe, India and Peru a specific objective was the identification of critical behavior changes and of the actors who could possibly support these changes to transition to the desired future.

In the following section, examples (one for each country) of the transition pathways and action plans developed will be shown to have an idea of the contextual differences and methodological approaches used across countries. For the complete transition pathways in each country, please refer to the individual country reports on Vision-to-Action.

3.3.1. Kenya

The 6 desired futures, which are linked to the visions in each ALL (Kiambu and Makeuni) (see table 2), were categorized in the 3 dimensions of sustainability, economic, environmental and social and ALL stakeholder invited to the meeting were asked to define the activities and assets required by different actors to achieve the future changes. The action plan produced focuses on activities that can be achieved in a short period of time (1-2 years) and besides assigning tasks to the various active actors in the ALLs it also identifies those actors, not present, but who's support is deemed necessary to achieve the desired future. The following table represents a summary of the integrated action plan to achieve the vision in Kiambu. Same approach was used for Makeuni ALL.

Future change	Actors	Activities	Assets
Future changes in the ecological/environmental dimension			
Increased water harvesting and water use efficiency by the community	Farmers	Rooftop catchment of rainwater; Construction of water catchment; structures such as the terraces; Adoption of efficient water; management e.g zai-pits, sunken beds, road runoff catchment, farm ponds, sand dams and shallow wells; Provision of labour for water harvesting	Houses to harvest rooftop water; Land to construct the structures; water tanks. Farm tools and equipment. Skills and human capital.
	Department of water (Makueni County)	Supply subsidized water tanks to farmers; Capacity building; Borehole drilling	Financial resources; skilled personnel; machines and equipment (drilling machines)
	African Sand dam foundation	*Construction of sand dams, and sub tanks*	*Skilled personnel; Machines and equipment; Raw materials (e.g., cement)*
Diversified farm production through integration of crops and livestock	Farmers	Mobilization of fellow farmers for capacity building; Adoption and implementation of innovation technologies; Production at farm level Provision of markets; Transportation of produce from the farm to the market.	Land, inputs (Fertilizer, implements etc); Labour, capital, skills; Aggregation centres; Transport; Cooling shades and trucks for perishable produce
	Department of Agriculture	Mobilization of farmers; Capacity building on climate smart technologies; Linkage with research organization for technology dissemination; Monitoring of technology adoption; Linkages to markets, transportation, and input supplies	Means of transportation; Skills and knowledge on appropriate technologies; Financial resources
	KALRO	Development of appropriate technologies through research. Dissemination of technologies Capacity building; Linkages with extension providers and other farmers or partners; Resource mobilization through proposal for donor funding; Monitoring and evaluation of technology transfer	Resources and funds
	MESPT, Input suppliers (agro	*Biogas production; Recycling of organic waste; Mobilizing of farmers*	

	dealers), Kenya Forestry Service	*Capacity building; Linkages with research on technology dissemination* *Monitoring*	
Increased tree cover by planting a variety of trees (both exotic and indigenous)	Farmers	Planting of trees on farms; mobilization of materials (e.g., seedlings, lang, etc); protection and management of woodlot; Provision of indigenous knowledge on propagation	Land; personnel; farm tools and equipment; woodlot; indigenous knowledge; goodwill
	KEFRI	Research on tree species selection (correct species and correct site); provision of seedlings/seeds; capacity-building on seedling propagation and establishment and management of woodlot; partnership with stakeholders and farmers; promotion of tree species diversification; improvement of species through research	Human resource/personnel; seeds and seedlings; woodlot; land; funds; farmers; partners/stakeholders; research and research materials
	DNRC	Capacity-building on tree planting techniques; provision of seedlings to farmers; partnerships and networking; mobilisation of farmers; resource mobilization	Farmers; funds; personnel; seedlings; goodwill; land; research materials; partners
	Schools	*n/a*	*n/a*
Improved on-farm circularity	Farmers	Recycling of soil nutrients, composting manure for on - farm use; Biogas production (fine manure) using organic waste; Mulching - decompose as manure; Soil and water conservation on-farm for re-use	Tools; Machines; Compost; Labour; Water
	DNRC	Technology adoption; Trainings; Networking with other institutions for appropriate technologies and dissemination; Resource mobilization (finance, inputs, seeds & seedlings.	Personnel- trainers; Land; Capital; Labour
	KEFRI, KARLO, *MESEPT*	Development of appropriate technologies through research	
The farmers to increase efficient use of renewable energy sources such as solar, energy saving jikos	Farmers	To provide land for tree planting; Provision of labor in tree planting (skilled unskilled labor); making of energy saving jikos- resource mobilization; materials provision e.g seedlings, clay, cow dung, water; protection of trees/woodlot; sustainable production and supply e.g sustainable charcoal production	Land; Farmer/Human resources; Farm tools; Funds; Training skills e.g making of jikos and sustainable charcoal production; Partners/collaborators; Government agencies; enforcement and regulations; policies; woodlot; market; security of the Assets
	DNRC	Capacity building; mobilisation of farmers; provision of seedlings; Networking-Linking farmers with collaborators; market linkages	Skilled personnel; Land; Funds; water; seedlings (Farm inputs); Farmers; Partners
	KFS	*Capacity building on woodlot establishment and management; Licensing (Permits) e.g on logging; Provision of seedlings; Management and protection of forest*	*Personnel; Trees; Policies; Regulations*
Future changes in the economic dimension			
Shorter supply chains in organic markets	Farmers	Farmers to form/work with cooperatives; capacity-building (e.g., on how to produce and quantity to produce); farmers to attend trainings	Farmer; land; equipment e.g., weighing scales, pallets, etc.
	Processors e.g., Makueni County Fruit Processors, *Goshen*	Buying, sorting, grading, packaging, branding, selling; farmers (in groups) aggregate produce and take them to processors directly to cut off some middlemen	The plant; trucks; skilled personnel
	VERT Ltd	*Buying, sorting, grading, packaging, branding, selling*	*The plant; trucks; skilled personnel*

Table 2. Integrated Action Plan for Kiambu

Source: Kenya vision-to-action report

3.3.2. Zimbabwe

Four different transition pathways, one in each Ward, have been co-developed with the Ward stakeholders. However, the country team considered that the pathways are complex in the sense that they cover various elements of the vision which are seemingly detached in terms of the actions, actors, behaviors and drives of change. They are, therefore, in the process of identifying the most relevant and achievable transition pathway that incorporates the different elements and can be visualized in a less complicated manner. The following table is one of the transitions pathways developed in Zimbabwe (Mbire Ward 2). This transition pathway underscores the institutional dimensions of behaviour change. Achieving gender equity and preserving cultural heritage emerged as pivotal drivers. Addressing challenges such as child marriages was recognized as integral to empowerment. Farmers indicated that *"There are a lot of child marriages in the community, which hinders the girl child from progressing; we need the girl child and women to be empowered to achieve our vision"*. The proposed action of policy reviews reflects the need for broader systemic change. The value chain approach also emerged as a strategy for optimizing local natural resources.

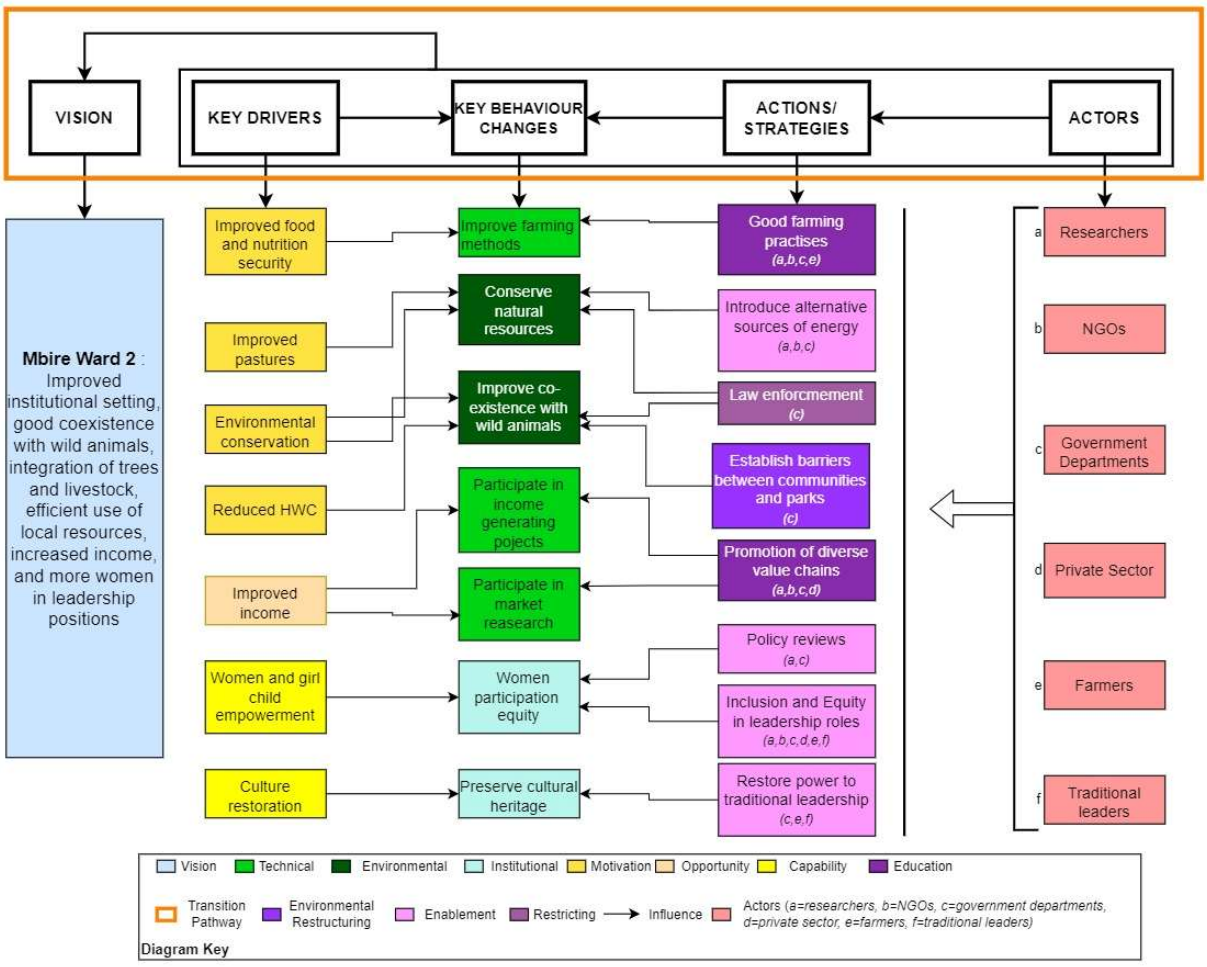

Figure 9. Transition pathways in Mbire Ward 2

Source: Zimbabwe vision-to-action report

The Zimbabwe team also identified different entry points that can fortify the AE transition in the two districts:

- The establishment of demonstration plots serve as a tangible and visual representation of agroecological principles in action. These plots not only showcase sustainable farming techniques but also provide local farmers with hands-on experience, fostering a deeper understanding and appreciation for agroecology.
- Community dialogues, involving key stakeholders such as community elders, local government representatives, traditional authorities, and extension officers, offer a comprehensive platform for knowledge exchange. These dialogues facilitate the alignment of community practices with agroecological principles, ensuring that decisions are collectively made and rooted in local wisdom.

- Capacity building within the agroecology living landscapes is imperative. By empowering community members with the necessary skills and knowledge, this initiative ensures the sustainability of the agroecological transition, fostering self-sufficiency and resilience.

Overall, these entry points intertwine to create a robust foundation for the agroecology transition, incorporating practical demonstrations, inclusive community dialogues, and targeted capacity building to propel Mbire and Murehwa towards a more sustainable and resilient agricultural future.

3.3.3. Burkina Faso

The Burkina Faso team prepared the following figure representing the expected transition pathway of the Dairy Innovation Platform to reach the ultimate outcome, which is to increase the daily production, collection, and processing of milk from the current figure to 18.000 Liters by 2024. The figure helps explain in a simple and visual way how the ALL will transition from the current situation to the desired one and how the different WPs of the Initiative will contribute. This figure was presented to the actors of the ALL and validated during a workshop.

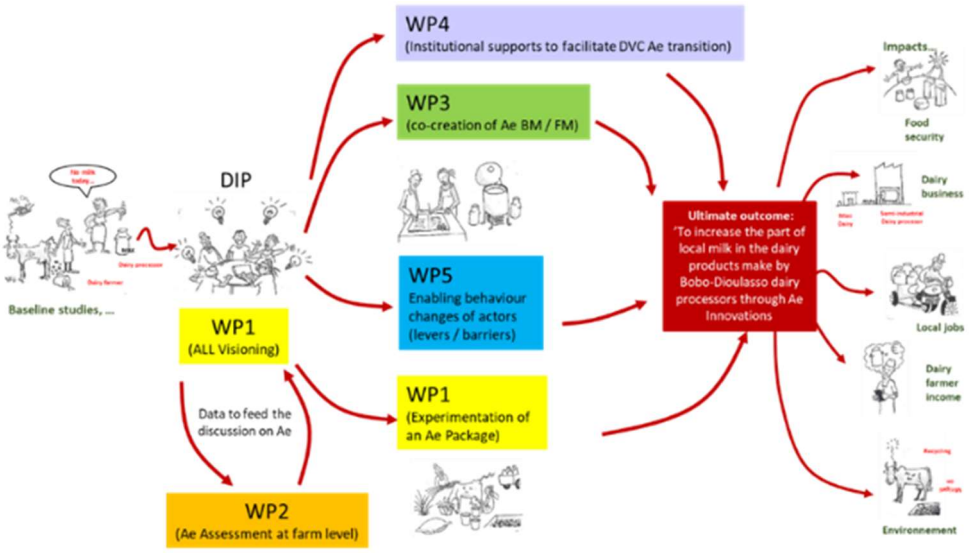

Figure 10. Expected Transition Pathway in Burkina Faso

Source: Burkina Faso vision-to-action report

Throughout 2023, the research team in interaction with the ALL developed and refined the work plan. The actions became clearer and articulated with each other as they progressed. The general idea is that the results produced (by each WP) fuel reflection to support actors of the dairy value chain in an agroecological transition compatible with the initial vision of the DIP.

At the end of 2023, the action plan and therefore the articulation between the WPs and the objective pursued is presented as follows:

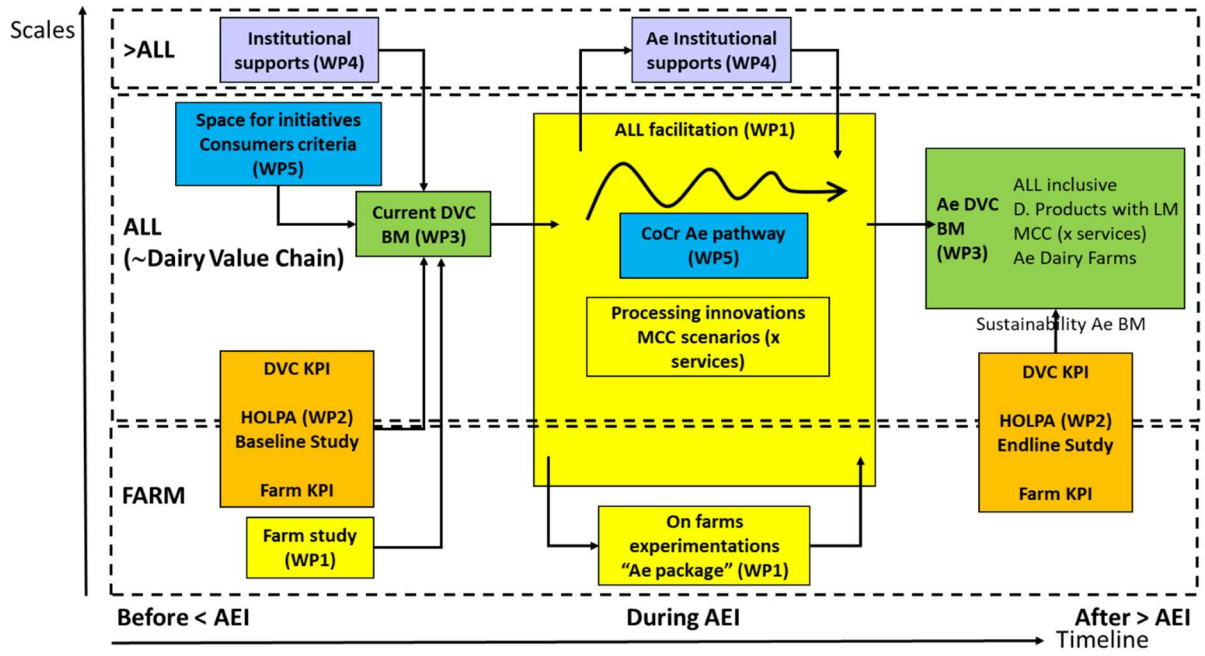

Figure 11. Burkina Faso Workplan

Source: Burkina Faso vision-to-action report

In this work plan, the ALL is clearly at the center and at the crossroads of all actions undertaken in the WPs. The objective is to co-design and implement an agroecological business model for the local diary value chain. All the actions undertaken in the WPs feed the reflection or guide the actions of the ALL actors.

3.3.4. Senegal

Figure 11 shows the agroecological levers that have been identified for initiating a department-wide transition. These agroecological levers were structured according to several components: production, product processing and consumption. These proposals fed into the Fatick DYTAEL action plan.

In the field of agroecological production, challenges are emerging at several levels, from identifying and networking model producers to supporting local authorities in promoting tried and tested practices. Cross-cutting activities could also be envisaged in this area to guide the Agropole (a regional platform for processing products promoted by the State), such as the promotion of a charter of compliance with mandatory good practice for the companies that are part of it. Regarding the processing of agroecological products, advocacy actions were suggested, for example with local authorities to support better links between local producers and processors. Other activities were also proposed, such as the organisation of specific training and the formalisation of contracts. To promote local and agroecological consumption, activities have been proposed to facilitate links between producers and consumers.

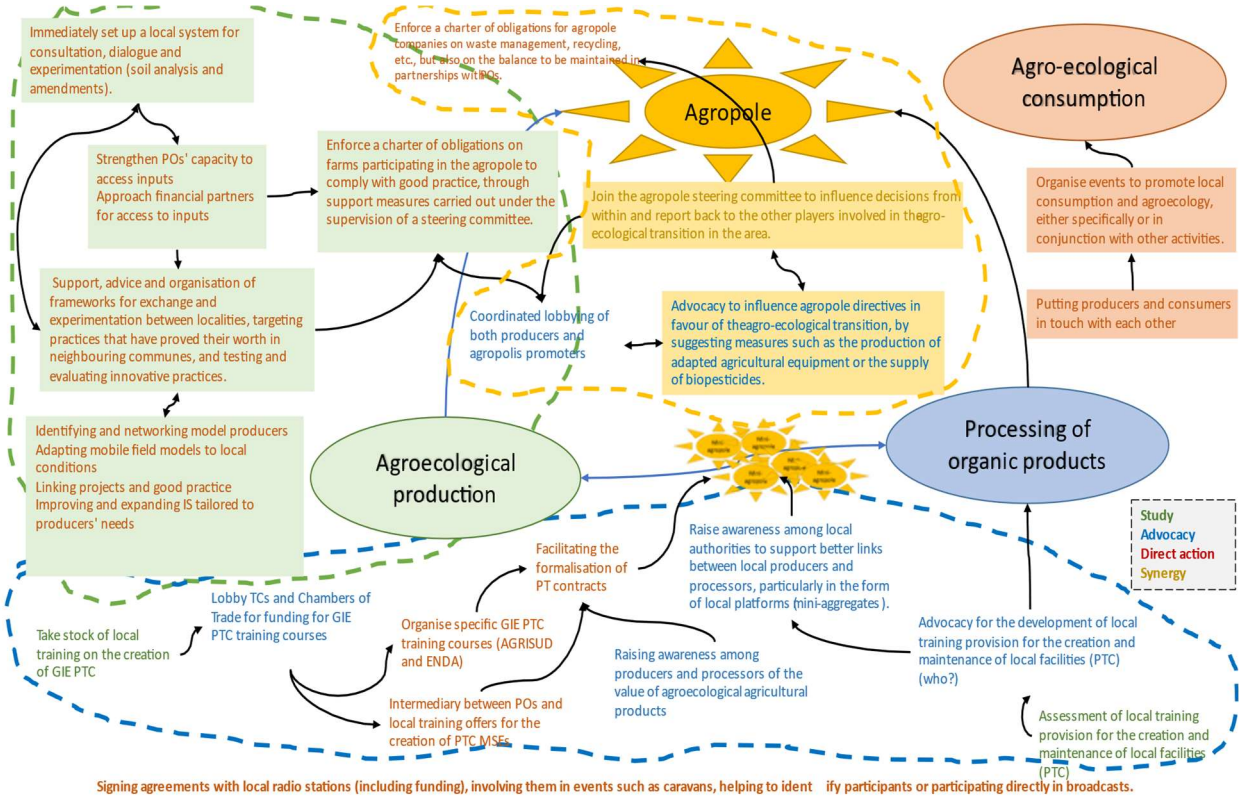

Figure 12. Summary of levers that can be mobilised to develop agroecology in Fatick

Source: Senegal vision-to-action report

The work plan was consolidated based on the results obtained in the vision development phase. The general objective of the plan is to promote agro-ecological practices (technical, organisational and institutional) to ensure the agri-environmental and socio-economic resilience of family farms in the Fatick department. The main lines of action are as follows:

- Support the Department's decision-makers (local authorities, members of parliament, etc.) and stakeholders in the agro-sylvo-pastoral and fisheries sectors in drawing up and implementing public policies for an agroecological transition;
- Supporting the emergence of agroecological transition projects at local level by leading local actions (leading multi-stakeholder, cross-sector consultations, co-designing transition plans, supporting experimentation, monitoring and co-assessment);
- Raise awareness among all stakeholders to improve the department's understanding of the need for an agroecological transition;
- Sharing experience and establishing and developing strategic alliances within national, sub-regional and international networks;
- Help inform policy decisions and participate in dialogue frameworks at departmental, national, sub-regional and international levels with a view to making regulatory frameworks more favourable to WT.

3.3.5. Tunisia

The visioning outputs served to develop the impact pathways for agroecological transition in three dynamics that are connected in the living landscape, i.e.:

- Animal products' value chain from seed multiplication and forage production/feedstock (with crop/tree residues) to dairy products marketing. This pathway includes the improvement and diversification of the crop system, the crop-livestock synergy and input reduction and the valorization of local and national products;
- Certified olive tree value chain in integration with all the other activities (livestock-cereal) enhancing the valorization of local products at the national and international markets;
- The honey value chain from melliferous plants to more direct sales to consumers (short circuits)

The agroecological transition pathway in the Tunisian ALL (see Figure 12) highlights the place, role, and activities designed around both the livestock system (small ruminants) for economic and bio diversification and the olive trees system for economic

and bio diversification. We see the narrow interactions and overlapping of outputs along the three main dynamics characterizing the mixed crop-tree-livestock systems of the semi-arid zones of Tunisia.

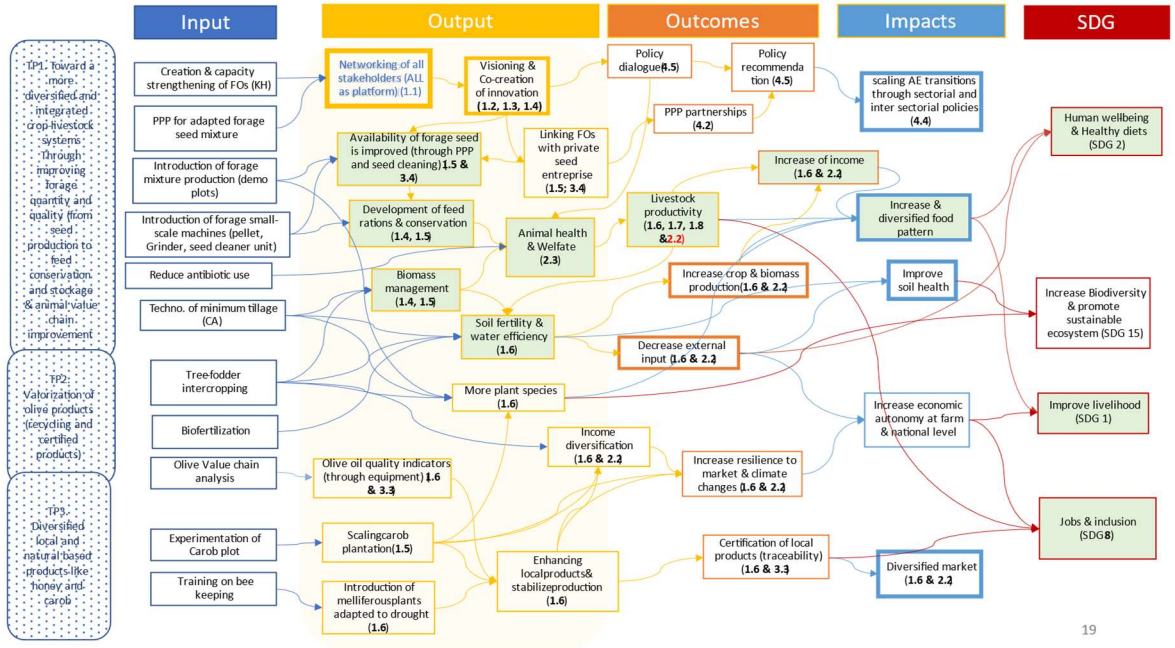

Figure 13. Expected Transition Pathway in Tunisia, centered around the livestock system (boxes in green)

Source: Tunisia vision-to-action report

3.3.6. India

The synthesis of key behavioural changes, drivers and actions, delineated by the different groups involved in the visioning, elucidates a comprehensive strategy for realizing their shared vision. (See Figure 13). All the groups identified, as critical behavior changes, contributing to the realization of the articulated vision, the adoption of agroecological methods for agriculture as well as natural resource management with promotion of the consumption and cultivation of indigenous coarse grains, collective action with coordinated efforts of food system actors and a transformative shift in societal perceptions towards gender equality. Behaviour drivers such as information and training on agroecological approaches, Integrated Farming Systems (IFS) and utilization of bio-inputs, enhanced water management strategies, price premium, certification, and markets for naturally produced outputs, institutional mechanism for dialogue among FSAs emerged as critical facilitators in attaining the envisaged transformative objectives.

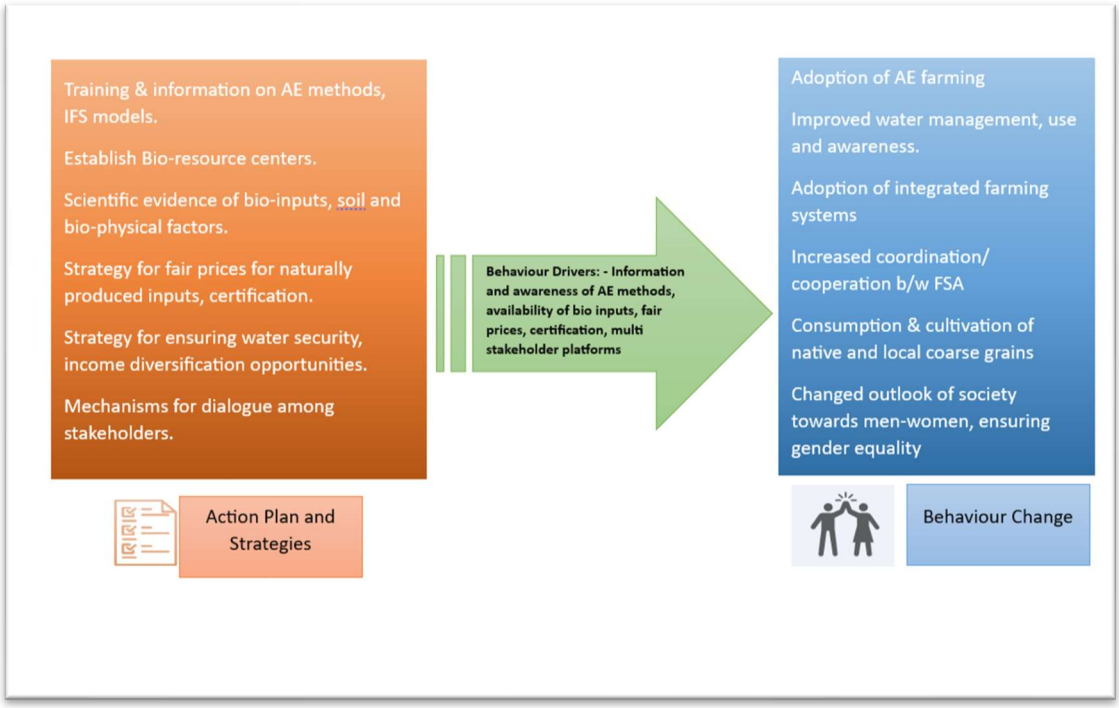

Figure 14. Key strategies and action plans identified to achieve desired behaviour changes

Source: India vision-to-action report

An action plan was developed to concretize the identified critical behavioral changes. This plan encompasses multifaceted strategies and interventions that are specified in the list below. The detailed action plan with specific activities and actors involved is available in the V2A country report.

- Training and information dissemination programs focused on AgroEcological (AE) methods and Integrated Farming Systems (IFS) models constitute a foundational pillar of the action plan. These programs aim to equip community members with the requisite knowledge and skills to seamlessly transition to sustainable agricultural practices. Concurrently, the establishment of Bio-resource Centers is proposed to serve as centralized hubs for disseminating scientific evidence on bio-inputs, soil quality, and bio-physical factors. This initiative is envisioned to empower farmers with credible information, fostering informed decision-making in the adoption of bio-based farming approaches. A strategic approach towards fair pricing mechanisms for naturally produced inputs and certification processes is integral to the action plan. This involves studying willing to pay, buisness models and value chain analysis to ensure equitable remuneration for farmers engaged in regenerative farming practices.
- Ensuring water security and creating income diversification opportunities -the strategy for water security involves studies and demostration on water usage, storage, and management, thereby mitigating the risks associated with water scarcity.
- Income diversification opportunities are envisaged through the information dessimination and demostration of diverse agro-based activities, promoting financial resilience among community members.
- Multi-stakeholder platform- create a realistic community driven multi-stakeholder platform with strong foundation to foster increased coordination and cooperation among Food System Actors (FSAs). This platform for dialogue is expected to facilitate the exchange of ideas, knowledge, and experiences, fostering a collaborative approach towards achieving shared developmental objectives.
- Youth employment- skill development workshops with convergence of skill development schemes. In addition, analysing youth aspirations, barriers and opportunities.

3.3.7. Lao PDR

The starting point for the action plan was the asset mapping carried out in the 8 villages which involved identifying and documenting the resources and strengths within a community or region that can be utilized to support the AE transition and agricultural development in general. With this process they aimed to identify natural resources such as land, water, and biodiversity, as well as human resources such as farmers, laborers, and local experts. Additionally, asset mapping involved identifying infrastructure, equipment, and other physical assets that can support agricultural activities. By mapping out these assets and the stakeholders, they can better understand the available resources and plan more effectively for agricultural

development, resource allocation, and capacity building within the community. The following is the list of resources available at village level:

- Natural Resources: All villages have access to similar resources such as mountains, rivers, and streams, providing opportunities for fishing. However, some villages have been adversely affected by the collapse of a dam in 2019, leading to the destruction of fishponds, rivers, and forests.
- Community Tangible Resources: Many villages have concrete irrigation canals or systems, although the condition of these systems varies. Villages affected by the dam collapse have been compensated with a full set of infrastructure, including new housing, agricultural land, roads, water supply, and solar-powered irrigation systems. Additionally, rice milling services and private rice milling machines are available in the villages.
- Financial Resources: All villages have access to a microfinance scheme, allowing villagers to save and borrow money as members. While the rules and regulations are generally consistent across villages, private banks also offer agricultural loans to farmers at a 2% monthly interest rate.
- Social Networks: In Laos, all villages have an official system for women, youth, labor unions, and collaboration with village authorities. This system plays a crucial role in fostering community cooperation and enhancing social networking among residents. As a result, people in the community are more connected and work together more effectively.

The main entry points for starting the agroecological transitions were selected within the existing socio-technical packages. These packages include a range of inputs, including the creation and capacity strengthening of farmer organizations, private-public partnerships for adapted forage seed mixture, reduced antibiotic use, biofertilization, olive value chain analysis, and more. These inputs are expected to produce some "impacts", such as an increase in diversified food patterns, improving soil health, diversified market, etc. according to the desired future as formulated by farmers during the visioning.

3.3.8. Peru

Different entry points were identified for the transition pathway of cocoa farmers and at the Ucayali ALL level. The transition pathway for cocoa farmers focuses on 2 entry points: strengthening the technical capacities of producers and technical area to implement environmentally sustainable and economically profitable organic production (not only cocoa); and the diversification of cocoa farms with species compatible with food security and commercialization. The country team in Peru also identified several entry points to support the AE transition at the Ucayali agroforestry level. For example, to improve the yields of crops in family farming, they co-designed 3 experiments with cocoa farmers and their organizations aimed at testing different ecological treatments to prevent the appearance of monilia (a fungus that affects cocoa productivity) and different formulations of biofertilizers that can support the nutrition and improvement of the cocoa plantations. In relation to the economic income and food security of family farming, they identified opportunities to explore a carbon credit project with one of the cocoa cooperatives, besides, to strengthen diversification of family farming, specially of cocoa farmers, they are planning to enhance agroforestry systems, and home gardens that integrate food preferences of households. The team is also working on formalization and institutionalization of the Participatory Guarantee System (PGS) in the region to support the integration of family farming into markets and value chains of agroecological products. Finally, the team is working on co-developing in partnership with the NGO TerraNuova, a Strategic Plan for Bio Trade with a focus on agroecology for the Ucayali region with the aim of providing a favorable institutional framework for family farming by articulating decision-makers and civil society.

4. NEXT STEPS

4.1. MEL of the action plans

Monitoring and assessing the conditions and performance of the co-designed agroecological transitions and subsequent action plans at the ALL level is key to supporting these transitions. The assessment framework should be co-crated with the ALL stakeholders. In fact, it is considered that, to be in line with the spirit of the Initiative which seeks to promote ownership and commitment towards achieving the desired vision, it is crucial to foster community/stakeholder-driven progress monitoring evaluation and learning (MEL) of the innovations implemented.

Various challenges can be seen in developing a framework that can be used and adapted to the different country contexts. Above all the major challenge is the need for a holistic assessment framework that considers, environmental, social, and economic dimensions all together. WP2 has developed an assessment framework and tool (HOLPA), which consists of two parts: (1) a set of global performance indicators that capture the economic, environmental, farming, and social outcomes of agroecology; and (2) a set of localized indicators that allow FSAs to co-design and prioritize metrics of agroecological performance (LISP). Using the HOLPA indicators will help country teams and their key ALL partners to know in a timely manner if the ALL is on the right track to achieve its vision, or what adjustments need to be applied to get there. Other types of indicators that may be necessary to measure to monitor and evaluate progress towards the vision can be linked to indicators of process (functioning of the ALL), activity (was it completed?), and perhaps more importantly, indicators of change (was the expected change achieved?).

Most countries have used the HOLPA tool for the agroecology performance assessment but have not developed a MEL plan and cycle to monitor the functioning of the ALL and if they are on track with achieving the desired outcomes. This is a WP1 global team priority for 2024 to guide countries in putting in place and implementing their MEL plans. Having these plans available and implementing them in a timely manner will allow key ALL stakeholders and Initiative teams (country and global) understand what is working well and what is not working well, where adjustments are needed and if the is a need to revisit the ALL composition and structure, the vision, the transition pathway and the action plan.

A few insights on progress towards a MEL plan are available from Zimbabwe, Kenya and Senegal. In Zimbabwe the AE-I team has selected indicators (stemming from the LISP exercise) relevant to the co-developed TOCs that could be used to monitor and evaluate agroecology transition within the ALLs. The indicators were divided into agriculture, environment, economic and social. For each indicator there is a definition, a mode of measurement and a responsible group assigned to it for monitoring and evaluation. The data will be gathered through focus group discussions, field assessments, household surveys and key informant interviews. Some of the data will be collected from farmers who are directly involved in certain activities that address the indicators; for example, there are demo plot holders that are part of the ALL, and field assessments will be conducted in the demo trials for other indicators and data will be collected from ALL members. A multi-stakeholder participatory M&E team has been identified in each of the ALL in Kenya. In Kiambu the role of the team would be to facilitate bi-annual joint monitoring of progress, and their defined roles are:

1) Monitor if practices are sustainable, efficient and can be upscaled to other areas of Kiambu.
2) Monitor satellite farms to see if other farmers are adopting some of the agroecological practices.
3) Influence policy and decisions by the government and Ministries.
4) Organise meetings with communities to create awareness about agroecology practices.
5) Monitor peer-to-peer learning from model farms (monitor adoption of agroecological practices by other farmers).
6) Use existing platforms for collaboration e.g., churches, barazas.

In Makeuni, stakeholders opted for a coordination M&E team led by DNRC rather than a multi-stakeholder participatory team. To stress the fact that the team's role goes beyond just monitoring and involves concrete practical activities as listed:

1) Oversee the affairs of the ALL (Agroecological Landscape Level) and provide guidance to all members on the way forward.
2) Present the Community Action Plan (CAP) during local events to raise awareness, with a focus on engaging the local community, particularly farmers, in order to gather feedback on the community's perspective of the proposed plan, create awareness of the collective need for an agroecological transition within the ALL, and advocate for collective action towards achieving the ALL's vision.
3) Develop an implementation plan, including an M&E strategy, to prioritise activities, establish timelines, and engage actors practically. It might be necessary to establish a baseline of farmers for purpose of effective monitoring.
4) Involve stakeholders that were not present.
5) Establish a WhatsApp group to guarantee communication and continuity

In Senegal the monitoring and evaluation process at the ALL level are under the responsibility of the DYTAEL. Each organisation that is a member of this platform needs to comply with an agreed sets out the values, principles of action and commitments.

5. CONCLUDING REMARKS

The vision-to-action process, as implemented in the 8 countries considered in this report, can be seen as a dynamic and iterative process to advance in the co-creation of Agroecological Transitions. The participatory nature of the process is meant to create stronger connections between the ALL stakeholders. Additionally engaging the ALL members from day one leads to diversity, aligned goals, trust and belonging. Future iterations may be expected, as the visions and the linked AE transition pathways, and action plans need to be critically revised and assessed over time to be adapted to the changing contexts, needs, assets, achievements, and composition of the ALLs.

The heterogeneity of results of the V2A process across countries stems from the inherent diversity of country contexts (geophysical, agricultural, economic, socio-cultural and political) but it is also due to the different way the ALLs have been conceptualized by key stakeholder and country teams. This is furthermore compounded by the interdisciplinary nature of, and approach to, AE and AET, and the fact that some countries might be on different agroecological trajectories at national and local level and may have had different exposure to agroecology in other past or ongoing projects and initiatives. Other reasons that may explain this diversity are linked to the late availably of the V2A guidelines. Some teams actually started the visioning before they were shared (Tunisia and Zimbabwe) and later validated and adjusted what they had done without WP1 guidelines by organizing an additional workshop to fill in the gaps.

Besides, which groups were able or were asked to participate in the process explains much of the diversity. As we have seen, farmers' priorities for the future tend to revolve around improving agricultural production and increasing livelihoods options through access to better markets where they can obtain fairer prices for their (AE) products. Different priorities exist among women and men farmers, as women tend to focus more on issues of equal rights, better inclusion in family decision making and food security. Also, the inclusion of government representatives in the V2A process, in most cases, contributed to ensure that the visions and action plans formulated during the process could be better integrated into existing government schemes and policies, enhancing future potential support and therefore the prospects for a more successful implementation. Involving the private sector in the V2A process has not always been possible, at this stage, in all countries. Bringing in these actors with their knowledge, capacities and expertise would enable the creation of new partnerships with the small-scale producers and open the possibilities for new investments to support agroecology. In summary, although the V2A process is funded on the principles of inclusiveness, diversity, representativeness & legitimacy of stakeholders who participate it is not always possible to invite all the stakeholders who have an interest in and influence the ALL and to counter for the power relations and dynamics within the different groups, yet all these elements tend to shape the nature and the focus of AE transition in the different ALLs.

Despite the above, some common elements exist among the different vision statements and in particular common goals identified across countries include the need to:

- Improve the environmental sustainability of agricultural production by adopting different AE practices.
- Diversify production systems to increase food security and livelihood opportunities (increase resilience)
- Access new markets (local, national and international)

Overall, country teams and ALL stakeholders found the V2A process very useful as it promotes collaboratives planning, capacity building, stakeholder engagement, alignment with national goals, and knowledge sharing of sustainable agricultural practices. Some challenges were also identified: one, as in most truly participatory approaches, is the considerable investment in time needed to get stakeholders involved and interested in advancing a common agenda. Another is the power imbalances, which the process as proposed initially does not really tackle in depth. Such imbalances are often not immediately visible and may be difficult to manage. Because, however, they may hinder the whole participatory process, facilitators of the V2A process need to increase their knowledge and preparation to be able to deal with imbalances. Another common challenge that the countries faced in developing AE transition pathways is having guidance around the development of an appealing and easy way to develop and use visual representations. This is indeed an issue the WP1 global team is going to tackle in 2024.

Interested readers are reminded that much of the details of what has been reported and synthesized here can be found in the individual country reports and products available on CGSpace and increasingly through country-specific publication.

6. COUNTRY REPORTS USED FOR THIS CONSOLIDATED REPORT

Country	Title (as given to report by each team)	Authors
Zimbabwe	Vision to action report for Zimbabwe	Sibanda T., Matangi D., Choruma D., Chimonyo V.G.P., Baudron F.
Kenya	Individual report on vision-to-action in Kenya	Fuchs L., H. Korir, B. Adoyo, P. Bolo, M. Sakha, P. Gumo, M. Mbelwa, N. Syano, E. Kiruthi, A. Kuria, L. Orero
Tunisia	Individual report on vision to action for Tunisia	Rudiger U., El Sheikh H., Mannai A, Tebourbi O., Alary V., Frija A., Zaiem A., Cherni H., Hidri Y.
Burkina	Report on vision to action for Burkina Faso	Vall E., Sib O., Ouédraogo S., Sanogo S.
Senegal	Individual report on vision to action for Senegal	Piraux M., Belmin, R.
Peru	Individual report on Vision to action for Peru	Tristán M.C.
Laos	Individual report on vision to action for Lao PDR	Douangsavanh S., Dubois M., Sinavong P., Xaydala V.
India	Visioning Report in Mandla, Madhya Pradesh, India	Singh S., Gupta S., Alvi M., Kumar G., Maliappan, S.

Note 1: Interested readers can find more details about what has been reported and synthesized in this report in the individual country reports and products available on CGSpace and increasingly through country-specific publications.

7. APPENDIX

7.1. APPENDIX 1. Description of scenarios for the Fatick department and their compatibility with agroecology

Scenario	Short summary	The state of agro-ecology
Fatick 2.0 (Industrial Hub)	In Fatick in 2035, the local authorities, with their broadened and well-equipped powers, will operate with consultation frameworks at the communal and departmental levels. Governance is thus based on transparency, accountability and the participation of all parties. Public investment is focused primarily on basic social services (education, health), with an emphasis on children and digital technology. At least 50% of the costs are borne by local players. In a context where oil- and gas-based energy is accessible, abundant and free for everyone, support services for economic players are computerised and accessible to all, supported by a network of available, qualified and committed technicians. They are supported by a network of available, qualified and committed technicians. They have a support fund for the development of activities, enabling monitoring, evaluation and training. All of this enables the region to be industrialised, based on a factory producing standardised products for the national and international markets, as well as the operation of highly efficient agricultural processing units covering the department and accessible to all. These units transform the products of agriculture in transition, combining the rational use of chemical and organic inputs with high-tech mechanisation to produce products "made in Fatick".	In 2035, agro-ecology is no longer a dream for the people of Fatick. The departmental development plan introduces appropriate spatial planning for housing, industry, agriculture and leisure. It allocates space for botanical gardens to serve as "green lungs" in all the communes of the department. Environmental education programmes incorporating all aspects of AE are being incorporated into teaching curricula from pre-school to university. Agro-ecological gardens are systematically installed in all schools. A research centre funded entirely by the department carries out local studies focusing on the nutritional security of populations. All run-off water is drained towards the revitalised fossil valleys, where exclusively agroecological market gardening is developed, using water-saving irrigation methods that are mainly solar-powered. All the farmers are part of an umbrella organisation called "Agro-pasteurs 2.0", which has cutting-edge skills in smart technologies and a computerised data platform linked to all the weather, research and national and international market information systems. As a result, digital applications for managing organic matter flows, accessing climate information, advising on best practices and linking up with e-commerce platforms are available to all farmers/pastoralists. Family farming is now mechanised and high-tech, with a focus on precision (weather stations, drones, sensors to analyse the soil and plants, etc.), and soil-less agriculture has developed through the installation of keys and micro table gardens to produce in areas where there is still salt. Improved local species are managed according to an ethical charter for animal production "Made in Fatick", with specialised production objectives (milk, meat, fish products) and highly advanced processing of livestock products and by-products, thanks to craftsmanship, particularly for hides and skins. All the animals are insured (all risks) and each has a personalised health monitoring sheet. "Agropasteurs 2.0" is investing in a modern slaughterhouse that complies with environmental, health and safety standards and uses all waste in an integrated manner.
Nataange	In 2035, the department will be powered solely by a combination of renewable energies (wind, solar, water, biomass, etc.) at lower cost, accessible to all, with a dynamic industry, semi-artisanal non-farm production units in each commune, specialising in recycling or processing local products for the local and national market. In addition, a hyper-modernised platform of multifunctional machinery transforms raw agricultural produce into a variety of ready-to-eat end products. Healthy, sustainable agro-ecological farming integrates livestock farming and forestry for organic soil fertilisation. It uses appropriate equipment to reduce drudgery and increase productivity. Governance is based on transparency, accountability and the participation of all parties. Local authorities with extensive and well-equipped	In 2035, adapted, competitive and controlled agroecology (Mbey mu sell bu mengoo ak jamano) Responsibility for agriculture/livestock farming/environment/fishing/tourism has been transferred to the various local authorities, which are implementing voluntary AE policies aimed at food self-sufficiency and rational economic development. They use all the latest technologies. There are very restrictive frameworks for enforcing environmental protection. Livestock and agricultural systems respect the principles of agro-ecology and use renewable NRJs. The farms, which are mainly family-run, benefit from agricultural infrastructure and equipment that meet their needs. These economic production methods, based on local knowledge and access to new technologies, maintain good forest cover, quality water

	powers operate with consultation frameworks at the communal and departmental levels. As a result, at least 50% of public investment is borne by local players, with priority given to basic social services (education, health), with an emphasis on children and digital technology. To this end, support services for economic players are computerised and accessible to all, supported by a network of available, qualified and committed technicians. They are supported by a network of available, qualified and committed technicians. They have a support fund for the development of activities, enabling monitoring, evaluation and training.	resources and soil fertility, while halting the advance of the salt tongue. Transhumance is well organised and complements sedentary fattening farms, with concerted management of organic manure. The integrated development of fish farming is helping to manage fish stocks. Agricultural equipment is designed to be eco-responsible. Support services, including NGOs, are trained in AE and support all eco players in adopting environmentally-friendly practices. Agroecology" certification guarantees the quality of ASPH products. Waste recycling units provide inputs for agriculture and livestock farming (but also for the building and craft industries, etc.).
Fatick tired	In 2035, local authorities are fragmented and have few powers. They are influenced by lobbies and exclude people from decision-making by practising all kinds of discrimination. Public investment is therefore directed towards non-productive cultural and sporting activities. Only 5% of public investment is directed towards basic social services, concentrated in the departmental capital. The private sector finances the other sectors, including the supply of energy from a variety of sources (nuclear and fossil), whose inadequacies and shortcomings result in unequal access (socially and spatially). As a result, the use of wood is widespread. Agriculture is based on the exclusive use of chemical inputs (fertilisers/pesticides) in farming systems that are disconnected from livestock farming, with heavy mechanisation and recourse to GMOs. Support services for economic players have an inadequate and poorly managed budget, with a plethora of technicians who are ill-suited to the task and uncommitted, unable to provide either monitoring or training, and supporting sectors that are not priorities. Industries, including those linked to agricultural processing, have disappeared.	In 2035, agroecology will be virtually non-existent. The lobbies are exploiting virtually all the land and its inhabitants for the production of biofuels through the intensive and chemical monoculture of Jatropha. All that remains is a small rural population struggling to produce because of a lack of access to land and agricultural equipment... This rural population, left to its own devices, is trying a few agro-ecological practices such as improved fallowing or the introduction of fertilising plants to try to optimise the few resources it has left. Destitute and deprived of any access to healthcare services, this population also strives to ensure the survival of traditional pharmacopoeia through the production of medicinal plants.
Made In Fatick	In 2035, governance in Fatick will be based on transparency, accountability and the participation of all parties. Local authorities with extended and well-equipped powers operate with consultation frameworks at the communal and departmental levels. Public investment supports eco-development based on sustainable food systems and interconnected responsible tourism. As a result, the department is powered solely by a combination of renewable energies (wind, solar, water, biomass, etc.) at low cost and accessible to all. The result is a dynamic industry with semi-industrial production units in every commune, specialising in recycling or processing local products for the local and national market. Highly efficient processing units covering the department and accessible to all transform local products (agricultural, fisheries, livestock) into "made in Fatick" products. Healthy, sustainable agro-ecological farming integrates livestock and forestry to fertilise the soil organically. It uses appropriate equipment to reduce drudgery and increase productivity. Support for economic players is then reserved exclusively for the most vulnerable and economically disadvantaged, engaged in green activities. It is financed by taxes on other economic players and solidarity funds.	In 2035, agroecology will be supported by ecodevelopment based on sustainable territorial food systems, interconnected responsible tourism and easier access to land. Agricultural production systems favour agroecology within a dense fabric of diversified family farms that favour associativism and cooperativism. The presence of a large number of animals, backed up by grazing practices, maintains sufficient soil fertility. Farming systems encourage crop rotation and diversity (such as fodder crops) and the use of crop residues and compost, made in particular from organic waste used in the area. Women and young people are valued. The quantity and quality of agricultural infrastructure and equipment are satisfactory, reducing the drudgery of work and increasing productivity. Semi-industrial production units in each commune, specialising in recycling or processing local products for the local, national and international markets. They cover the department and are accessible to all, producing "made in Fatick" products, largely supported by an inclusive system of governance. The professional organisations are dynamic and make it possible to develop local knowledge in these activities and to encourage exchanges between farmers, in a system of local advice. They are also active in ensuring that their members have access to credit in order to strengthen existing activities or promote emerging ones.

		Efforts are being made to regenerate the tree stock (RNA, planting, etc.). Organic inputs are favoured through an efficient local management system (balance with waste recovery and energy production, etc.) and a genuine policy of promoting local seeds has been put in place. Specific techniques have made it possible to halt salinisation (technical works such as anti-salt dykes and dikes, etc.) and recover salinated land. Local consumption and traditional pharmacopoeia are also encouraged by the many markets.
A private kingdom	In 2035, in the Sine, the king imposes his own form of government. Public investment is channelled into non-productive cultural and sporting activities; only 5% is spent on basic social services. Everything is concentrated in the main town. The private sector finances the other sectors and is responsible for supplying energy from a variety of sources (nuclear and fossil), whose shortcomings and deficiencies result in unequal access (socially and spatially). Wood is widely used. In the total absence of support for economic players, the industrial fabric is in disarray and no industrial agricultural transformation is taking place. Agriculture is dual. A minority relies on the exclusive use of chemical inputs (fertilisers/pesticides) in farming systems that are disconnected from livestock farming, with heavy mechanisation and recourse to GMOs. But the majority of farming practices do not use any inputs, fallowing is widespread and the equipment used does not produce high yields.	In 2035, agro-ecology relies on limited levers. Access to land and resources is controlled by the kingdom. Two production systems coexist: i) market-oriented agribusiness and large farms, and ii) self-subsistence farming, with very limited chemical inputs. The soil is very degraded. In this context, a number of agroecological practices are being developed in a scattered manner: rotation systems (groundnut-millet, cowpea-millet) and association systems (millet-cowpea), agroforestry, the use of organic matter from livestock, natural fallow and improved fallow (RNA), with crop parking. Traditional knowledge is used to develop ANR initiatives and other agro-ecological practices. In addition to agriculture, other activities have been developed, notably fishing and salt production.
Autarky	In Fatick in 2035, the local authorities have disappeared. The self-responsible population manages itself according to its own procedures, in which public investments are determined by divinatory processes (saltigué and pangol) during "Xoy" (traditional ritual ceremonies). There are no sources of energy other than human and animal. Under these conditions, all the industries have disappeared and the economic players are providing their own mutual support services autonomously, democratically and free of charge, to develop healthy, sustainable agro-ecological agriculture that integrates livestock farming and forestry to fertilise the soil organically. It uses appropriate equipment to reduce the drudgery of work.	Indigenous/confined agroecology. Confined agro-ecology is an AE linked to the choice to withdraw, to self-train, to stay within oneself and to make little use of natural resources. It is based on the symbiosis between nature and man, and the maximum mobilisation of local knowledge, both tangible and intangible; even the supernatural guides APSH practices. All social strata are represented in decision-making bodies. Solidarity in trade and NR management This is also possible because land pressure has disappeared: there is no longer any demand for land, as access to it is free and communal. Farming is organised on a community basis, using extensive agro-ecological systems, with exclusively organic inputs and self-produced through the integration of livestock. Transhumance has disappeared in favour of sedentary agro-pastoralism. Animals are used for fertiliser production and traction. Agricultural produce is healthy, natural and diversified, exclusively for local consumption or trade. Traditional pharmacopoeia is used, along with cutting-edge techniques, using products derived in part from AE agriculture. Waste management is also optimised, as waste is essentially organic and the economy is essentially linked to nature and not commercial.

7.2. APPENDIX 2. Methods suggested by WP1 and WP5 Global Teams for Developing the Vision-to-Action Process (First Iteration) according to Four Main Steps

Step 1: Shared Understanding of the ALL context

What is this step about?
Using the consolidated knowledge of the context produced in step 0 as an input, this step consists of validating and enriching it, thus creating a shared understanding of the current situation & context. A context document, however, was developed by the country teams for WP2 and it is expected to be used for Step 0 & 1.

Expected outputs
An array of relevant information and materials in a format that will make it possible to mobilize it during the subsequent steps.

How to proceed in a nutshell?
Share and validate relevant information about the context and the ALL stakeholders

Details about how to proceed:
The main facilitator introduces the session by reminding participants of the previous steps and activities conducted as part of the ALL-emergence process. S/he then explains what has been done to synthesize existing information as part of Step 0.a. At this stage, a resource person from the country team makes a visually attractive presentation of the various types of information, possibly in the form of synthetic thematic posters and brochures that participants can consult and refer to afterwards.
Participants split in mixed groups to discuss the various types of information presented. For each group, the main questions to be discussed are the following:

- Is the information presented on the topic clear?
- Is the information presented accurate and reflect what the group participants know about the issues?
- Is there critical knowledge and information that needs to be corrected, reformulated or added to what was presented by the country team so that the understanding of the ALL context is improved and shared among participants?

After group work is concluded, the plenary focuses on new or reformulated understanding about the context assessment. At the end of the plenary, the main facilitator presents in visual form the next steps (Step 2 to 4) in the vision-to-action process and invites participants to express any doubts of questions they may have about it

Step 2: Formulate a Shared Vision

What is step 2.a about?
Imagine and formulate collectively a shared multi-dimensional vision of what a desirable future for ALL stakeholders and the territory they operate in would look like 10/12 years down the road.

Expected output
Narrative of a shared vision for a desirable future at the 2035 horizon, expressed in plain English in the form of a coherent and compact narrative (1 paragraph, 1/3 to ½ page max))
A derived narrative that clearly articulates the vision with the AE principles
How to proceed in a nutshell?
The proposed dynamics will be in the form of a play. Participants will prepare a short scene during which a documentary team will interview inhabitants to understand why this ALL /territory is a great place to live and has acquired such great fame.

Estimated time requirement: 2 hours.
In this step, we invite ALL key stakeholders to formulate a shared vision for what a desirable future for their ALL might look like. Formulating this vision and articulating it with the AE principles constitutes a major milestone in the development of a collective action-plan under the Agroecology Initiative.
The approach proposed for achieving this milestone follows the logic of Szpunar and Szpunar (2016) in the so-called „Future as a forethought".
In a multi-stakeholder workshop setting, participants representing key ALL stakeholders will be requested to respond to the following question:
How do you want the farming and the territory of your ALL to be like in 12 years from now (i.e., in 2035) so that its key actors will find it attractive? Think of what would make it a good place to live and work in economic, social, and environmental terms for the different actors.
To get the desired answer, the overall workshop facilitator may want to present the work to be done as a serious game. S/he may for example ask participants to imagine they have travelled in time and find themselves transported to the year

2035. A documentary team has just arrived because the ALL has become famous for the way it practices agriculture and has developed great ways of producing, marketing, and consuming food. It wants to ask small groups of "inhabitants" to explain to them how things work.
The participants are first divided into groups of approx. 5 to 7 people.
There are different ways to do this to avoid forming groups in a purely random manner. The objective is to be able to identify and consider the perspectives of the various stakeholders and to favor active and wide participation, something that forming random groups typically has little chance to achieve. Factors along which to form groups may include gender (e.g. male and female groups), age (younger vs. older people), stakeholder category (e.g. a farmers' group, a researcher and extension group, a policy role / policy maker group, etc.). If farmers are many, they can be further divided into smaller vs larger farmers, for example. It is up to the country team and its key partners to decide the best way to go, knowing each choice has implications with respect to the outcome of the group work.
Once the groups are formed, whatever the method, they convene for about 20 minutes, ideally with the support of a group facilitator, and are asked to brainstorm and come up with a group answer to the following questions, all related to how things will look like or work in 2035:
What are the main features of your territory / your agriculture you would like to present to the documentary team? Please consider social, technological, environmental, economic, and/or governance & policy aspects.
How do outside organizations (i.e. those that are not based in the territory but come periodically to work with you) collaborate with you?
What are the new policies, laws, market relations or rules that exist today (in 2035) that have changed or were not there 10 - 12 years ago?
Have actors operating in your territory, including yourselves, changed significantly in the way they farm and work and access markets, in the way they think, in their attitudes, compared to 10-12 years ago?
Have these changes affected the different actors differently? For example, women compared to men, you compared to older generations, vulnerable groups, poor farmers vs. wealthiest ones?
As time devoted to group work is very short, perhaps not all questions will be answered. The group facilitator captures through cards what will be presented during the plenary.
When the overall facilitator indicates it is time to go back to the plenary, the group facilitator, or a representative of the group, will present in a few minutes the most important elements of the group's answer. The plenary facilitator writes or collects the answers given by each group on cards, places them on the ground or a board and once all groups have presented, clusters them thematically. Once the clustering is done, the plenary facilitator asks all participants to add any important aspect they consider is still missing to understand the situation. Next s/he asks the participants to give names to the thematic clusters that reflect synthetically the content of the cards in the cluster:
At this stage, if and only if participants don't seem too tired, or if it is compatible with the overall agenda for the day, you can simulate (enact) the interview. For this, participants are split into 3 groups: one is going to play the Documentation team, the other is going to play the inhabitants of the territory and the last group is going to observe and record the interaction between the two first groups, using one or two quality cell phones or tablets[1]. The facilitator for his / her part is going to take note of all aspects of the interview.
Give a few minutes to the interviewer and interviewed groups to prepare for enacting the interview (role distribution, questions to ask, who will respond on which topic, how much should the answer specify the existence of different perspectives[2], etc.).
How precisely should the simulated interview be scripted before enacting it will depend on the facilitator's experience and the collective energy at the time the enacted interview is going to take place.
Questions that the documentary team may want to ask the inhabitants can be similar to the questions tackled during the previous group work, or adapted from it, based on the outputs of the preceding plenary (clusters and names given to clusters). In all cases, feel free to formulate questions which you consider are more appropriate for the situation.
Once the interview has been enacted, take 10 minutes to debrief and discuss whether what was presented for the vision was clear enough, or whether some elements of the vision need to be made clearer.

Step 2.a finishes with a formulation in ordinary (plain) language of the vision in the form of a narrative made up of no more than 6-7 simple sentences that encapsulate the various dimensions of the desirable future (try to come up with = 1 sentence for each dimension).

Step 2.b Articulating the vision with the agroecology principles
Once the vision for a desirable future has been formulated in plain English as an output of Step 2.a, the remaining and crucial task is to articulate this vision with the 13 AE principles.
In effect, there is a good probability that ALL stakeholders will have included in their vision for desirable future aspects and desires that go beyond the realm of agroecology. For example, they may put forward wishes related to public health, infrastructure, education, or values. Acting to achieve such wishes would imply engaging activities which go well beyond developing context-specific AE innovations as envisioned in the AE-I. ALL stakeholders must be made aware that while such dimensions are perfectly legitimate and may be pursued in different ways, the country teams cannot support them in doing

so. This is what managing expectations is all about, and it is necessary to engage in it to avoid, or at least minimize, potential disappointment and demotivation- further down the road.

How to proceed?

To articulate the vision with the AE principles, the overall facilitator will have prepared beforehand 13 cards, one for each of the 13 AE principles, and placed the cards on a board. Similarly, the individual sentences (simplified) which are part of the narrative are written on cards prior to holding this step and placed on a board opposite to the 13 AE principles cards.

First, the facilitator, or better, a resource person from the country team takes time to explain and illustrates the 13 principles in a language that seem culturally and socially adapted in the context of the ALL and with respect to the diversity of participants. The facilitator then organizes a dialogue between participants until they seem to understand the 13 principles.

Secondly, participants are requested to identify which AE principles have a (significant? Clear? Direct?) link with the content of the various sentences which are part of the shared vision and have been placed on cards. If necessary, cards are formulated, as plainly as possible, to clarify this link and are placed next to the original sentence. For example:

At the end of this step, the resulting narrative becomes an adapted or partial version of the original narrative, which clearly differentiates aspects and dimensions of the vision the AE Initiative can contribute to, and aspects or dimensions that clearly lie outside or beyond what the AE-I can contribute to. A short discussion is held to explain this distinction and what are its implications.

Step 3: Identifying the ALL theory of change / the ALL-transition pathways

What is this step about?

Build the ALL Theory of Change and transition pathways based on the key (behavior) changes the ALL wants to achieve and the strategic actions needed to achieve them.

How to proceed in a nutshell?

The exercise consists of 3 steps: a. identifying behavior changes required to achieve the vision agreed on in Step 2, b. identifying the drivers supporting or hindering such changes, and c. identifying strategic actions of the ALL to achieve the desired behavior changes by overcoming or taking advantage of the drivers identified.

Estimated time requirement: 5 -6 hours total.

Details about how to proceed:

We propose to use a method based on the Theory of Change (ToC).

Participants will split into two or three groups, each group having a maximum of 8 people. Groups can be mixed (preferably), representing the different ALL actors. Or, if power imbalances and risks of dominance / exclusion of some actors over others in mixed groups are considered significant and as already explained for Step 3, they can be formed by stakeholder category (e.g. women, youth, indigenous people, or separating people with government and political roles from other actors).

A facilitator guides each group discussion. Groups are assigned 1 or 2 components (sentences) of the overall vision so that between them, they can tackle the whole vision. If more time is available for group work, each group may work on the whole vision, but this can be quite tiring.

Step 3.a. Identify behavior changes to achieve the vision

To identify changes in behavior/practice, the facilitator asks her or his group the following question: "What changes in practice/behavior are needed to achieve this part of the vision, i.e. who needs to do what differently to achieve this vision?"

The facilitator will ask the group to identify changes that would have the strongest transformational potential, as it will allow them to identify key strategies/actions/partnerships to influence them, even if they cannot make them happen directly. (Alternatively, participants could be asked to identify changes that the group of stakeholders they represent can influence more directly. However, this option may hinder the ability of the group to identify the most transformational changes).

The group facilitator clarifies that:

- Changes can be at the local level, regional and national level, for individual or collective actors.
- Participants should think also in terms of specific changes for specific social groups relevant in the ALL context, such as women, youth, older people or any other vulnerable population.
- Participants should be as specific as possible when identifying actors who need to change something (not "farmers", but a certain type of farmers (smaller vs. larger) or men vs. women farmers).

- Participants should not get confused between activities and changes, even though confusion is common. The changes participants should identify are changes in behavior (ways of doing things, how people interact and so on). The facilitator may provide examples.

Depending on the type of participants and their expected level of interaction, the facilitator uses the **1-to-all method** which proceeds as follows. Each participant is assigned one or two cards and takes a few minutes to write down a key behavior change by specifying the actor and what they do differently in order to achieve the vision. Then, the facilitator takes one card and reads it out, asking if someone else wrote a similar change: if so, clusters of changes begin to appear. This is repeated until all cards are collected. Every time a change/cluster is formed, the facilitator validates that everyone is comfortable with the change identified. If not, the discussion follows to accommodate diverging visions.

The key rule for guiding the participants and coming to an agreement is ***"Can we live with this proposed behavior change?"*** as achieving a shared definition means making compromises. If the visions are too divergent, either the behavior change is dropped, or two separate changes are written down as two alternatives.

Step 3.b: Identify behavior drivers that hinder or support the behavior changes

The groups continue working separately and focus now on the **behavior-drivers**.

The facilitator starts by introducing some key examples of behavior drivers, covering mindset, resources, physical environment, institutions (the examples may have been previously written on a flipchart that is shown to participants at this stage).

The facilitator then asks the three following questions to help identify internal and external barriers towards the behavior changes identified earlier by the group (reminding the participants such changes are meant to contribute to achieve the desired vision):

What could enable, motivate, prompt, or support the actor(s) to make the change identified?

Who else could enable, motivate, support, or prompt the actor(s) to make the change?

What or who could hinder or discourage the actor(s) to make the change?

As before, the proposed facilitation method is "1-to-all".

Closure of step 3.b: Restitution of group work in plenary

Depending on the time left, there are two options to put in common the group results:

- World café (requires less time): 1 person from the group stays at their station and welcomes another group to explain their results. The groups move in parallel, so the feedback is done by groups and not in plenary. This is relatively faster.
- Bus stop (requires more time): All participants go from station to station where a representative of the group at the stop is in charge of explaining the results. All the participants move together sequentially from one stop to the other.

In both options, those who were not in a given group have the option to suggest an additional barrier / opportunity.

NOTE: If the participatory timeline activity under WP5 already took place, then the facilitator may want to recall the behavior drivers identified during this activity

Step 3.c. Identify the strategic actions to achieve the behavior changes and the vision: the transition pathways

The groups that worked on each specific behavior change and the drivers enabling, motivating, and prompting them (or conversely, hindering them), now focus on the strategies to achieve such changes.

The group facilitator agrees with the group **a time frame** for the strategies: the simplest would be to use the **same 10 / 12-year time frame used for the vision**, or a **shorter time frame** (say 5-6 years for instance, knowing the detailed action plan in Step 6 will for its part focus on the short term). Once the time frame has been clarified, the facilitator asks the participants to identify the broad strategic actions that would need to be implemented over the next 5 years (or whatever time frame was agreed on) to take advantage of the enabling drivers (or to overcome each the hindering drivers) and achieve the behavior change identified following questions using an adapted concrete formulation (this may entail using concrete changes and drivers identified by the group so as not to keep the formulation abstract).

In order to kick-start and guide the ensuing discussion, the facilitator can hint at broad categories of strategic actions, such as capacity strengthening, technology co-design, policy development, normative change, market arrangements,

organizational strengthening, improvement in support services, and so on. The facilitator may also help the group think in terms of the various scales at which actions can take place (farm, ALL, regional, national or even international, depending on what is relevant in the context of the ALL).

The facilitator asks participants to provide the following details about each strategic action identified:

- Who is being targeted in this action? (specify actors, groups etc.)
- Who needs to be involved in implementing this action and for doing what? (specify actors/organizations and their role)
- When approximately would this action need to be implemented (specify short-term (< 2 years), medium-term (3-5 years), long-term (6-12 years)?
- Which are the strategies that the members of the ALL can implement directly, and which are the ones where key partnerships must be sought?

The goal is not to enter into too much detail during this step: this will happen during Step 6, in which broad strategic actions will be translated into concrete action plans, with clear responsibilities, milestones and timeline.

Closure of Step 3.c. Restitution of group work and closure

Bus stop: All participants go from station to station where a representative of the group at the stop is in charge of explaining the results. All the participants move together sequentially from one stop to the other.

Those who were not in a given group can discuss the strategies identified and suggest modifications if they feel uncomfortable with what is written.

Adequate time for this restitution should be provided as these strategies are the ones that the ALL will use to define their work plan.

Before closing, the facilitators explain the next steps:

- They specify when they will send the document with the results of the workshop to ALL members (before the next workshop to identify the action plan)
- Set the date for the next workshop where the detailed action plan will be defined

Step 4 Developing and validating a realistic collective action plan for the ALL for 2023, and identifying suitable local indicators for following progress towards the desired vision

What is this step about?

Develop a collective action plan for the 2023-2024 period, by identifying specific activities that All stakeholders, together with the country team, consider can be implemented and will allow them to achieve the vision they agreed on.

Expected outputs

Collective action-plan for 2023-2024, with prioritized list of activities, who is responsible for each activity (stakeholder + individual), who takes part, as precise as possible a calendar of implementation, list of resources and tentative MEL indicators.

How to proceed in a nutshell?

Group work that goes through the behavior changes and strategic actions identified in Step 3.c and provides details of what, who, when and with what resources.

Estimated time requirement: 3 h

Details about how to proceed:

Step 4.a Identifying activities (what, who, when, with what resources)

First the facilitator explains what is meant by "a realistic action plan": it is a set of activities that the stakeholders together with the country team perceive are implementable over the 2023–2024-time frame, whether they involve ALL stakeholders doing it on their own or require the active support of the Initiative's country team and financial resources.

To avoid the typical stress and fastidiousness associated with "work plans" and get participants on a more creative thinking, the facilitator suggests that in this step, they may want to identify meaningful contributions that themselves as individuals or as organizations may do to the behavior changes and transition pathways identified in Step 3. Unlike the vision itself which

may have remained relatively wide (step 2) or even the TOC which may have remained a bit abstract and longer term (Step 3), the action plan focuses on activities for which the participants are reasonably convinced human or financial resources will be available during the 2023-2024 period to implement them.

Once this explanation has been given, participants split into groups. Each group is assigned 2 or 3 related changes along with the respective pathways as identified in Step 3.c.

The questions the group has to answer for each change are as follows:

- What are the activities that can realistically be implemented in 2023-2024 related to this change & pathway?
- Who will be responsible for implementing each activity (participants may decide to name not one but 2 co-responsible)? Aim to come up with the name of the stakeholder or actor, and, if possible, name of an actual resource person from this stakeholder
- Who will participate in the activity? As above, provide name of stakeholder + name of resource person.
- What is the time frame for implementing the activity (start and end date)?
- What resources will be needed to implement the activity?
- Any other considerations related to the activity.

The answers are collected on cards and placed on a matrix (activity x timeline). To kick-start the group work, the facilitator may want to handle one example in a pedagogic manner, ensuring participants understand what is being required. Once groups are finished, a plenary allows to present the various activities, assemble the complete list, and resolve any glaring time conflict. Activities that are crosscutting may also be dealt with during the plenary. The facilitator emphasizes any gaps in the action plan and asks participants to come up with proposals for filling these gaps post-workshop.

Step 4.b. Identifying suitable local indicators for following progress in implementing the action plan

What is this step about?

Even if a good action plan has been developed and agreed on among participants, its implementation can run into all sorts of situations: delays, unforeseen circumstances, adjustments on the go, etc. Hence it is important to Identify or at least validate a few fairly simple indicators that can help the ALL stakeholders and the country team know how the implementation of the action plan is proceeding and whether the desired changes are being achieved.

How to proceed in a nutshell?

This can be done either with all participants as part and parcel of the multistakeholder event, or simply at the ALL-coordination level in a subsequent meeting.

Estimated time requirement: 1-2 h

Details about how to proceed:

The major question participants split in the same groups as for 4.a must answer is the following: how can the ALL know whether this activity is being implemented and contributing to achieving the expected behavior change identified?

- The idea here is to come up with tentative MEL indicators and/or procedures able to provide the ALL with an efficient way to identify and understand if the implementation of a given activity has progressed well or may have led to unexpected results or deviations from the plan.
- Two types of indicators are of interest: indicators of activity (was it completed?), and perhaps more importantly, indicators of change (was the expected change achieved?).
- For their part, WP2 through HOLPA and MELIA will provide relevant generic or localized indicators to allow the country teams and their key ALL partners to know in a timely manner if the ALL is on the right track to achieve its vision, or what adjustments need to be applied to get there. Alternatively, such indicators may allow to discuss whether different directions are being taken.

Once group work is completed, the facilitator asks participants to present and discuss their proposed MEL indicators and identify cross-cutting ones. As much as possible, indicators that appear too complex, too ambiguous, or too time-consuming are discarded in favor of "smarter" ones. The plenary finished with operational considerations about how the MEL indicators may be collected (by whom, when, and how).

[1] Perhaps recording should be done with two different devices: one for getting the overall recording, the other one to get quality audio. This latter can be obtained by holding the device close to the speaking people. Store the video and the audio recordings so they can be reused and shared with the ALL members.

[2] If there are indeed strong differences, you may decide to hold 2 different interviews, with the respondents being from different stakeholder groups for the 2 interviews. This is interesting only if there will be enough time to debrief and comment on the differences.

Nadia Bergamini, Alliance Bioversity-CIAT. N.bergamini@cgiar.org

Angela Navarrete-Cruz, Alliance Bioversity-CIAT. A.navarrete@cgiar.org

Bernard Triomphe, CIRAD. bernard.triomphe@cirad.fr

Marc Piraux, CIRAD. Marc.piraux@cirad.fr

Udo Rudiger, ICARDA. U.rudiger@cgiar.org

Telma Sibanda, CIMMYT. t.sibanda@cgiar.org

Christopher Gadzirayi (BIO-HUB Trust). gadzirayichris@gmail.com

Lisa Fuchs, CIFOR-ICRAF. L.Fuchs@cifor-icraf.org

Eric Vall, CIRAD. eric.vall@cirad.fr

Somphasith Douangsavanh, IWMI. s.douangsavanh@cgiar.org

María Claudia Tristán, Alliance Bioversity-CIAT: M.tristan@cgiar.org

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