

GLOBAL ALLIANCE FOR THE

# FUTURE OF FOOD

## GLOBAL SUSTAINABLE FOOD AND AGRICULTURE: A LANDSCAPE ASSESSMENT

April 2015



Meridian Institute

Connecting People to Solve Problems

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## CLARENCE HOUSE

Given that the impetus for the launch of the Global Alliance for the Future of Food resulted from discussions at the time of my Georgetown lecture on that theme in May 2011, and subsequently at Highgrove in June 2012, I could not be more pleased to have been asked to write a foreword to this *Sustainable Food and Agriculture Global Landscape Scan*, which includes both a donor profile report and a review of some of the critical issues facing us over the next decade.

As the report amply demonstrates, the diverse group of foundations from around the world that has come together in a strategic alliance has done so because of the conviction that neither business as usual, nor solutions as usual will successfully transition global food systems to genuine sustainability.

Indeed, the challenge is beyond even the fact that current farming trends (and typical solutions) are fossil fuel dependent, overwhelming the planet's ecological boundaries and failing to attract a new generation of farmers. For, in addition, we face the sad reality that the economies of even the wealthiest countries face being swamped by the health care costs of non-communicable diseases if we do not reconnect people to diverse diets, and to gardening and farming while simultaneously encouraging healthy eating cultures.

I am so encouraged that some of the world's leading philanthropic institutions and individuals are united in understanding that reliable transformative change can only occur through a systems-based approach that takes on the problem as a whole. As Einstein noted: "We cannot solve problems by using the same kind of thinking we used when we created them." We have to realize that in food production we are dealing with living organisms, be they farm animals, plants or the soil. Approaches based on chemistry alone are far too narrow. We need to initiate a different paradigm, founded on an agro-ecological approach that embeds the diversity of cultures, species, foods and economies in vibrant landscapes in which people really want to live.

This is all as urgent as it is complex. To tackle it properly we sorely need the kind of creative courage being shown by this Global Alliance to re-frame the challenges in ways that can inspire new approaches and make more visible the many tangible efforts already underway worldwide. On this score, I am particularly pleased to note that these already include backing efforts to shift policy and fiscal mechanisms towards incentivizing farmers' initiatives to do the right things for the land and society. This is important, because it seems to me that our systems typically make it cheaper for them

to do the wrong thing. It is vital, I think, that this approach is supported and augmented through the transparency of true cost accounting. Speaking from my personal experience, I am confident that given a fair opportunity our farmers and food entrepreneurs will prove able to respond creatively and effectively to this challenge.

What this report suggests is that alongside increasing investment in sustainable food and agriculture, there is a greater understanding of the complex nature of global food systems and, indeed, motivation to tackle the evident challenges of realizing a better future for food production based on healthy soils and healthy ecosystems. While the issues are difficult – ranging from accounting to gender – and too often taken in isolation; philanthropy is responding with a diverse array of solutions and increasingly finding its way to the creative intersections of issues, challenges and opportunities, and doing what it does best, which is the liberation of human talent to find innovative ways forward.


## FOREWORD: DETERMINING THE FUTURE OF FOOD

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His Royal Highness The Prince of Wales said in his historic speech, *On the Future of Food*, “It is, I feel, our apparent reluctance to recognize the interrelated nature of the problems and therefore the solutions, that lies at the heart of our predicament and certainly on our ability to determine the future of food.”

But what is our predicament? It is simply that global food systems are too often not sustainable, and that many of the values upon which they are based make them an undesirable choice for the future of food on the planet.

Not so simple are the underlying causes of that profound unsustainability. Many of our current food and agriculture systems are too dependent on fossil fuels and non-renewable inputs that result in pollution and environmental damage; they are often at the root of eroding human health, social cohesion, rural livelihoods, and important social, cultural, and spiritual traditions; they are known to undermine the vital contributions of farming, fishing, and forest communities as innovators, producers, providers, and custodians; and they promote an economic system that results in liabilities due to hidden costs, global trade vulnerabilities, and declining rural economies – all of this exacerbated when coupled with climate change and shifting global dynamics.

In recognition of this complex predicament, and in accepting HRH The Prince of Wales’ challenge to move beyond isolated responses, the Global Alliance for the Future of Food (“The Global Alliance”) was initiated.

The Global Alliance is a unique coalition of foundations that have come together to help shift food and agriculture systems towards greater sustainability, security, and equity. We share a commitment, despite our differences, to play our individual and collective parts in food system reform because we believe in the urgency of advancing sustainable global agriculture and food systems, and in the power of working together and with others to effect positive change.

We’ve chosen to focus our efforts strategically and practically, within a systems-approach, around three central priorities:

- 1) To make visible the full costs of producing food by investing in efforts to identify, measure and value the positive and negative environmental, social, and health externalities of food and agricultural systems, and to deploy innovative strategies to effect associated policy and market change;
- 2) To accelerate the transition to agroecology as a core solution to the challenges of the future of food, seeking to strengthen the practice and voice of agroecology, uphold the integrity of natural systems and the human right to food, and advocate for trade and investment policies that respect diverse and local food systems; and,

**“The Global Alliance believes in the urgency of advancing sustainable global agriculture and food systems, and in the power of working together and with others to effect positive change.”**

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- 3) To strengthen the fundamental role that food systems play in creating and sustaining health and well-being in all communities and populations seeking to promote policies and actions that: enhance access to healthy, high quality food at affordable prices through diverse outlets; minimize the marketing and distribution of foods that contribute to disease and inequities in health; support healthy and resilient community environments; and bolster vibrant cultural identities and traditions.

Not only do we approach food and agriculture as part of a complex system, the Global Alliance is itself a complex system. As independent foundations, our priorities pull us in different directions. However, on the issue of the future of food our differences diminish, and we recognise the critical importance of challenging the current industrial system while describing a positive alternative. Our work aspires to be adaptive to change, and responsive to emergent opportunities. In these early days of our development, the Global Alliance is supporting:

***The Economics of Ecosystems and Biodiversity for Agriculture and Food***

– A global multi-year \$5.5 million series of studies coordinated by the United Nations Environmental Program (UNEP). It is designed to provide a comprehensive economic evaluation of the externalities of the ‘ecoagri-food systems’ complex in various geographic locations and at various scales.

***Democratizing Innovation in Agriculture and Practical Uses for True Cost***

**Accounting** – A project in partnership with Food Tank to compile research, case studies, and success stories on a) true cost accounting and b) democratizing innovation to: influence future policy, funding, and perception; influence new United Nations Sustainable Development Goals; and, encourage additional investment in environmentally sustainable food and agriculture initiatives and innovation.

***Advancing Health and Well-Being in Food Systems: Strategic Opportunities***

**for Funders** – A compendium of 4 scoping papers focused strategically on institutional food, non-communicable diseases, dietary guidelines, and the health of food system workers. They each provide a brief overview of the specific issue as relates to sustainability and equity in food systems, and highlights effective campaigns and practices, challenges and obstacles to positive change, and recommendations for funders.

**Seed Sovereignty Scoping Project** – An exploration to guide the Global Alliance as it seeks to add value strategically to current efforts towards strengthening community-based seed systems that support the transition to agroecology in order to: explain the most critical issues in relation to seed and maintaining/increasing agricultural biodiversity; present a summary of important initiatives being undertaken and identify future areas to be undertaken to support community based seed systems; and recommend strategic areas of support in the context of current funding.

**My Plate My Planet** – A new campaign to support the Dietary Guidelines Advisory Committee (DGAC) – the independent scientific body tasked with advising the U.S. Department of Agriculture (USDA) and the U.S. Department of Health and Human Services (HHS) on the latest science – in their recommendation to adopt sustainability



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considerations in the 2015 edition of the *Dietary Guidelines for Americans*, a key document that guides U.S. nutrition policies and food procurement programs. The US guidelines have a strong influence on national dietary guideline policies around the world thus changes in the content of these guidelines likely have ripple effects globally.

As well, we've commissioned this Landscape Assessment based on our assumption that a key underpinning for working together strategically is to understand the landscape of sustainable food and agriculture systems: philanthropic investments, who is funding what and where; and critical issues, priorities, gaps and opportunities moving forward.

As outlined by Meridian Institute – the consultants commissioned to undertake this assessment – it consists of a donor profiling report, a review of critical issues, and a series of case studies all with the intention to develop a deeper understanding of issues and activity related to global food and agriculture systems, to gauge gaps and opportunities, and, ultimately, to foment coordination and catalyze strategic activity between Global Alliance members.

There are a host of other people working towards similar goals. Because we are just one effort in the constellation of other impassioned, informed, and dedicated efforts, we have chosen to include a number of foundations beyond the Global Alliance members as an integral part of the ecosystem of funding. As well, we have elected to make this report available beyond the Global Alliance in the hope that it informs others and engenders valuable discussion and action on issues we feel are amongst the most pressing of our time.

It's by no means exhaustive or complete. It's a first attempt to gather baseline data on food and agriculture funding as well as substantive issues that will require the generation of new and different solutions. For as HRH The Prince of Wales sagely notes in his forward, "neither business as usual, nor solutions as usual, will successfully transition global food systems to genuine sustainability."

Determining a better future of food requires us to celebrate all that we are doing well now, to build on and strengthen effective practices and approaches, and to face boldly the critical issues confronting us as a global community with the courage and creativity to craft new solutions. May this assessment be one small contribution to this exciting and urgent agenda.



**Ruth Richardson**

Executive Director

**Global Alliance for the Future of Food**

# EXECUTIVE SUMMARY

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This report, developed by Meridian Institute on behalf of and in collaboration with the Global Alliance for the Future of Food (Global Alliance), aims to provide a high-level assessment and overview of the philanthropic donor landscape in relation to sustainable food and agriculture systems. The report represents a synthesis of several parallel and complementary efforts:

- The development of 24 **donor profiles**, based on individual, structured interviews with donors, including members of the Global Alliance as well as those from the broader community of foundations working in this space;
- The identification of **critical issues** facing sustainable food and agriculture systems, based on a literature scan and an analysis—through the interviews and an online survey—of donor-identified priorities; and
- The development of **case studies** that illustrate integrative and holistic approaches to addressing many of the identified critical issues and that provide insights into donor roles and experiences in supporting those efforts

The results of these efforts make up the major sections of this report, along with some synthesis and analysis within and across each of these areas. For example, the report provides some aggregated analysis regarding geographic areas of focus and funding trends across the set of donors, based on the information gathered through the interviews and survey. It also provides insights that cut across the 18 critical issues that were identified, indicating areas of convergence and divergence in terms of the priorities outlined by the literature and by the donors. Finally, the report outlines overall observations from this effort and potential areas for further exploration and/or collaboration across the landscape of sustainable food and agriculture systems and the donors that support efforts in this area.

Among the more striking observations from this assessment:

- There was a high degree of interest among the diverse set of donors to learn more about each other's activities and approaches.
- A majority of those interviewed wrestled with what it means to fund sustainable food and agriculture systems since, for some, all their funding is related to this topic, and for others, only a portion has direct or indirect linkages.
- Many of the donors interviewed noted that the priority critical issues identified in the literature scan either did not reflect the donors' set of priority issues, and/or did not adequately capture the complex and interrelated nature of these issues in food and agriculture systems.
- There is a growing trend toward supporting integrated and holistic approaches.

These and other observations are further elaborated on and explored within this report, with the aim of providing food for thought for Global Alliance members and the broader landscape of donors and stakeholders supporting activities related to the food system sustainability challenges we all face.

# INTRODUCTION AND METHODOLOGY

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The Global Alliance for the Future of Food commissioned Meridian Institute to conduct this Landscape Assessment report with the aim of cultivating a greater understanding of the donor landscape and critical issues relating to sustainable food and agriculture systems. This assessment was motivated by a sense that there is a growing body of investment and donor experience in sustainable food and agriculture systems and that greater understanding of these efforts and activities could help current and prospective donors in this space better understand each other's approaches, areas of emphasis, key geographies, funding allocations, investment strategies, and partnership associations. In addition, the assessment sought to provide insights about the critical issues facing food and agriculture systems and how those issues can be holistically addressed.

To achieve these aims, the Landscape Assessment comprised the following parallel and complementary activities:

- **Donor Interviews, Survey, and Profiling:** The Meridian project team conducted a set of structured donor interviews with Global Alliance members and other philanthropic foundations working on issues related to food and agriculture, accompanied by an online survey to gather donor perspectives on critical issues. Based on the interviews, the project team developed two-page profiles of each participating donor that provide a high-level overview of the donor's approach, funding, and geographies in relation to food and agriculture activities.
- **Development of a List of Critical Issues:** In order to prepare for the donor interviews, the project team first conducted a literature scan of global public policy reports published by a diverse range of entities (including governments, civil society, scientists, private-sector companies, and multilateral institutions) with the aim of identifying globally cited critical issues facing sustainable food and agriculture systems.
- **Compilation of Case Studies:** A set of donor-supported case studies was compiled that illustrate integrated or holistic approaches to addressing the multiple critical issues facing sustainable food and agriculture systems that emerged from the donor interviews.

The sections of this report follow the same order as the above list. More detailed methodologies for each of these activities are provided at the beginning of each section.

**The assessment sought to provide insights about the critical issues facing food and agriculture systems and how those issues can be holistically addressed.**

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# DONOR PROFILES

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The 24 donor profiles in this section were informed by structured, one-hour interviews with each donor to gather information for their profile and to hear their off-the-record reflections on priority critical issues facing sustainable food and agriculture systems. (The latter are explored in the Critical Issues section of this report.)

For consistency, the same template is used for each donor profile. The template, which is designed to provide a high-level summary of the foundation's work, includes the following categories:

- The foundation's mission;
- Detail on the foundation's efforts related to food and agriculture (as defined and described by the foundation), including:
  - Approach, programs, and activities;
  - Geographic areas of focus;
  - Funding allocations (percentage estimate of related funding, and number, duration, and minimum/maximum grant size);<sup>i</sup>
  - Investment strategy (impact investing, mission- or program- related investments)
  - Donor partnerships and associations; and
  - A donor-identified example ("profiled initiative") of the foundation's work in this area.

Since this project was designed as an exploratory or initial assessment of the donor landscape, it was not comprehensive in breadth or depth. For example, the assessment only focused on philanthropic grantmaking foundations and not on operational foundations or bilateral or multilateral donors. And of course, not all relevant philanthropic foundations could be included.

The group of donors selected for interviews comprised members of the Global Alliance for the Future of Food, as well as nine non-Alliance donors who were identified or suggested by Meridian Institute staff, the Global Alliance Advisory Committee, and/or donors during the interview process. Initially, the project team planned to limit the interviews to Global Alliance members; however, since the Global Alliance is part of a larger community of funders that represent important food and agriculture support, the team opted to include a larger set of philanthropic funders in order to paint a broader picture of investment and funding in this area. This provides an initial and slightly more comprehensive data set upon which the Global Alliance may choose to expand in the future.

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<sup>i</sup> Some donors provided average annual funding amounts whereas others provided information for a specific year, typically 2013 or 2014.

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Each donor profile was first drafted through research, then reviewed in the interview, updated based upon interview data, and sent for final review and approval by the relevant donor. In some five cases, donors agreed to an interview and to have their information utilized in the aggregate analysis (for example, in the aggregate of total foundation funding), but for privacy purposes chose not to have an individual profile. Many donors indicated that their funding for sustainable food and agriculture is integrated into broader programs; therefore, many of the funding amounts included in the profiles are approximations.

Finally, as will be further explored in the Observations and Conclusions section, nearly every donor interviewed expressed hesitation about fitting into a common profile, pointing out that they did not necessarily define their work or activities as directly supporting “sustainable food and agriculture systems.” In response to this diversity, the donor profiling process aimed to capture as consistent a level of information as possible, while also allowing a degree of flexibility in terms of what donors shared and how that information was described or qualified, in order to be both reflective and appropriate.

The donors profiled include:

- **11<sup>th</sup> Hour Project**
- **A Team Foundation**
- **Agropolis Fondation**
- **Bill and Melinda Gates Foundation**
- **The California Endowment**
- **The Christensen Fund**
- **Clarence E. Heller Charitable Foundation**
- **Climate and Land Use Alliance**
- **Daniel et Nina Carasso Fondation**
- **David and Lucile Packard Foundation**
- **Fondazione Cariplo**
- **Gordon and Betty Moore Foundation**
- **J.W. McConnell Family Foundation**
- **Kalliopeia Foundation**
- **The McKnight Foundation**
- **New Field Foundation**
- **Oak Foundation**
- **Robert Wood Johnson Foundation**
- **Stordalen Foundation**
- **Swift Foundation**
- **Synchronicity Earth**
- **Thread Fund**
- **Tudor Trust**
- **W.K. Kellogg Foundation**

# 1

## 11TH HOUR PROJECT, THE SCHMIDT FAMILY FOUNDATION

**Organization Mission:** A program of the Schmidt Family Foundation, the 11th Hour Project promotes a fuller understanding of the impact of human activity within the web of interdependent living systems. The 11th Hour Project connects organizations with good information on how to develop a more responsible relationship with the world's water, energy, and food resources.

**Website:** <http://www.11thhourproject.org/>

**Overview of Approach, Programs, and Related Activities:** The 11th Hour Project works to achieve systemic change, recognizing that our food, water and energy systems all depend upon one another. The health of those systems depends on responsible management of precious resources. The 11th Hour Project believes this evolution requires networked approaches and bold ideas to move us beyond outdated 20<sup>th</sup> century economic models and toward a new, restorative operating system. With program areas in Climate and Energy, Ecological Agriculture, and Human Rights, the 11th Hour Project's vision is a healthy, vibrant society that values functioning ecosystems, active civic engagement, and equity for all.

11th Hour's Ecological Agriculture program focuses on three programmatic goals:

- **Reforming animal agriculture:** Looking at how to address the harms of industrial agricultural production and simultaneously promote pasture-based animal agriculture as a solution;
- **Building regional food systems:** Focusing on infrastructure and supporting regional policies; and
- **Long-term movement building:** Supporting both of the above goals by focusing on how to build the political and market power to transform the food system.

### Quick Facts



**Founded:**  
**2006**



**Total Annual Grantmaking:**  
**\$25 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**~25%**



**Key Geographies:**  
United States and International



Average Number of Grants per Year Related to Food and Agriculture: **40**



Average Grant Duration: **2 years**



Average Grant Size: **\$100,000**



Minimum Grant Size: **\$5,000**

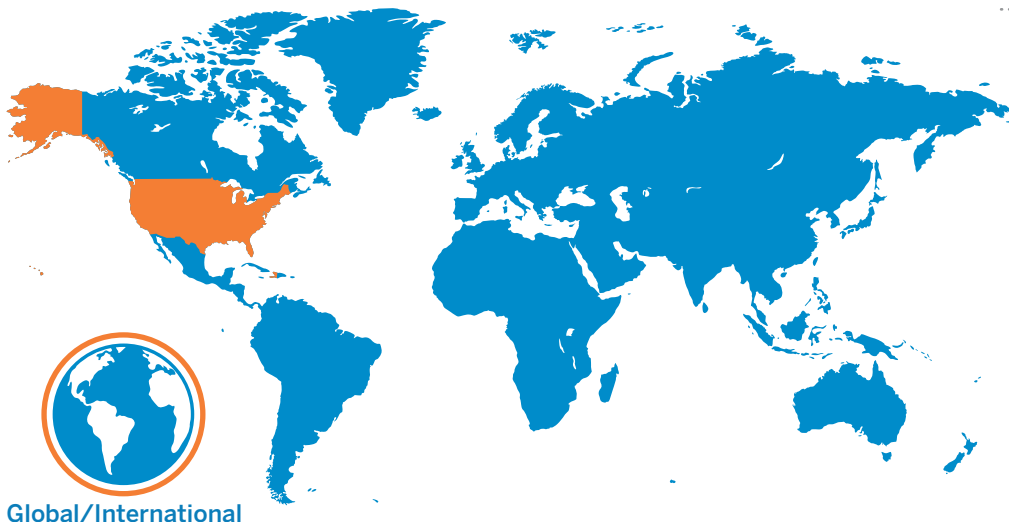


Maximum Grant Size: **\$375,000**

**~25%**

**Food/Ag**

**\$25 million**  
Total Annual Grantmaking



#### Geographic Focus:

United States (national and regional), including California and the Midwest, Southeast, and Mid-Atlantic regions; some cross-programmatic funding in specific countries (currently Haiti).

**Investment Strategy:** The 11th Hour Project makes grants to qualified 501(c)3 organizations that align with its strategic priorities and provides program-related investments to for-profit organizations that align with its mission. Also, the 11<sup>th</sup> Hour Project has divested from fossil fuels.

**Foundation Partnerships and Associations:** Sustainable Agriculture and Food Systems Funders (SAFSF); California Foodshed Funders

## Profiled Initiative | Food Commons

**The Food Commons** is an ambitious vision for a system of localized food economies rooted in community ownership that are fair, just, and sustainable. The critical difference that sets the Food Commons model apart is its operating principle of preservation of common benefit along the value chain. In order to balance the needs of all stakeholders throughout the whole system—from the environment to workers, producers, aggregators, retailers, and consumers—the Food Commons has spent the last three years developing a governance and operating structure that will enable local investment and ownership in regional farm, aggregation, processing, and retail operations while providing national oversight and coordination to ensure alignment with the Food Commons mission of shared benefit across the value chain.

With the 11th Hour Project's support, the Food Commons has launched its first physical prototype in Fresno, California. With the national Food Commons organization providing oversight, support, and technical assistance, the Food Commons Trust Fresno has been launched to hold critical assets such as physical infrastructure and farmland. The initial Food Commons enterprise in Fresno combines direct-sale, community-supported agriculture and wholesale aggregation with the aim of securing community investment to launch retail operations in 2015. Leading minds in the food system support the Food Commons team, including organic farming, food retail, and land trust expertise. A local team in Atlanta is currently assessing the feasibility of launching a Food Commons Enterprise in 2015–2016.

**Sources:** [The Food Commons](#) and [the 11th Hour Project](#)

## 2 A TEAM FOUNDATION

**Organization Mission:** The A Team Foundation encourages a better understanding of the relationship between our approach to food, its production and consumption, and its implications on health and social well-being. The A Team Foundation seeks to do this by improving food access, quality, education, research, and environmental stewardship through funding inspired projects and charitable organizations with like-minded goals.

**Website:** <http://www.ateamfoundation.org/>

**Overview of Approach, Programs, and Related Activities:** The A Team Foundation focuses on small-scale farming initiatives supporting alternatives to industrial agriculture, with particular emphasis on nutrition and public health. It defines sustainable agriculture as an approach that works with nature to support robust ecosystems and as the alternative to input-intensive models of farming. The foundation works in various areas, including farming education; community-supported agriculture; food waste; antibiotic resistance; animal welfare; pesticides; education and awareness of the issues of genetic modification; and alternative seed options for growers such as open-pollinated seed and seed saving. The foundation is also actively exploring capital investments in land access. The A Team Foundation works directly with its grant recipients to ensure its support is making an impact in project development.

**Investment Strategy:** N/A

**Foundation Partnerships and Associations:** AgroEcology Fund; Environmental Funders Network; Funding Enlightened Agriculture; Buzzbnk

### Quick Facts



**Founded:**  
**2009**



**Total Annual Grantmaking:**  
**\$460,000**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**80%–90%**



**Key Geographies:**  
United Kingdom  
and international  
collaboration



Average Number of Grants per Year Related to Food and Agriculture: **12–20**



Average Grant Duration: **1–4 years**



Average Grant Size: **\$23,000–\$38,000/year**



Minimum Grant Size: **\$3,800/year**



Maximum Grant Size: **\$45,000/year**

**80–90%**  
Food/Ag







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**Geographic Focus:**

United Kingdom  
and international  
collaboration.

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Global/International

## Profiled Initiative | A Team Challenge

The A Team Challenge was launched in 2013 by the A Team Foundation, [Funding Enlightened Agriculture](#), and [Buzzbnk](#) with the aim of enabling food and farming projects to get the funds and support they need to move forward. The Challenge looks for projects that contribute in some way to shortening the food chain, building better soil health, or generating food production and agricultural jobs that provide a living wage. Projects are diverse—from mobile micro-dairies to small-scale mixed farms—and although the projects have to be U.K.-based, their impact can be geographically wider. Successful applicants for the Challenge launch a crowdfunding campaign to partially fund their venture and, provided they can raise an agreed amount through this channel, receive match funding from the A Team Foundation.

In 2013, six projects were selected for their agroecological credentials, the thoroughness and feasibility of their project plan, and their potential to make an impact both immediately and in the future. All six of these winning projects went on to run extremely successful crowdfunding campaigns and received matched funding.

One of these projects, [Fungi Fruits](#), was set up by Hugh Prentice and uses coffee grounds to grow mushrooms on an urban farm in Bath, England. Prentice and his team collect coffee grounds by bicycle or on foot each day from local coffee shops and then grow the mushrooms in bags filled with the grounds. Prentice wants to raise awareness of the need to reduce our carbon footprint by producing food that cuts down on carbon emissions—in this case, by recycling coffee grounds into soil. A year after successfully receiving the A Team Challenge funding, Fungi Fruits has plans to expand and help change the way coffee grounds are managed across the country so that the grounds become a local resource instead of waste.

**Sources:** [The A Team Challenge](#) and “[Funding, fungi, and farming](#),” Sustainable Food Trust; “[Introducing the A Team Challengers!](#),” Buzzbnk

### 3 AGROPOLIS FONDATION

GLOBAL ALLIANCE MEMBER

**Organization Mission:** The mission of Agropolis Fondation is to support and promote high-level research and higher education as well as to broaden international research partnerships in agricultural sciences, with a focus on sustainability in temperate, tropical, and Mediterranean regions.

**Website:** <http://www.agropolis.org/>

**Overview of Approach, Programs, and Related Activities:** As a foundation for scientific cooperation, Agropolis Fondation supports cutting-edge science that is responsive to critical development challenges through an interdisciplinary and integrated approach to plant research. Working with about 400 partners overseas, the foundation's [scientific network](#) of 37 research units (involving 1,500 scientists and 600 Ph.D. students) in and around Montpellier, France, specializes in plant research at various levels—from plant genes to environments to final uses and societal issues. Agropolis Fondation also works to facilitate knowledge exchange and international partnerships.

The foundation supports research initiatives within the following five domains:

- Plant science, including genetics and genomics, plant breeding, eco-physiology;
- Integrated crop protection, plant pests and diseases, symbiotes, and population ecology;
- Agro-ecosystems, agri-environmental innovations, and resource management;
- Agri-food systems, processing and quality of food and non-food materials; and
- Social management of innovation and interaction between agriculture and society.

The main issues addressed are: increasing demand for plants and plant by-products for food and non-food uses; interaction between climate change and crops; and prevention and management of risks related to crop and food systems.

## Quick Facts



**Founded:**  
**2007**



**Total Annual Grantmaking:**  
**\$3.2–\$4.2 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**100%**



**Key Geographies:**  
Temperate, tropical, and Mediterranean regions



Average Number of Grants per Year Related to Food and Agriculture: **30**



Average Grant Duration: **1–3 years**



Average Grant Size: **\$105,000**



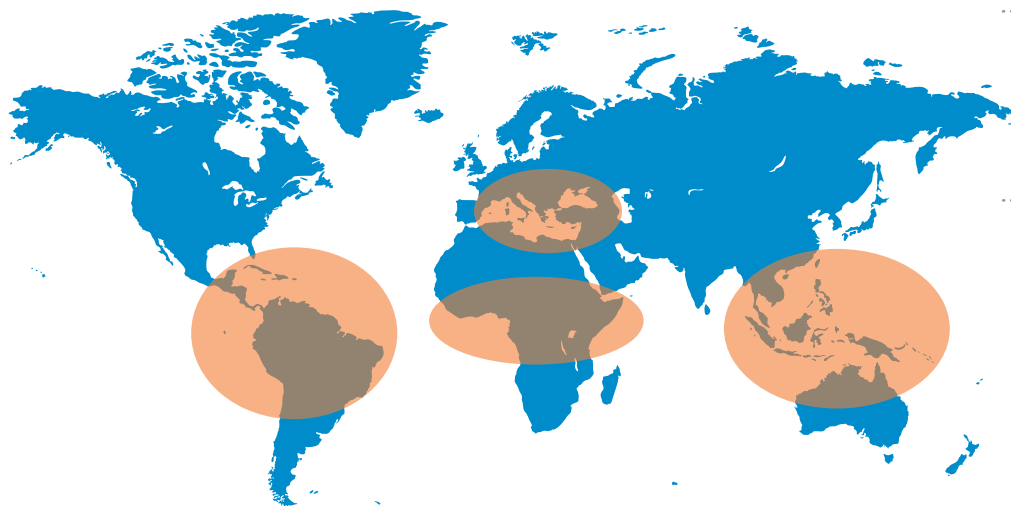
Minimum Grant Size: **\$2,000**



Maximum Grant Size: **\$3.2 million**

**100%**  
Food/Ag

**\$3.2-4.2 million**  
Total Annual Grantmaking



**Geographic Focus:**  
Temperate, tropical, and  
Mediterranean regions.

**Investment Strategy:** Agropolis Fondation is a publicly funded private organization. It has three strategies: (1) application in national/European calls for proposals; (2) strategic scientific partnerships with other research organizations or other foundations; and (3) co-funding or partnership with private companies, focusing on innovation.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; African Women in Agricultural Research and Development (AWARD); Brazilian Federal Agency for Support and Evaluation of Graduate Education (CAPES); Consultative Group for International Agricultural Research (CGIAR); Danone Research; Brazilian Agricultural Research Corporation (Embrapa); Fondazione Cariplo; French Institute for Research in Computer Science and Automation (INRIA); Solvay; SYSTRA; and Toupargel

## Profiled Initiative | Agropolis Resource Center for Crop Conservation, Adaptation, and Diversity

Agropolis Fondation provides €3 million (\$3.2 million) for its second flagship program, the [Agropolis Resource Center for Crop Conservation, Adaptation, and Diversity](#) (ARCAD), which aims to create “a new open multi-function (conservation, research and training) platform devoted to the assessment and better use of plant agro biodiversity in Mediterranean and tropical regions, and [focuses] on the relationship between crop diversity and the processes of domestication and adaptation to the agricultural environment.”

ARCAD has three complementary streams of work:

- **Research projects:** Harmonizing, consolidating, and animating regional scientific communities to develop ambitious plant genetics and genomics research;
- **Biological and technological resources:** Acquiring, developing, and connecting technological platforms and biological resources to increase the efficiency and attractiveness of research work for conservation and genetic resource analysis; and
- **Training:** Providing demand-oriented capacity building for members of the scientific and agricultural communities in tropical and Mediterranean regions.

ARCAD is envisaged to bring scientific breakthroughs and demonstrate the degree and extent to which the diverse know-how, expertise, and competencies of the various research units of the foundation's scientific network and their partners are mobilized and put into use. As an open platform, it continuously seeks the involvement of interested partners that are able to add value to this new program. The ARCAD program was jointly developed by French Agricultural Research Centre for International Development (CIRAD), National Institute for Agricultural Research (INRA), French Institute of Research for the Development (IRD), Montpellier SupAgro, and University of Montpellier 2.

**Sources:** [ARCAD](#), Agropolis Fondation, and [About ARCAD](#)

## 4

# BILL AND MELINDA GATES FOUNDATION

**Organization Mission:** Guided by the belief that every life has equal value, the Bill and Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life.

**Website:** <http://www.gatesfoundation.org/>

### Overview of Approach, Programs, and Related Activities:

Agricultural Development is one of the largest initiatives of the Bill and Melinda Gates Foundation. The Agricultural Development strategy team goal is to harness the transformative power of agriculture to reduce hunger and extreme poverty in sub-Saharan Africa and South Asia by helping farming families increase their productivity and earn more income in a sustainable way.

To date, the Gates Foundation has committed more than \$3 billion to agricultural development efforts. The foundation's approach is based on the following principles:

- Listening to farmers and addressing their specific needs;
- Increasing farm productivity;
- Fostering sustainable agricultural practices; and
- Achieving greater impact with partners.

The Gates Foundation invests in the following strategic areas that will help address the challenges and local realities faced by farming families in the developing world: crops; livestock; research and development; country and policy; farmer engagement; strategic partnerships; and advocacy.

## Quick Facts



**Founded:**  
**1997**



**Total Annual Grantmaking:**  
**\$3.45 billion**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**11.6%**



**Key Geographies:**  
Sub-Saharan Africa and South Asia; International



Average Number of Grants per Year Related to Food and Agriculture: **123**



Average Grant Duration: **~3 years**



Average Grant Size: **\$3.7 million**



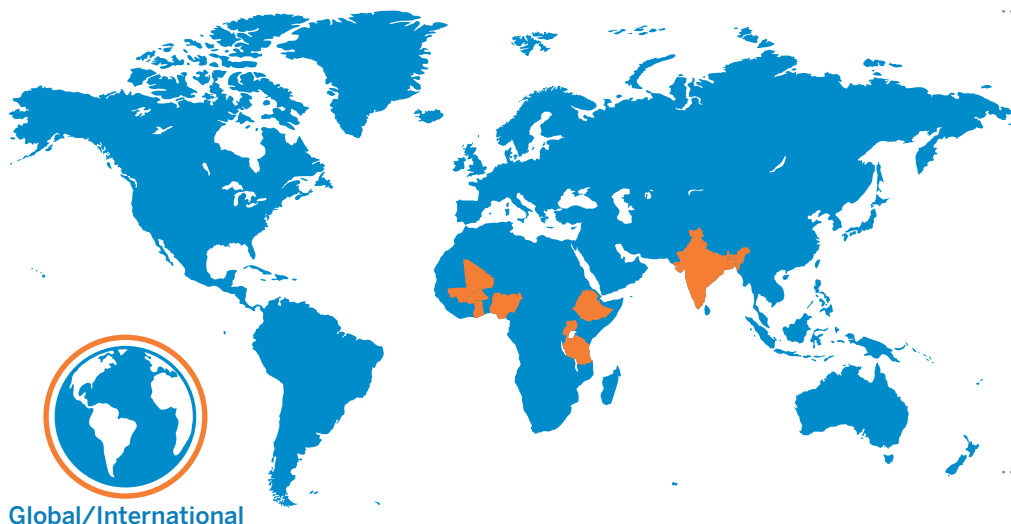
Minimum Grant Size: **N/A**



Maximum Grant Size: **N/A**

**11.6%**  
Food/Ag

**\$3.45 billion**  
Total Annual Grantmaking



**Geographic Focus:** The Agriculture team is focused geographically in seven countries in sub-Saharan Africa (Ethiopia, Tanzania, Uganda, Ghana, Nigeria, Mali, and Burkina Faso); three states in India (Bihar, Odisha, and Uttar Pradesh); and the whole of Bangladesh. The international scale represents the portion of the foundation's upstream agriculture work.

The foundation's nutrition strategy includes an initiative dedicated to food systems. This initiative is focused on the role that the agriculture sector can play in providing nutrition benefits for families and communities. Specifically, the initiative is based on helping make higher quality, more nutritious food affordable and accessible to the poorest people in the world. It seeks to do this by:

- Getting nutrition embedded in production systems;
- Gathering data and evidence about effective nutrition interventions;
- Making markets work better for the poorest;
- Driving consumer demand for more nutrition food; and
- Increasing women's decision making power.

**Investment Strategy:** The foundation has 36 total program-related investments, two of which are managed by the Agricultural Development team. The foundation has \$1.5 billion available for loans, equity investments, and volume guarantees.

**Foundation Partnerships and Associations:** Including but not limited to: AGree; Global Agriculture and Food Security Program (GAFSP); Global Alliance on Climate Smart Agriculture (GACSA); Consultative Group on International Agriculture Research (CGIAR); Committee on World Food Security Advisory Group (CFS)

## Profiled Initiative | Stress-Tolerant Rice for Africa and South Asia (STRASA)

STRASA is a 10-year project aimed at dramatically improved rice yields in Africa and South Asia, with the goal of benefiting at least 20 million households in 22 target countries. It is currently in the third phase of investment.

Specifically, STRASA is focused on the development and dissemination of high-yielding rice varieties that are resistant to three major threats: pests, diseases, and environmental stresses. The ultimate goal of the project is reducing poverty and hunger and increasing food and income security for resource-poor farm families and rice consumers.

The main partners in this effort—the International Rice Research Institute and AfricaRice—collaborate with governments, nongovernmental organizations (NGOs), and private-sector partners to develop and disseminate these rice varieties for and to the farmers who need them most.

**Source:** [Stress-Tolerant Rice for Africa and South Asia](#)

## 5 THE CALIFORNIA ENDOWMENT

GLOBAL ALLIANCE MEMBER

**Organization Mission:** The California Endowment (TCE) is a private, statewide health foundation with a mission to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians.

**Website:** <http://www.calendow.org/>

**Overview of Approach, Programs, and Related Activities:** TCE's work is guided by four Big Results: creating healthy homes for all children, reversing the childhood obesity epidemic, increasing school attendance, and reducing youth violence. Much of TCE's work related to food and agriculture systems is focused on providing access to healthy food in California neighborhoods and school systems. TCE's work has included a comprehensive initiative to change food and physical activity environments in rural and urban communities across the state. TCE efforts have likewise focused on policy efforts at the state and national levels to improve school nutrition. Funding supports elevating youth voices on making healthy drink choices.

TCE's work also promotes access to healthy, affordable food through the California FreshWorks Fund and encourages local governments to use their zoning power to encourage healthy eating and drinking and active living. The FreshWorks Fund is a public-private partnership that makes capital available to food producers (e.g., farmers markets, grocery stores, etc.) so that food distribution locations can be opened in communities that previously lacked them.

**Investment Strategy:** TCE works with [Capital Impact Partners](#) Community Development Financial Institution to organize and arrange capital for grocery store operations and other food access organizations willing to work in low-income communities. TCE works with banks, philanthropy organizations, and the federal government, which enables Capital Impact Partners to provide loans for grocery stores that provide access to affordable and healthy food. TCE also has program-related investments in other areas such as health clinics and youth development programs.

### Quick Facts



**Founded:**  
**1996**



**Total Annual Grantmaking:**  
**\$150 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**N/A**



**Key Geographies:**  
**California; some U.S. national policy work**



Average Number of Grants per Year Related to Food and Agriculture: **50**



Average Grant Duration: **1-2 years**



Average Grant Size: **\$100,000**



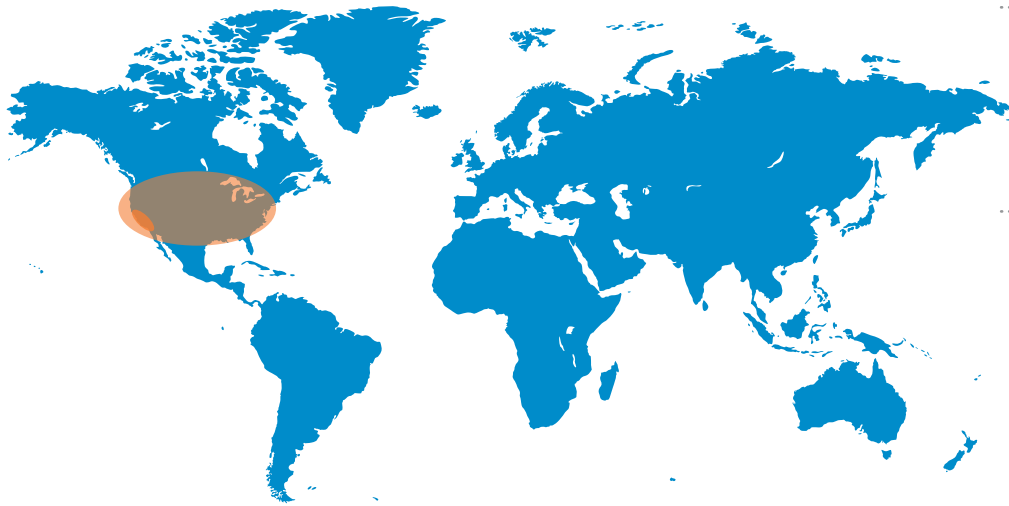
Minimum Grant Size: **\$25,000 (small grant)**



Maximum Grant Size: **\$1 million**

**N/A**  
Food/Ag

**\$150 million**  
Total Annual Grantmaking



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**Geographic Focus:**

California and some U.S. national policy work.

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**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; National Convergence Partnership; Capital Impact Partners and Community Health Center Capital Fund; National Partnership of Boys and Men of Color; Agua4All; Institute of Medicine; Roundtable on Obesity Solutions

## Profiled Initiative | Competitive Food Oversight in California School Districts

The California Endowment and its grantees have worked at the state and federal levels to bring attention to and address the challenge that, prior to 2010 with the Healthy Hunger-Free Kids Act, the federal government was not responsible for the oversight of “competitive foods”—i.e., the items sold in vending machines and snack bars outside of school meal programs. Due to this lack in oversight, states and local school districts began to set their own nutrient standards for competitive foods. Within California, TCE worked in 40 schools to evaluate how well campuses have met two separate pieces of legislation—Senate Bill (SB) 19 and SB 12—intended to set nutrient standards for all competitive foods sold on public school campuses, from elementary to high school. While SB 19 was never implemented, SB 12 passed in 2005 and began the voluntary implementation phase in 2007.

Solutions offered in TCE’s reports to support access to healthy food in schools have included: transitioning schools from reliance on revenue from competitive foods to reliance on meal revenue; changes in food service staff, meal periods, and food and beverage contracts; and policy recommendations to ensure 100 percent implementation and compliance with SB 12, as well as pricing and accessibility changes that would allow for greater implementation.

**Sources:** [Competitive Foods](#), The California Endowment and Robert Wood Johnson Foundation; [The California Endowment](#); [Dollars and Sense: The Financial Impact of Selling Healthier School Foods](#)



## 6 THE CHRISTENSEN FUND

GLOBAL ALLIANCE MEMBER

**Organization Mission:** The Christensen Fund's mission is to buttress the efforts of people and institutions who believe in a biodiverse world infused with artistic expression and work to secure ways of life and landscapes that are beautiful, bountiful, and resilient.

**Website:** <https://www.christensenfund.org/>

**Overview of Approach, Programs, and Related Activities:** The Christensen Fund pursues its mission through place-based work in regions chosen for their potential to withstand and recover from the global erosion of biocultural diversity; the foundation also supports global initiatives.

Christensen's Regional and Global Programs focus on specific issues within four main programmatic themes: sustaining foodways and livelihoods within biocultural landscapes and seascapes; ensuring socio-ecological resilience of landscapes and seascapes; celebrating and revitalizing cultural expression; promoting knowledge systems and biocultural education.

In addition, the following elements are interwoven throughout all of Christensen's programs: (1) rights and representation, (2) gender equality, (3) leadership development, and (4) creative practitioners. Christensen has a holistic approach and is especially interested in the interconnections of culture, food, nutrition, livelihoods, economies, consumption dynamics, the environment, biodiversity, agrobiodiversity, and agroecology. Christensen also supports the efforts of the philanthropic community to advance indigenous, international, and biocultural grantmaking through various [Grantmaking Associations](#).

**Investment Strategy:** As an endowed foundation, the Christensen Fund has the opportunity to use its invested assets to advance its mission. Working with its [Board of Trustees](#) and carefully selected financial managers, the Christensen Fund is continually assessing the field of impact investing to discover the ways that Christensen can use its endowment to affect positive change in the world. Some of the areas that Christensen is currently exploring include impact investing, shareholder/investor activism, and fossil fuel divestment.

### Quick Facts



**Founded:**  
**1957**



**Total Annual Grantmaking:**  
**\$13.2 million (2013)**

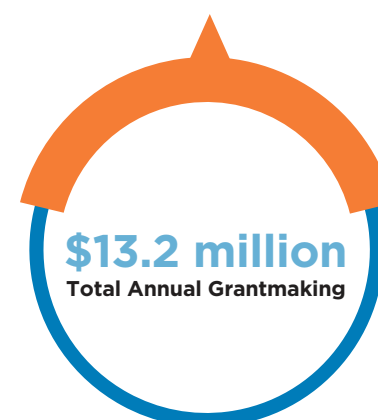


**Percentage of Funding for Food and Agriculture Systems:**  
**35-50%**



**Key Geographies:** African Rift Valley; Central Asia; U.S. Southwest; NW Mexico; Melanesia; Northern Australia; San Francisco Bay Area; Global (2013)

**35%-50%**  
Food/Ag



Average Number of Grants per Year Related to Food and Agriculture: **55-70 (2013)**



Average Grant Duration: **2 years**



Average Grant Size: **\$90,000 (2013)**



Minimum Grant Size: approx. **\$25,000**



Maximum Grant Size: approx. **\$300,000**





**Geographic Focus:** African Rift Valley; Central Asia; U.S. Southwest; NW Mexico; Melanesia; Northern Australia; San Francisco Bay Area; Global.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; AgroEcology Fund; Consultative Group on Biological Diversity (CGBD); Environmental Grantmakers Association; International Funders of Indigenous Peoples; EDGE Funders Alliance; Sustainable Agriculture and Food Systems Funders (SAFSF); Northern California Grantmakers; Council on Foundations; International Union for Conservation of Nature and Natural Resources (IUCN)

## Profiled Initiative | The Indigenous Partnership for Agrobiodiversity and Food Sovereignty

The Indigenous Partnership for Agrobiodiversity and Food Sovereignty is hosted by the Platform for Agrobiodiversity Research at Bioversity International in Rome, Italy. Its mission is to improve ways of linking indigenous peoples and local communities interested in pursuing self-determined development and to facilitate such communities in taking a leadership role in agrobiodiversity dialogues.

The Partnership contains networks working to address and advance issues of importance such as pollination, pastoralism, and shifting cultivation, and specific crops such as millet, by linking indigenous and community leaders, scientists, and policy-makers. The network has supported research projects around topics such as indigenous crop adaptation to climate change and nutrition in matrilineal societies and maintains a steady presence in policy fora such as the United Nations Permanent Forum on Indigenous Issues. The Partnership will host the Second International Indigenous Terra Madre celebrating traditional food heritage, knowledge, and practice in November 2015, in Shillong, India.

**Source:** [The Indigenous Partnership for Agrobiodiversity and Food Sovereignty](#)

**Organization Mission:** The mission of the Clarence E. Heller Charitable Foundation is to protect and improve the quality of life through support of programs in the environment, human health, education, and the arts.

**Website:** <http://www.cehcf.org/>

**Overview of Approach, Programs, and Related Activities:** The foundation has attempted to create a grantmaking program that combines the focus necessary to have an impact with the flexibility needed to address new issues as they arise. In its Environment and Health Program, the foundation works to promote the long-term good health and viability of communities and regions by:

- supporting programs to prevent harm to human health from toxic substances and other environmental hazards;
- encouraging planning and development at the regional level, aimed at integrating economic and social goals with sound environmental policies; and
- supporting initiatives for sustainability in agriculture and food systems.

**Investment Strategy:** N/A

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; Sustainable Agriculture and Food Systems Funders (SAFSF); California Foodshed Funders; Northern California Grantmakers; Council on Foundations; Environmental Grantmakers Association

## Quick Facts



**Founded:**  
**1982**



**Total Annual Grantmaking:**  
**\$2.7 million**  
(2014)



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**30%–40%**



**Key Geographies:**  
**California; U.S.**



Average Number of Grants per Year Related to Food and Agriculture: **N/A**



Average Grant Duration: **1–5 years**



Average Grant Size: **\$50,000–\$250,000**



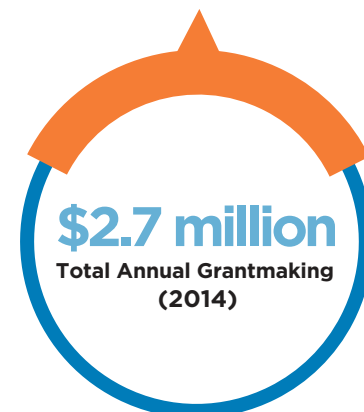
Minimum Grant Size: **\$5,000**

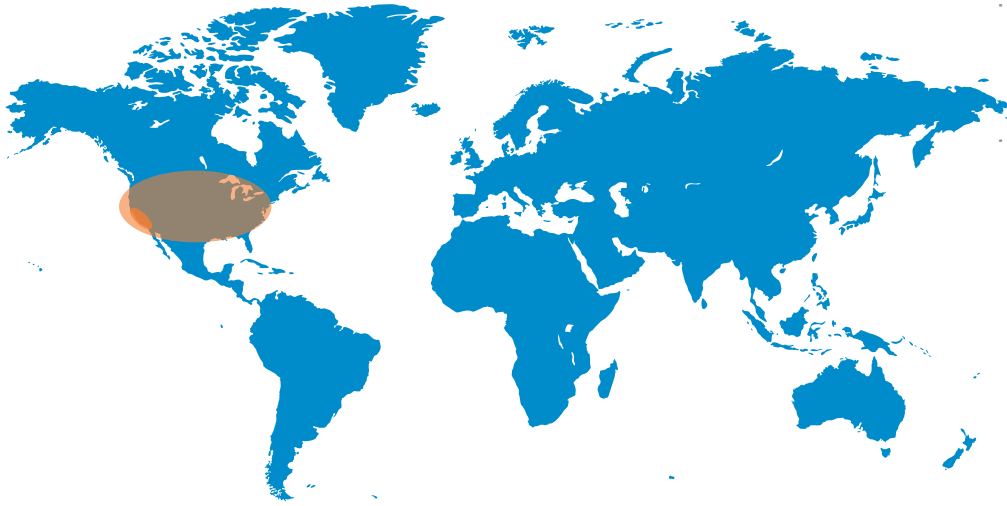


Maximum Grant Size: **\$250,000/year**

**30%–40%**

**Food/Ag**





## Profiled Initiative | Roots of Change and the California Food Policy Council

In 1998 the Clarence E. Heller Charitable Foundation initiated discussions with other California donors to develop a more integrated approach to funding positive change in the state's food and agriculture systems. The participating foundations commissioned a report, released in 2001, called *Roots of Change: Agriculture, Ecology and Health in California*. The report outlined the challenges and opportunities posed by the state's dominant, industrial food system. As a result of the recommendations contained in that report, the foundations created Roots of Change, a statewide network of organizations dedicated to achieving measurable progress in sustainability by 2030.

In 2005 Roots of Change completed *The New Mainstream: A Sustainable Food Agenda for California*, a vision for a healthy, equitable, environmentally sound, and economically viable food system in California. In subsequent years it developed the California Roundtable on Agriculture and the Environment, a statewide policy forum that gives representatives of agriculture, labor, environmental organizations, and major public agencies new opportunities to work together on food-systems issues. A series of urban–rural roundtables generated policies to establish and protect markets for family-scale sustainable growers by redesigning procurement regulations in the state's metropolitan regions.

With these initiatives contributing to a significant new infrastructure for informing policy discussions, Roots of Change became a project of the Public Health Institute in Oakland and established the California Food Policy Council, a grassroots policy body representing two dozen communities. The council is analyzing and promoting policies to protect and restore healthy soils and precious groundwater, provide information to consumers about how food is grown, assess the dangers of pesticides, protect valuable farmland, improve nutrition, and expand access to and availability of healthy foods to vulnerable populations in California. For more information on outcomes please visit: <http://www.rootsofchange.org/>.

## CLIMATE AND LAND USE ALLIANCE

**Organization Mission:** The Climate and Land Use Alliance (CLUA) seeks to realize the potential of forested and agricultural landscapes to mitigate climate change, benefit people, and protect the environment.

**Website:** <http://www.climateandlandusealliance.org/en/home-en/>

**Overview of Approach, Programs, and Related Activities:** The Climate and Land Use Alliance is a collaborative initiative of the ClimateWorks Foundation, the David and Lucile Packard Foundation, the Ford Foundation, and the Gordon and Betty Moore Foundation. The Margaret A. Cargill Foundation also aligns its grantmaking with CLUA strategies. CLUA makes grants and engages key stakeholders, policy-makers, and experts to explore and develop solutions that:

- reduce greenhouse gas emissions from deforestation, forest degradation, and unsustainable agricultural practices;
- develop, implement, and finance low-carbon growth;
- protect the land and resource rights of indigenous peoples and rural communities;
- conserve natural landscapes; and
- increase the efficiency and sustainability of agricultural practices.

CLUA's agriculture-related work focuses on reducing deforestation and resulting greenhouse gas emissions, mainly through commodity supply chains such as palm oil, beef, and soy operating in high-carbon forest landscapes (e.g., peat or tropical biodiverse forests). To do this, CLUA supports strategies for sustainable agricultural commodity supply chains that reduce deforestation and eliminate land tenure conflicts that often arise with agricultural land expansion.

### Quick Facts



**Founded:**  
**2010**



**Total Annual Grantmaking:**  
**\$45 million**



**Percentage of Funding for Food and Agriculture Systems:**  
**~25%**



**Key Geographies:** Brazil; Indonesia; Mexico and Central America; the United States; global



Average Number of Grants per Year Related to Food and Agriculture: **25**



Average Grant Duration: **1–3 years**



Average Grant Size: **\$200,000**



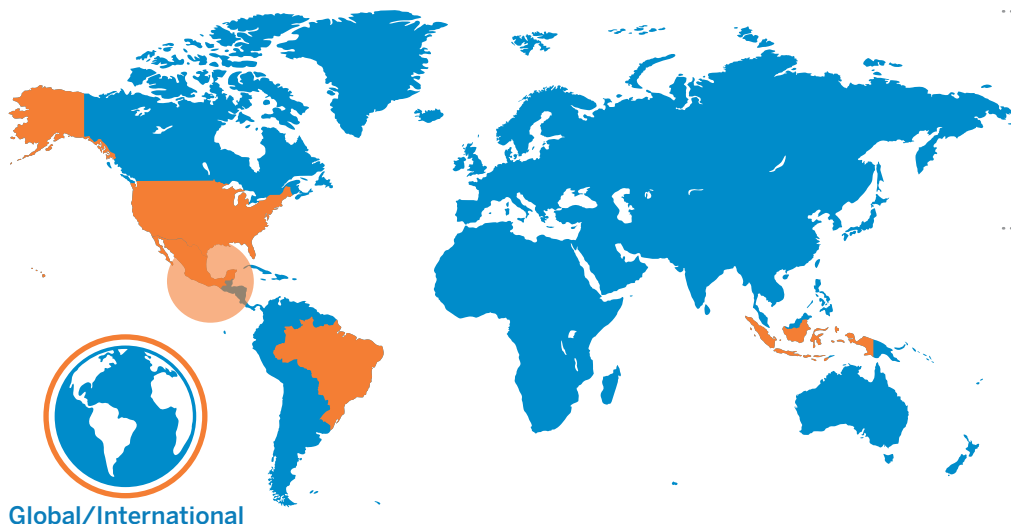
Minimum Grant Size: **N/A**



Maximum Grant Size: **N/A**

**25%**  
Food/Ag

**\$45 million**  
Total Annual Grantmaking



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**Geographic Focus:**

Brazil; Indonesia; Mexico and Central America; the United States; Global.

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**Investment Strategy:** Several of CLUA's members are interested in impact investing strategies and are pursuing program-aligned investments with a portion of their endowment funds.

**Foundation Partnerships and Associations:** The Margaret A. Cargill Foundation works closely with CLUA and has aligned its grantmaking with CLUA strategies.

## Profiled Initiative | Disrupting the Global Commodity Business

The Climate and Land Use Alliance commissioned one of their grantees, Climate Advisors, to develop a report, [Disrupting the Global Commodity Business](#), which outlines how different sectors and stakeholders such as governments, civil society, private-sector corporations, and local and indigenous communities can collaborate to transform agricultural commodities to become deforestation-free. The report highlights that the traditional business model for producing commodity-based products—which often depends on the expansion of agricultural lands as a means to increase production and profit—is increasingly viewed as unsustainable, as the true social and environmental costs of this system come to light. In response, a diverse set of actors—indigenous peoples groups, civil society and nongovernmental organizations, governments, and forward-thinking agricultural supply chain companies—are coming together to build agricultural supply chains that do not contribute to deforestation or have negative impacts on forest communities.

An example of this transformation included in the report is the Consumer Goods Forum, a collection of major consumer-facing companies such as Unilever, Walmart, and Coca-Cola that have pledged to develop zero-deforestation commodity supply chains. These types of efforts yield social and environmental returns and can help pave the way for more supply chain transformation and sustainable agricultural practices.

**Source:** [Disrupting the Global Commodity Business](#)

**Organization Mission:** The Daniel and Nina Carasso Foundation was established in 2010 under the aegis of the Fondation de France in memory of Daniel Carasso, founder of Danone in France and Dannon Inc. in the U.S., and his wife Nina Carasso. The foundation is a family organization, totally independent from the Danone group. It is chaired by Marina Nahmias (daughter of Daniel and Nina). The foundation works to fund projects in two areas of great importance for human development: food to sustain life, and art to nourish the mind. The foundation is operating primarily in Spain and France, but it has launched an international program on Sustainable Food Systems focused on research and advocacy.

**Website:** <http://www.fondationcarasso.org/en>

**Overview of Approach, Programs, and Related Activities:** Three consultative expert committees make recommendations for activities: (1) the International Sustainable Food and Diets Scientific Committee; (2) the Sustainable Food Systems and Diets Committee France; and (3) the Sustainable Food Systems and Diets Committee Spain. The foundation's programmatic approach is based on four main objectives: research at an international level; advocacy at an international level; operational field projects on three subjects (food against exclusion, innovative food systems, and sustainable food production systems) in France and Spain; and general capacity building and joint evaluation for the grantees.

**Investment Strategy:** The Daniel and Nina Carasso Foundation uses the following criteria when selecting projects: serve the public interest through neutrality; usefulness and suitability; feasibility; rootedness; and lasting impact. Additional criteria that are encouraged but not required include: experimentation; disseminating innovations; understanding of the role of project beneficiaries; French-Spanish bridge; and diversity of players and competencies. The foundation utilizes innovative funding mechanisms and impact investing strategies to support its mission.

## Quick Facts



**Founded:**  
**2010**



**Total Annual Grantmaking:**  
**\$10.5 million**



**Percentage of Funding for Food and Agriculture Systems:**  
**59%**



**Key Geographies:**  
**France; Spain; International**



Average Number of Grants per Year Related to Food and Agriculture: **59**



Average Grant Duration: **2 years**



Average Grant Size: **\$109,000**

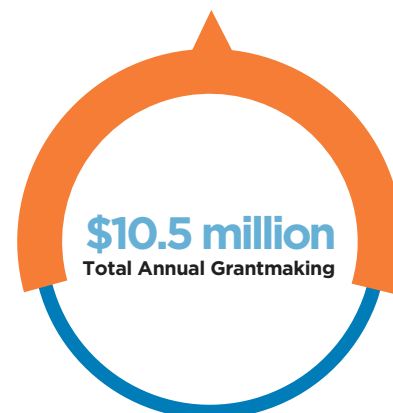


Minimum Grant Size: **\$5,500**



Maximum Grant Size: **\$1.1 million**

**59%**  
**Food/Ag**





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#### Geographic Focus:

The foundation's scope of intervention is primarily in France and Spain; most operational projects supported are based in these countries. The foundation also takes action in other countries in response to emergency situations—particularly environmental crises—and funds advocacy and research projects internationally.

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**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; the Centre Français des Fonds et Fondations

### Profiled Initiative | Uniterres Project from the French National Grouping of Social Groceries (Association Nationale des Epiceries Sociales et Solidaires (ANDES))

The Uniterres project, launched on an experimental basis in two pilot regions in 2012 by ANDES, a grouping of social groceries, is aimed at linking small-scale producers, particularly for fresh fruits and vegetables, to social grocery stores. The Daniel and Nina Carasso Foundation is providing support to ANDES for 2013–2016, as are many other public and private donors. “Social groceries” sell foods (of all food groups) at heavily discounted prices (10–30 percent off the normal retail price) in order to encourage accessibility of food to low-income populations.

Uniterres is particularly innovative. It encourages social groceries to source food locally through yearly contracts with poor producers that are dependent on welfare, thus improving stable access to markets to these small-scale horticultural growers and improving their revenues. At the same time it improves the quality of diets for the beneficiaries; promotes healthy eating habits and knowledge through cooking classes; and increases social links between farmers and consumers through farm visits. It also aims to increase knowledge by having integrated an impact evaluation undertaken by several research teams from multiple disciplines. Support from the Daniel and Nina Carasso Foundation is helping to disseminate the model and deepen the evaluation.

**Source:** ANDES Uniterres project

## DAVID AND LUCILE PACKARD FOUNDATION

**Organization Mission:** The David and Lucile Packard Foundation's mission is to improve the lives of children, enable creative pursuit of science, advance reproductive health, and conserve and restore earth's natural systems.

**Website:** <http://www.packard.org/>

**Overview of Approach, Programs, and Related Activities:** The Packard Foundation has four major programs: conservation and science; population and reproductive health; children, families, and communities; and local grantmaking. Of those, sustainable food and agriculture work features mainly in the conservation and science program, which invests in action and ideas that conserve and restore ecosystems while enhancing human well-being. This includes two related subprograms: (1) climate and land use, with a focus on reducing the climate impacts of palm oil and U.S. agriculture, and (2) oceans, with a focus on aligning conservation and economic incentives that create demand for sustainable seafood and drive improvements in fisheries and aquaculture management.

Food and agriculture work within other program areas includes some support for early childhood nutrition and increasing healthy food access in early learning centers. Packard's local grantmaking program also provides support for local farms, food banks, and environmental education for counties in the South Bay region of California.

**Investment Strategy:** Packard supports transformational impacts and innovations through program-related investments (PRIs), which have been utilized in the climate and land use sub-program, the oceans sub-program, and local grantmaking. These PRIs are alternatives to outright grants, issued primarily as low-interest loans and, in a few cases, guarantees or equity.

**Foundation Partnerships and Associations:** Climate and Land Use Alliance; Sustainable Agriculture and Food Systems Funders (SAFSF); Environmental Grantmakers Association

### Quick Facts



**Founded:**  
**1964**



**Total Annual Grantmaking:**  
**\$295 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**7%**



**Key Geographies:** U.S. (local areas in California and nationally); Indonesia; International



Average Number of Grants per Year Related to Food and Agriculture: **68**



Average Grant Duration: **1.25 years**



Average Grant Size: **\$297,000**



Minimum Grant Size: **\$25,000**

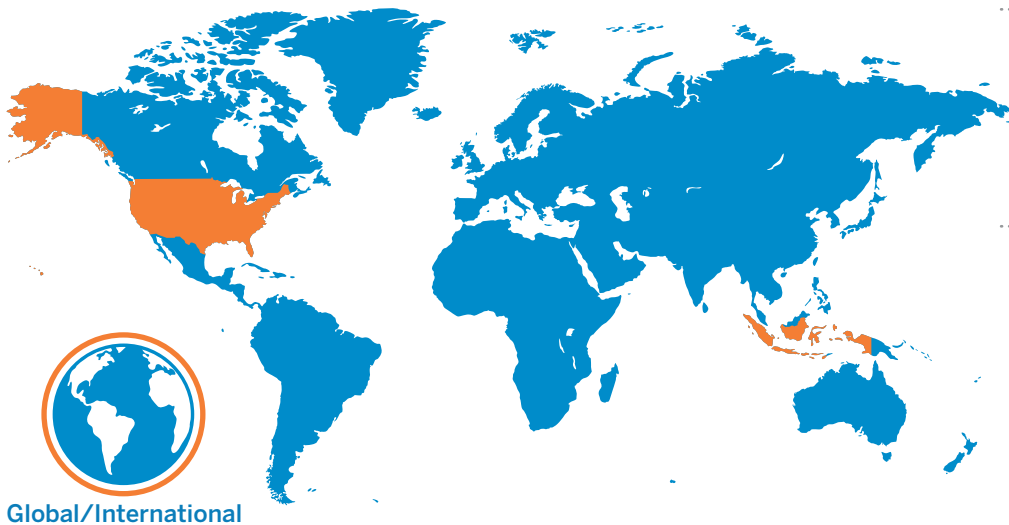


Maximum Grant Size: **\$1 million**

**7%**  
Food/Ag

**\$295 million**  
Total Annual Grantmaking





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**Geographic Focus:**

U.S. (local areas in California and nationally);  
Indonesia; International.

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## Profiled Initiative | Charting a Course to Sustainable Fisheries

The David and Lucile Packard Foundation, the Gordon and Betty Moore Foundation, the Oak Foundation, and the Walton Family Foundation are pleased to share California Environmental Associates' report, *Charting a Course to Sustainable Fisheries*. More than 100 scientists and conservation professionals were involved in the development of *Charting a Course to Sustainable Fisheries*, the scientific work of which was recently published in the journal *Science*.

The report provides a new view of thousands of unassessed fisheries around the world and confirms our understanding that these fisheries are declining at alarming rates; in many cases, unassessed fisheries are in worse shape than we previously thought. In addition, the findings reinforce the fact that seemingly stable trends in global fisheries mask the reality that overfishing is rapidly increasing in many lower- and middle-income countries, often without strong management that would keep these stocks from collapsing. The report's evaluation of fishery management and conservation programs also provides a thorough understanding of the successes and gaps in existing efforts. Fisheries are recovering in many areas of the world, and these examples of success can be replicated elsewhere.

The report highlights the need to tackle fisheries issues with a coordinated set of policy advocacy, market pressure, and capacity building efforts. It calls on the ocean conservation community to do a better job of connecting and coordinating our work. By better integrating and aggressively applying a range of tested solutions, the report shows that we can achieve sustainable fisheries within our lifetime.

**Source:** [Charting a Course to Sustainable Fisheries](#)

**Organization Mission:** The mission of Fondazione Cariplo is to be a resource that helps social and civil organizations better serve their own communities. The foundation's primary vocation is supporting the organizations of civil society that represent the social infrastructures of our system. Its approach is based on the principle of subsidiarity.

**Website:** <http://www.fondazione cariplo.it/en/index.html>

**Overview of Approach, Programs and Related Activities:** Fondazione Cariplo is active in four areas: environment, arts and culture, social services, and scientific research. Sustainable food production is a key theme for Fondazione Cariplo's strategy. Sustainable agriculture can help stop urban sprawl in the Lombardy region of Italy by creating new job opportunities and preserving the natural environment for local fruition. Specifically, the foundation is working with Parco Agricolo Sud Milano to develop a set of indicators to monitor agriculture's environmental impact in Milan's surroundings. The foundation also supports services for the development of community-supported agriculture in peri-urban areas. Depopulation of mountainous communities and related natural disasters make sustainable agriculture also paramount in rural areas, where the foundation is supporting projects to empower local communities regarding their food heritage (i.e., restoration of local typical dairy and meat chains or traditional fruit growing).

The foundation has also developed projects, programs, and calls for proposals targeting sustainable development in lesser-developed and emerging countries, mainly in Africa, with some support in Asia and Latin America. Sustainable food systems, empowering city-rural area dynamics, piloting social enterprises in the agro-food sector, strengthening farming organizations at all level, boosting community gardens, tailoring inclusive finance products for smallholder farmers, and supporting microfinance institutions have been some of the key focus areas of the various supported initiatives.

## Quick Facts



**Founded:**  
**1991**



**Total Annual Grantmaking:**  
**\$1.6 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**5%**



**Key Geographies:**  
Italy, with cooperation among countries in Europe, Latin America, Asia, and Africa



Average Number of Grants per Year Related to Food & Agriculture: **20**



Average Grant Duration: **2-3 years**



Average Grant Size: **\$100,000**



Minimum Grant Size: **\$10,000**



Maximum Grant Size: **\$3 million**

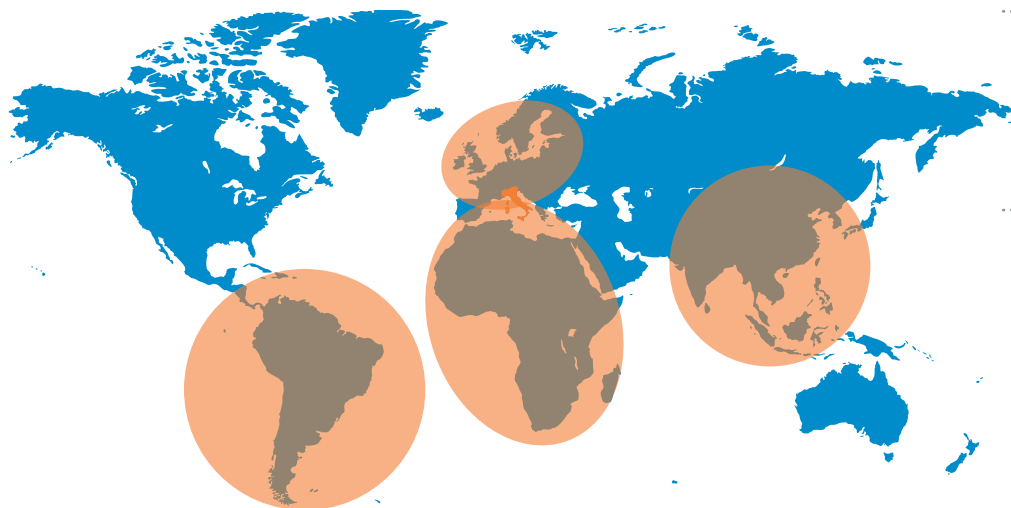
**5%**

Food/Ag



**\$1.6 million**

Total Annual Grantmaking



**Geographic Focus:** Italy, with cooperation among countries in Europe, Latin America, Asia, and Africa.

The foundation also supports scientific research in the agro-food sector to contribute toward sustainable production and consumption systems, while improving productivity and quality, as well as the safety of the final product. Improving the value of Italian food is also a priority that is pursued through research funding.

The Foundation also sustains the development of a [Food Policy](#) for Milan, Italy by working with the municipality and provides support to other municipalities to develop sustainable food plans.

**Investment Strategy:** In addition to grantmaking, Fondazione Cariplo devises and implements its own projects, convening partners and catalyzing resources. The foundation also has program-related investments and mission-related investments.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; Associazione di Fondazioni e di Casse di Risparmio Spa (ACRI); European Foundation Centre (EFC); Community Foundations; Minoprio Foundation; Agropolis Fondation; “la Caixa” Foundation; Regione Lombardia; partnerships with municipalities

## Profiled Initiative | Ager

Fondazione Cariplo started Ager in 2007 in partnership with 12 other Italian foundations in order to pursue agro-food sector growth by funding scientific research in that field. The initiative has granted \$28 million to research projects on fruits and vegetables, cereal crops (durum wheat and rice), grape growing and wine making, and animal husbandry (pig production). Priority is given to multidisciplinary and collaborative research with the potential to yield major innovative applications and to lead improved production processes and development of novel technology. Food safety is an important aspect of the project, which is expected to raise consumer awareness and favor public health. Ager is coordinated by a Management Committee composed of representatives from each foundation and a Scientific Committee.

A new edition of Ager will be launched in 2015. New calls for proposals will be jointly developed by Fondazione Cariplo and nine other Italian foundations within four new domains: aquaculture, olive growing and olive oil making, mountain agriculture, and dairy products. The overall budget is more than \$7 million.

**Sources:** [Ager](#), Fondazione Cariplo

**Organization Mission:** The Gordon and Betty Moore Foundation believes in bold ideas that create enduring impact in the areas of environmental conservation, patient care, and science. The foundation establishes specific strategies based on research and input from experts, identifies partners who share its goals, and measures results along the way to adaptively manage. The foundation builds relationships and funds work in areas where it hopes to make a significant impact.

**Website:** <http://www.moore.org/>

**Overview of Approach, Programs, and Related Activities:** The Gordon and Betty Moore Foundation includes four main programs: (1) the Environmental Conservation Program focuses on promoting sustainability, protecting critical ecological systems, and aligning conservation needs with human development; (2) the Science Program looks for opportunities to transform—or even create—entire fields by investing in early-stage research, emerging fields, and top research scientists; (3) the Patient Care Program focuses on eliminating preventable harms and unnecessary health care costs through meaningful engagement of patients and their families in a supportive, redesigned health care system; and (4) a program that supports conservation and science and technology museums in the San Francisco Bay Area. The Moore Foundation's food and agriculture efforts are embedded within its Environmental Conservation Program.

**Investment Strategy:** The Moore Foundation invests its endowment funds of \$6 billion to generate maximum returns for grantmaking, using some basic screening to avoid investment in harmful areas such as tobacco.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; the David and Lucile Packard Foundation; the Hewlett Foundation; the Walton Foundation; the Margaret A. Cargill Foundation; Climate and Land Use Alliance

## Quick Facts



**Founded:**  
**2001**



**Total Annual Grantmaking:**  
**\$280 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
40% for environmental conservation, which houses the foundation's emerging food and agriculture work



**Key Geographies:**  
Andes-Amazon; British Columbia, Mid-Atlantic and Western U.S. coastal areas; the North Pacific; the San Francisco Bay Area; Global



**Average Number of Grants per Year Related to Food and Agriculture: 140**



**Average Grant Duration: 2 years**



**Average Grant Size: \$1.5 million**



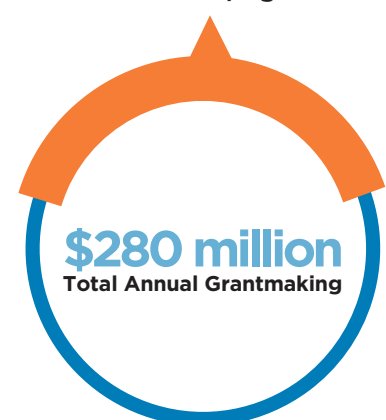
**Minimum Grant Size: \$50,000**

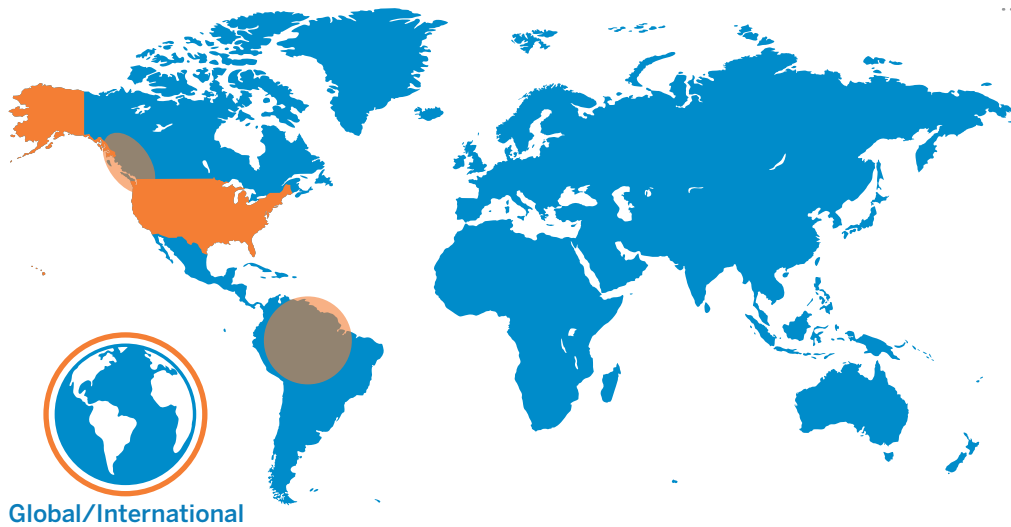


**Maximum Grant Size: \$20 million**

**40%**

**Food/Ag**





**Geographic Focus:** The Moore Foundation's Environmental Conservation Program is focused on ecosystem conservation in the Andes-Amazon; marine conservation along the British Columbia, Mid-Atlantic, and Western U.S. coastal areas; wild salmon ecosystem conservation in the North Pacific; and land conservation in the San Francisco Bay Area. The Moore Foundation also works on activities with a global scope.

## Profiled Initiative | Improving the Traceability of Sustainable Beef in Brazil

The Moore Foundation funds a project to improve the traceability of sustainable beef products in the micro-region of São Félix do Xingú, in the southeast of Pará state in the Brazilian Amazon. This effort is jointly funded with Marfrig, Walmart do Brasil, and the Walmart Foundation. To improve traceability, The Nature Conservancy is working to “help a major Brazilian beef company, Marfrig, set up a satellite-based monitoring system capable of tracking land-use change on all the ranches supplying cattle to [a local slaughterhouse].” With this tracking system, Walmart will be able to determine whether the beef it receives meets its zero-deforestation commitments, and local stakeholders (e.g., governments, ranchers) will be able to develop, implement, and monitor a sustainability strategy for the beef sector. Tracking land-use change will aid the beef industry in decreasing its environmental impact (e.g., deforestation).

This example is part of the Moore Foundation's newer strategies to improve the sustainable intensification and traceability of beef production in Brazil. The goal of this broader initiative is that the improved traceability of beef product will lead to stronger enforcement of better practices and policies, and that sustainable production evolves into the norm within the whole value chain.

**Source:** “Improving Sustainability of Ranching in the Amazon Through Satellite Monitoring and Improved Local Governance: A Supply Chain Initiative”

**Organization Mission:** The J.W. McConnell Family Foundation engages Canadians in building a more innovative, inclusive, sustainable, and resilient society.

**Website:** <http://www.mcconnellfoundation.ca/en>

**Overview of Approach, Programs, and Related Activities:** The foundation envisions a food system that links growers and consumers in supply chains that incorporate shared values around sustainability, health, and resilience. The foundation's Sustainable Food Systems initiative aims at systemic change to increase local and regional sustainable food production capacity while ensuring that healthy food is accessible to all. The initiative is composed of:

- a select number of [national grants](#), which work across the food system to deepen or disseminate work that has been successful at a more local level;
- three programs: the [Banking on Change Program](#), the Regional Food Program, and the [Institutional Food Program](#); and
- a number of strategic components to heighten the impact of the initiative, including [impact investing](#), change labs (in partnership with the MaRS Solutions Lab), and capacity building such as a [Food Business Boot Camp](#) (in partnership with Food Secure Canada) and Innoweave.

**Investment Strategy:** The foundation's objective is to achieve 10 percent in impact investing, which is currently at 5 percent. Its food-related impact investments include Vancity, Resilience Fund, and Investeco. The foundation works with both mission-related investments and program-related investments (using concessionary terms such as patient capital). It also does field-building, such as supporting the MaRS Centre for Impact Investing and working with Philanthropic Foundations of Canada to address regulatory issues that currently impede impact investing in Canada.

## Quick Facts



**Founded:**  
**1937**



**Total Annual Grantmaking:**  
**\$18 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**5.5%**



**Key Geographies:**  
**Canada**



**Average Number of Grants per Year Related to Food and Agriculture: 10**



**Average Grant Duration: 2–3 years**



**Average Grant Size: \$200,000**



**Minimum Grant Size: \$5,000**



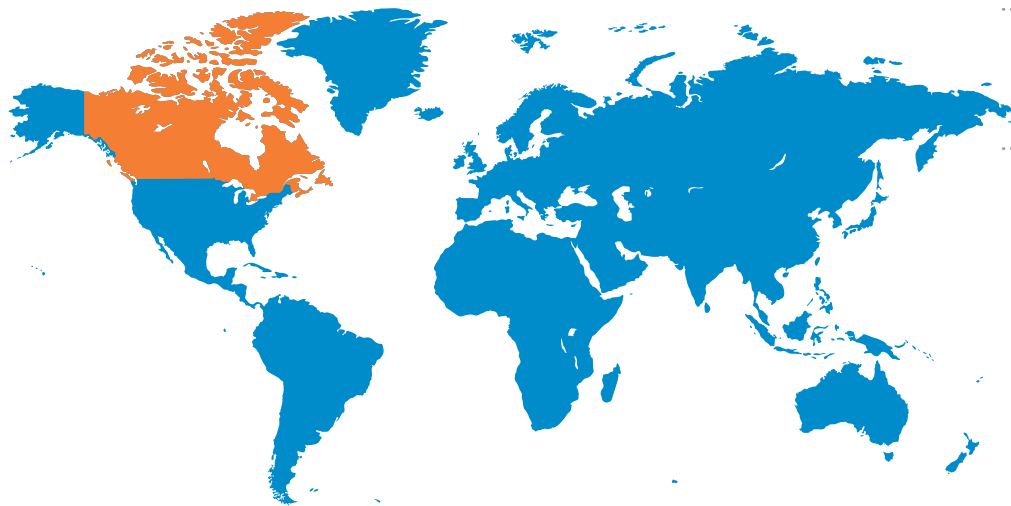
**Maximum Grant Size: \$750,000**

**5.5%**

Food/Ag

**\$18 million**

Total Annual Grantmaking



**Geographic**  
**Focus:** Canada

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; MaRS Solutions Lab; Food Secure Canada; Sustainable Food Lab; Food Funders Group (Canada); Community Foundations of Canada; Sustainable Agriculture and Food Systems Funders (SAFSF)

## Profiled Initiative | Really Local Harvest

The J.W. McConnell Foundation's [Regional Value Chain Program](#) provides resources and funding focused on assessment of regional food systems, business planning, and learning for projects working to structure regional food markets around values of sustainability, inclusion, and health. As part of this program, the foundation supports [Really Local Harvest](#), a cooperative of about 30 farmers in southeastern New Brunswick. Its members work hard to provide authentic, wholesome, fresh, and great-tasting local products. Really Local Harvest's mission is to promote the development of sustainable agriculture in southeastern New Brunswick. The cooperative supports farms that adopt environmentally friendly practices in order to provide healthy food to families and contribute to the sustainable development of rural communities.

Under its Institutional Food Program, the foundation is also supporting one of Really Local Harvest's primary clients—the [réseau des cafeterias communautaires](#), a young social enterprise that operates 30 school cafeterias in the Francophone school district of southeastern New Brunswick. This initiative supports the local economy and local farmers, providing students with healthier food with a smaller carbon footprint. The long-term goal of the partnership is to put more local and healthy food on school cafeteria menus across the province.

**Sources:** [Really Local Harvest](#) and “[Local Food Partnership Will Serve Healthier School Meals](#),” CBC News



**Organization Mission:** Kalliopeia Foundation is a private grantmaking foundation that contributes to the evolution of communities and cultures honoring the unity at the heart of life's diversity. Through its grantmaking, Kalliopeia seeks to strengthen a collective recognition of the oneness of life.

**Website:** <http://www.kalliopeia.org/>

**Overview of Approach, Programs and Related Activities:** Kalliopeia has a values- and systems-oriented approach with a holistic perspective that recognizes the interconnectedness between nature, culture, health and well-being, food production and nutrition, and biodiversity. Kalliopeia's wide-ranging focus areas include, among many other things, preservation and revitalization of indigenous culture and traditional knowledge, agroecology, permaculture, diversity of seeds, and seed exchange.

**Investment Strategy:** The primary goal of Kalliopeia's investment portfolio is to generate social and environmental returns in a manner consistent with its mission, and the foundation seeks to reflect these values, wherever possible, across all asset classes. Kalliopeia actively applies both negative and positive screens to preclude investing in industries such as factory farming or fossil fuels, to name a few. Selecting investment managers who integrate social and environmental theses in their decision-making, Kalliopeia targets investments in highly thematic areas such as sustainable forestry and waste-to-energy, and works when possible with community banks. Kalliopeia does not consider its philanthropic capital much differently than its investment capital, seeking instead to be socially responsible, environmentally regenerative, and community responsive with all of its assets.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; collaboration through informal partnerships with other philanthropic organizations working on a wide variety of issues directly and indirectly related to food and agriculture, particularly involving indigenous peoples and culture.

## Quick Facts



**Founded:**  
**1997**



**Total Annual Grantmaking:**  
**\$7.8 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**5%–10%**



**Key Geographies:** United States, local scale; Native American communities



Average Number of Grants per Year Related to Food and Agriculture: **25**



Average Grant Duration: **1 year, may be renewed on an annual basis for longer duration**



Average Grant Size: **\$40,000–\$50,000**



Minimum Grant Size: **\$10,000**



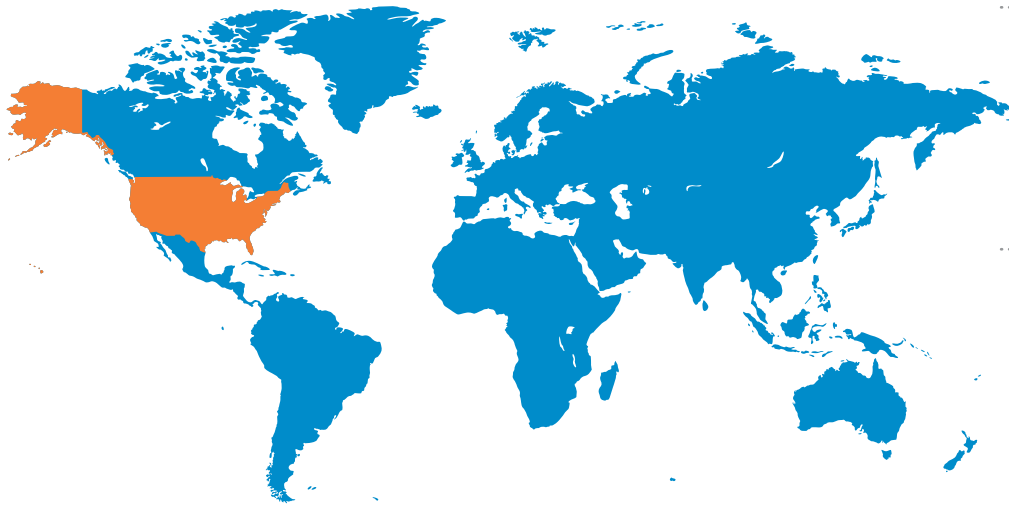
Maximum Grant Size: **\$500,000**

**5-10%**

**Food/Ag**

**\$7.8 million**  
**Total Annual Grantmaking**





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**Geographic Focus:**

United States, local scale; Native American communities.

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## Profiled Initiative | Planting Justice

Planting Justice (PJ), a grassroots permaculture organization in the East San Francisco Bay Area, connects fragmented elements of society around their tagline, “Grow Food, Grow Jobs, Grow Community.” PJ utilizes a regenerative model of social change, including a sliding-scale edible landscaping business providing green jobs to formerly incarcerated men; a food justice education program through schools, community centers, and door-to-door canvassing; and a five-acre farm and permaculture demonstration site, urban aquaponics business, and re-entry community.

Since 2009 PJ has achieved: 310 edible gardens; living-wage green jobs for 16 formerly incarcerated adults in farming, landscaping, and education; and a culturally relevant food justice curriculum serving 2,500 youth and adults per year. PJ’s regenerative model of social change is a replicable and inspiring example of permaculture values at the nexus of economic resilience, social justice, and a reverential conviction that food can transform society.

**Source:** [Planting Justice](#)

# 15

## THE MCKNIGHT FOUNDATION

GLOBAL ALLIANCE MEMBER

**Organization Mission:** The McKnight Foundation seeks to improve the quality of life for present and future generations. Through grantmaking, collaboration, and encouragement of strategic policy reform, McKnight uses its resources to attend, unite, and empower those it serves.

**Website:** <https://www.mcknight.org/>

**Overview of Approach, Programs, and Related Activities:** McKnight assists nonprofit organizations and public agencies to improve the quality of life for all people, particularly those in need. Through grantmaking, collaboration, and encouragement of strategic policy reform, McKnight aims to build and maintain vibrant communities; enrich people's lives through the arts; encourage protection of the natural environment; and promote research in selected fields. The McKnight Foundation's work on sustainable food and agriculture systems is integrated across several program areas: international, with a focus on agroecological crop research; their Mississippi River Program, with a focus on the way food is grown and ways to reduce agricultural water pollution; and their Region and Communities Program, which includes support for economically vibrant neighborhoods, a part of which can entail urban agriculture.

**Investment Strategy:** Part of McKnight's investment strategy includes impact investments, which are managed through four prongs: (1) public-markets mission-related investing; (2) private-markets mission-related investing; (3) mission-driven investing (i.e., pursuit of direct investments aiming for even higher programmatic fit and strategic impact); and (4) program-related investing (i.e., below-market-rate investments targeting direct and catalytic impact deeply aligned with McKnight's program priorities.)

**Foundation Partnerships and Associations:** Some of McKnight's donor partnerships and associations include the Global Alliance for the Future of Food; AGree; Agroecology Fund; Sustainable Agriculture and Food Systems Funders (SAFSF); Consultative Group on Biological Diversity (CGBD); Environmental Grantmakers Association; EDGE Funders Alliance

### Quick Facts



**Founded:**  
**1953**



**Total Annual Grantmaking:**  
**\$86.4 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**20%**



**Key Geographies:** U.S. (Minnesota, Iowa, Wisconsin, Illinois and some national-level activities); South America (Peru, Ecuador, Bolivia); Africa (Mali, Burkina Faso, Niger, Ethiopia, Uganda, Kenya, Tanzania, Malawi, Mozambique)



Average Number of Grants per Year Related to Food and Agriculture: **119**



Average Grant Duration: **2-4 years**



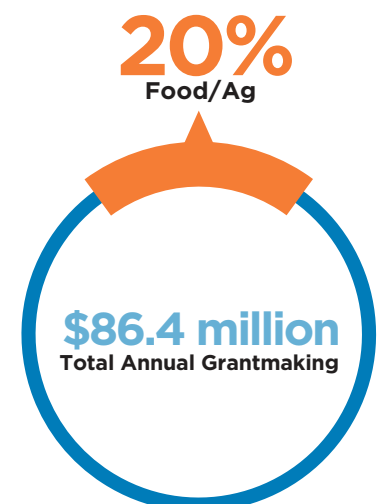
Average Grant Size: **\$108,000/year**

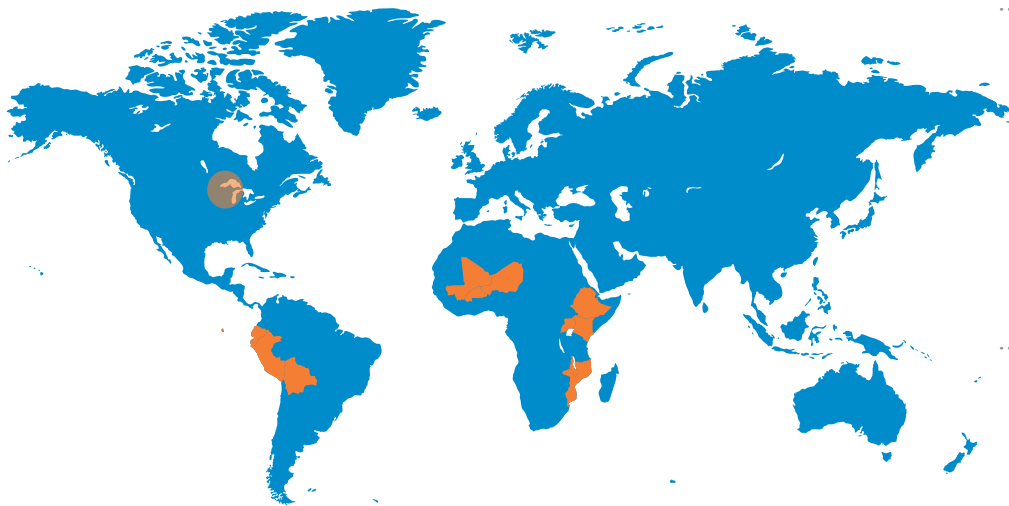


Minimum Grant Size: **\$10,000/year**



Maximum Grant Size: **\$160,000/year**





**Geographic Focus:** United States (Minnesota, Iowa, Wisconsin, Illinois and some national-level activities); South America (Peru, Ecuador, Bolivia); Africa (Mali, Burkina Faso, Niger, Ethiopia, Uganda, Kenya, Tanzania, Malawi, Mozambique).

## Profiled Initiative | Collaborative Crop Research Program

McKnight's Collaborative Crop Research Program (CCRP) funds collaborative crop research between smallholder farmers, local researchers, and development practitioners to explore solutions for sustainable local food systems. The CCRP funds projects in Eastern and Southern Africa, West Africa, and the Andes. The CCRP brings grantees together to collectively support agroecological intensification in local farming systems by building local capacity and promoting integrated interventions that address production, nutritional, and environmental goals in locally appropriate ways. The grantees target constraints to food and nutritional security through applied natural and social science research related to specific crops and value chains.

For example, two research programs on Andean grains in Bolivia and Ecuador have:

- released new varieties, worked with farmers to improve seed quality, and identified new ways to manage pests with minimal use of chemical pesticides;
- generated and disseminated information on ways to improve production and diversify uses of quinoa, lupine, and amaranth; and
- influenced public policies and, through improved relationships and networks involving economic actors and agricultural service providers, facilitated innovation processes and strengthened the capacity for innovation with Andean grains in the two countries.

Emphasizing systems change through collaborative research, knowledge sharing, and capacity strengthening, the CCRP has made important contributions to developing effective capacities for networking and brokering innovation processes around Andean grains in the two countries.

**Source:** “[Case Study: Collaborative Crop Research in Action](#),” the McKnight Foundation

## 16 NEW FIELD FOUNDATION

GLOBAL ALLIANCE MEMBER

**Organization Mission:** New Field Foundation contributes to the creation of a peaceful and equitable world by supporting women and their families to overcome poverty, violence, and injustice in their communities.

**Website:** <http://www.newfieldfound.org>

**Overview of Approach, Programs, and Related Activities:** New Field Foundation supports locally led initiatives in Africa that provide long-term integrated solutions through local organizing, movement building, and systems change. It concentrates on regions emerging from years of conflict or other upheaval. Its main program, *Rural Women Creating Change*, supports African rural women and their organizations to increase their agency over resources, knowledge, and policy. Key issue areas include *community peacebuilding; agroecology and biodiversity; food sovereignty and local food systems; and women's rights and resources*. The foundation also provides support to initiatives that advance women's rights and agroecology in the policy arena at national and regional levels.

**Investment Strategy:** New Field Foundation undertakes both negative and positive screening of equity and bond portfolios based on a list of preferences provided by the foundation's board, including preferences relating to land, food, and agriculture. Up to 15 percent of its investments are held in funds that provide loans at the community level.

**Foundation Partnerships and Associations:** Participation in a number of alliances, funding collaboratives, and funding networks such as: Global Alliance for the Future of Food; Africa Grantmakers Affinity Group; AgroEcology Fund; EDGE Funders Alliance; We Are the Solution Rural Women's Campaign

### Quick Facts



**Founded:**  
**2003**



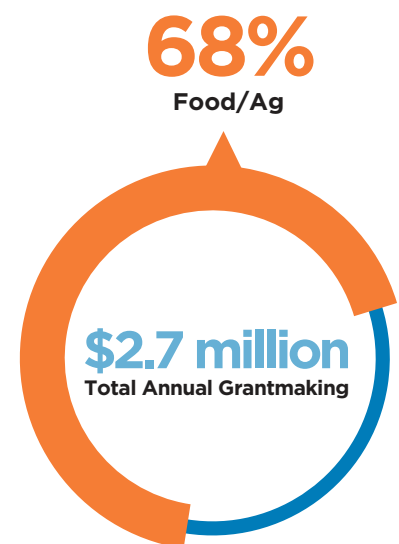
**Total Annual Grantmaking:**  
**\$2.7 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**68%**



**Key Geographies:** Africa, particularly sub-Saharan Africa and West Africa, with some global efforts



Average Number of Grants per Year Related to Food and Agriculture: **34**



Average Grant Duration: **Annual, for up to 8 years**



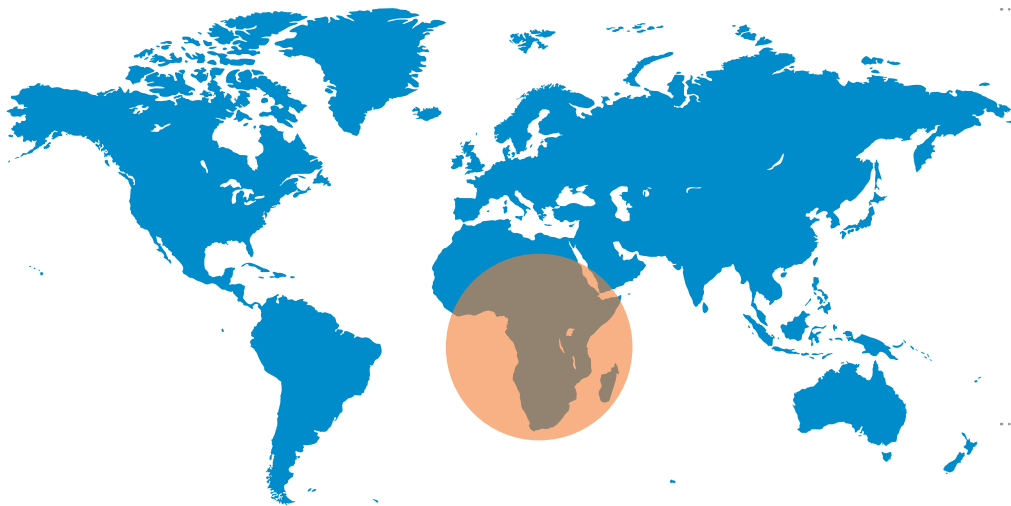
Average Grant Size: **\$97,000**



Minimum Grant Size: **\$30,000**



Maximum Grant Size: **\$200,000**



**Geographic Focus:** Africa, with a particular focus on sub-Saharan Africa and concentrated funding for rural women's organizations and agroecology in West Africa. New Field Foundation also supports some aligned global efforts to advance and amplify agroecological food solutions and systems.

## Profiled Initiative | Grants to Women's Farming Groups

New Field provides larger grants to local NGOs and farmer organizations, which in turn provide community grants and technical support to rural women's groups involved in local food systems and agroecological practices in Burkina Faso, Guinea, Guinea Bissau, Mali, Senegal, and Sierra Leone. [Association Munyu des femmes de la Camoé](#) (Munyu), for example, is a community grantmaker in western Burkina Faso with an exclusively female membership comprising 185 groups made up of some 10,000 women. Ninety percent live in rural areas and are principally engaged in farming activities. Through awards of \$800-\$2,000 to member groups, Munyu supports their production, storage, marketing, and transformation of agricultural crops. It also supports its member groups to operate a revolving fund replenished with profits from each groups' agriculture-based economic activities.

In another example, *Directoire Régional des Femmes en Elevage de Kolda* (DIRFEL-Kolda) is a community grantmaker in Casamance, Senegal, that is part of a national network of women livestock breeders with 14 regional branches. DIRFEL-Kolda is made up of 14 women's groups with about 1,200 members who are responsible for some 7,000 family members. Through its community grants, DIRFEL-Kolda increases the financial resources of its member groups to raise healthy livestock and poultry; improves the social status of members within their families and communities so they have greater decision-making authority; and helps strengthen the governance of the groups. As a result of these efforts, rural women's organizations are growing stronger and forming larger entities to increase production, influence policy, and ensure the equitable allocation of critical resources such as land, water, and seed.

**Sources:** [New Field Foundation Changes in Asset Management](#), [Changes in Family Health and Education](#), [Changes in Rural Women's Leadership](#), and [New Field Foundation Grants Awarded](#)

**Organization Mission:** Oak Foundation commits its resources to address issues of global social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged.

**Website:** <http://www.oakfnd.org/>

**Overview of Approach, Programs and Related Activities:** Within its diverse range of program areas, Oak Foundation funds civil society organizations across the world that address issues of global social and environmental concern. Oak Foundation's approach is not hands-on, therefore it does not implement projects or programs directly. Oak Foundation's Environment Program includes support for efforts on climate change and marine conservation (which most closely relate to agriculture and include some support for sustainable fisheries management).

**Investment Strategy:** N/A

**Foundation Partnerships and Associations:** (partial list) Global Alliance for the Future of Food; Funders Collaborative focused on implementation of common fisheries policy; Arctic Funders Group; Association of Charitable Foundations; Canadian Environmental Grantmakers Network; Consultative Group on Biological Diversity (CGBD); Council on Foundations; Environmental Grantmakers Association; European Foundation Centre; Foundation Financial Officers Group; Grantmakers without Borders; International Funders for Indigenous Peoples; Open Society Institute; The Grants Managers Network; U.S. Foundation Center

## Quick Facts



**Founded:**  
**1983**



**Total Annual Grantmaking:**  
**\$170 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
10% (marine conservation and fisheries management)



**Key Geographies:** Europe; Belize; the Arctic (for marine conservation and fisheries management); International



Average Number of Grants per Year Related to Food and Agriculture:  
**27 (marine conservation and fisheries management)**



Average Grant Duration: **~3 years**



Average Grant Size: **\$500,000**

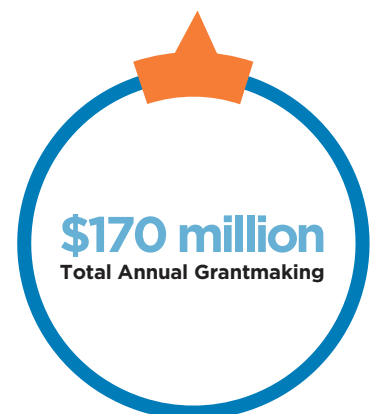


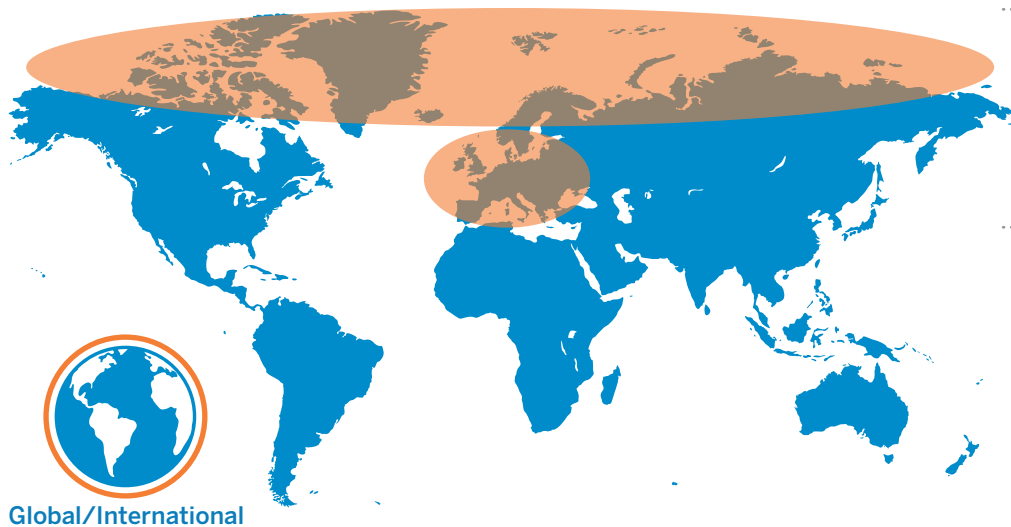
Minimum Grant Size: **\$89,000**



Maximum Grant Size: **\$3.7 million**

**10%** (marine conservation and fisheries management)  
**Food/Ag**





**Geographic Focus:** Europe; Belize; the Arctic; some global policy efforts.

## Profiled Initiative | Healthy and Resilient Arctic Marine Systems

There has been rapid transformation occurring in the Arctic due to the impacts of climate change (e.g., temperatures rising at twice the global rate, loss of sea ice) and added pressures on Arctic communities to develop their offshore resources and cope with the social/economic changes affecting the well-being of their residents. To this end, Oak Foundation aims to help promote healthy and resilient marine ecosystems in the Chukchi, Bering, and Beaufort Seas to:

- **Reduce over-fishing and foster community-based stewardship of ocean resources:** Promote healthy fisheries by reducing by-catch and protecting sea floor habitat; implementation of catch shares supporting small boat fishing initiatives that yield ecological, economic, and social returns for local communities;
- **Increase marine environmental and subsistence harvest protection from large-scale industrialization:** Documentation and mapping of important cultural and ecological areas that link scientific and local ecological knowledge; mitigation efforts designed to lessen the impacts of large-scale industrialization through advocacy and litigation; and
- **Improve ocean governance through integrated management approaches:** Integrative ecosystem-based management initiatives in key geographic areas; indigenous environmental stewardship programs and efforts to implement co-management of subsistence resources; Arctic Council activities that promote environmental protection of marine resources; community-based monitoring efforts that employ the best available science and local ecological knowledge.

By tapping into the wealth of knowledge, innovation, and stewardship practices that have defined the longstanding cultural traditions in the region, Oak seeks to invest in local and regional conservation efforts for the benefit of future generations of Arctic residents.

**Sources:** North Pacific/Arctic Programme, Oak Foundation Annual Report 2014



## 18 ROBERT WOOD JOHNSON FOUNDATION

**Organization Mission:** Since 1972, the Robert Wood Johnson Foundation (RWJF) has worked to identify the most pressing health issues facing America. RWJF believes that good health and health care are essential to the well-being and stability of our society and the vitality of our families and communities.

**Website:** <http://www.rwjf.org/en.html>

**Overview of Approach, Programs, and Related Activities:** Working closely with partners, RWJF conducts research to grow understanding of the causes of America's biggest health challenges; explores novel ideas and approaches to transform how health is defined and addressed; and develops targeted strategies that engage policy-makers, business leaders, community groups, and many other stakeholders. RWJF assesses progress, sharing knowledge and drawing lessons from not only their own investments but also work that many others have done.

Historically, RWJF's work on food has focused more on the side of consumption, looking at healthy foods, accessibility, and childhood obesity. RWJF has also looked at the broader area of food and agriculture through their work with AGree, and has funded research on food access, consumption, nutrition, and healthy eating. RWJF looks at how to change local, state, and national policies to allow for better access to health food in underserved communities, and approaches change by alternating physical environments (e.g., grocery stores and farmers markets). RWJF supports initiatives at a variety of levels, ranging from starting local community gardens to supporting state and federal regulation of nutritious food in schools.

**Investment Strategy:** RWJF has done one \$10 million program-related investment on food to the Reinvestment Fund to support grocery store development in New Jersey, U.S. They also have impact investing money in Living Cities. The foundation has divested their endowment from alcohol and tobacco.

### Quick Facts



**Founded:**  
**1972**



**Total Annual Grantmaking:**  
**\$220 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**7%**



**Key Geographies:**  
United States and U.S. territories



Average Number of Grants per Year Related to Food and Agriculture: **17**



Average Grant Duration: **1-3 years**



Average Grant Size: **\$100,000-300,000**



Minimum Grant Size: **\$20,000**



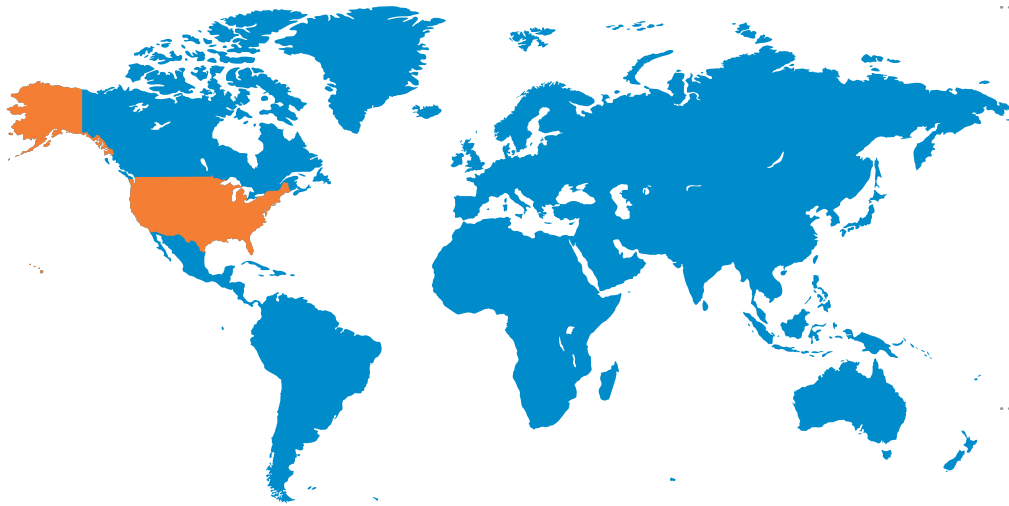
Maximum Grant Size: **\$1.6 million**

**7%**  
Food/Ag



**\$220 million**  
Total Annual Grantmaking





**Geographic Focus:** Local, state, and national levels within the United States and U.S. territories. At the state and federal policy levels, the foundation focuses its work on school nutrition and improving the quality of school food, as well as on improving access to healthy retail food.

**Foundation Partnerships and Associations:** Food Research and Action Center (FRAC) Sustainable Food and Agriculture Coalition; Food Trust; Reinvestment Fund; Convergence Partnership

## Profiled Initiative | Healthy Food Access

When RWJF thinks about healthy living, having easy access to nutritious food is key. Unfortunately, in too many areas unhealthy food abounds while affordable, healthy options are limited. RWJF is working to make access to food and beverages that help promote health a critical ingredient in everyone's well-being, and is doing so through a variety of different initiatives and projects. Through one of their main topic areas of focus, Health Food Access, RWJF works to improve access to healthy food retail by bringing supermarkets and corner stores to communities through a variety of grants, projects, supporting resources, and research.

For more than 20 years, The Food Trust has been a pioneer in developing health food access in Pennsylvania. The Food Trust's comprehensive approach includes improving food environments and teaching nutrition education in schools; working with corner store owners to increase healthy offerings and helping customers make healthier choices; managing farmers' markets in communities that lack access to affordable produce; and encouraging grocery store development in underserved communities. Based upon their success, RWJF awarded several million dollars beginning in 2006 to The Food Trust in order to expand their activities to eight additional states.

One of the key results of The Food Trust partnership has been *The Healthy Food Financing Handbook: From Advocacy to Implementation*, a resource toolkit created to guide local and state stakeholders on policy change and implementation. RWJF also helps support the Healthy Food Access Portal, a web information portal created in 2013 that harnesses data and information to support the successful planning and implementation of policies, programs, and projects that improve access to healthy foods in low-income communities and communities of color.

**Sources:** [Healthy Food Access](#), RWJF; [Healthy Food Access Portal](#)

## STORDALEN FOUNDATION

**Organization Mission:** The Stordalen Foundation supports projects, initiatives, and organizations that actively work for a sustainable future, for people, animals, and the planet we all share. Stordalen will develop profitable, sustainable companies. Stordalen Foundation supports additional catalysts.

**Website:** <http://www.stordalenfoundation.no/en/>

**Overview of Approach, Programs, and Related Activities:** The Stordalen Foundation primarily supports research efforts, working with other institutions to help identify and address knowledge gaps to help transform the ways we produce and consume food. Stordalen does this by providing smaller seed grants to research organizations and also helping to coordinate cross-sectoral initiatives involving scientific research organizations, civil society, and private-sector businesses.

One of Stordalen's programs, GreeNudge, focuses on initiating, financing, and promoting research projects that combine behavioral research and climate measures. GreeNudge works together with research institutions, organizations, and businesses to create new knowledge on cost-effective measures that incentivize climate-friendly behavior.

Another project, comprising the core of the foundation's support, is the EAT Initiative, which aims to provide the growing global population with a healthy and nutritious diet within safe environmental limits—one of the greatest challenges facing humanity today, and one that can only be addressed through an integration of knowledge and action in the interwoven areas of food, health, and sustainability.

**Investment Strategy:** Core funding of interdisciplinary, cross-sectoral initiatives. EAT provides seed funding for inter-institutional research projects.

**Foundation Partnerships and Associations:** Nordic Choice Hotels; Blue Cross; Dyrebeskyttelsen Kongsberg; Norwegian Animal Protection Alliance; United Nations Children's Fund (UNICEF); Rainforest Foundation Norway; The Rothschild Foundation; European Climate Foundation (ECF)

### Quick Facts



**Founded:**  
**2011**



**Total Annual Grantmaking:**  
**\$3.3 million**



**Percentage of Funding for Food and Agriculture:**  
**80%**



**Key Geographies:**  
**International**



Average Number of Grants per Year Related to Food and Agriculture: **N/A**



Average Grant Duration: **N/A**



Average Grant Size: **N/A**

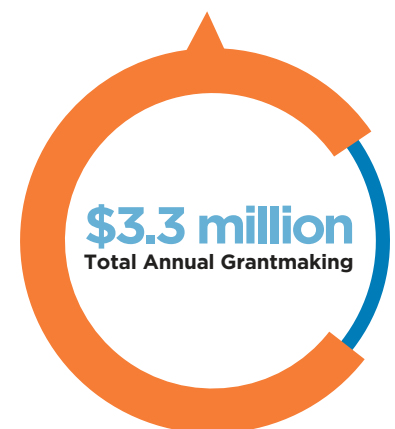


Minimum Grant Size: **N/A**



Maximum Grant Size: **N/A**

**80%**  
**Food/Ag**





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**Geographic Focus:**  
International.

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## Profiled Initiative | EAT Initiative

Together with the Stockholm Resilience Centre, the Norwegian-based Stordalen Foundation initiated [EAT](#)—an international consortium of government, leading universities and research institutions, philanthropic foundations, nongovernment actors and organizations, and companies. Consortium members share the common understanding that it is essential to collectively address the issues of food, health, and sustainability across the fields of academia, business, politics, and civil society to ultimately be able to feed 9 billion healthy people within safe planetary boundaries.

The EAT initiative stimulates interdisciplinary research by fostering collaboration across the multiple scientific disciplines interfacing with food issues, in order to improve nutrition and food safety, as well as tackling global health and environmental challenges such as the epidemics of obesity and noncommunicable diseases, climate change, and degradation of ecosystems. The scientific content and output of EAT is steered by an advisory board consisting of more than 30 of the world’s leading experts in the fields of food science and policy, nutrition, public health, environmental sustainability, veterinary sciences, and economics.

One of the initiative’s long-term foci is to develop an integrated and holistic set of practical guidelines for consumers and the private sector on healthy and sustainable diets, accounting for impacts from field to fork. Furthermore, EAT aims to identify business opportunities and spur innovations along the food value chain that benefit both public health and the environment. Finally, EAT aims to provide policy-makers with an evidence base for decision-making, as well as strategy suggestions to change consumer behavior at the population level. EAT outcomes include generating a series of [articles and videos](#) that represent interdisciplinary research at the interface of various fields linking to food systems.

**Sources:** [EAT](#)

**Organization Mission:** Swift Foundation provides grants and investments to support local land stewards and their allies who are dedicated to protecting biological and cultural diversity, building resilience amidst climate change, and restoring the health and dignity of communities globally.

**Website:** <http://swiftfoundation.org/>

**Overview of Approach, Programs, and Related Activities:** Swift Foundation maintains that in order to address global climate change and ecological collapse, it must support, enhance, and learn from existing systems of biological and cultural diversity around the planet. Swift respects local land stewards with intimate knowledge of, cultural connection to, and ability to manage diverse biological landscapes. Swift honors indigenous communities and worldviews that reflect the sustainable management of lands and territories. Swift also supports innovators, communities, and organizations creating alternative economic models that understand ecological limits and celebrate healthy communities.

Swift has identified four program areas to this end: Land Stewardship, Biodiversity, and Cultural Diversity; Climate Advocacy; Resilient Local Economies; and Global Networks and Collaborations. Within the Land Stewardship, Biodiversity, and Cultural Diversity program, strategies may include:

- preserving and enhancing forest and grassland ecosystems;
- documenting, supporting, and expanding agroecological systems;
- restoring and preserving wild salmon fisheries; and
- integrating women's empowerment, reproductive health, and the environment.

## Quick Facts



**Founded:**  
**1999**



**Total Annual Grantmaking:**  
**\$2.1 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**40%**



**Key Geographies:**  
Andes (Peru, Colombia, and Ecuador); British Columbia, Canada; Africa-wide; International



Average Number of Grants per Year Related to Food and Agriculture: **30**



Average Grant Duration: **1-2 years (partnerships 4-6 years)**



Average Grant Size: **\$30,000**



Minimum Grant Size: **\$1,000**



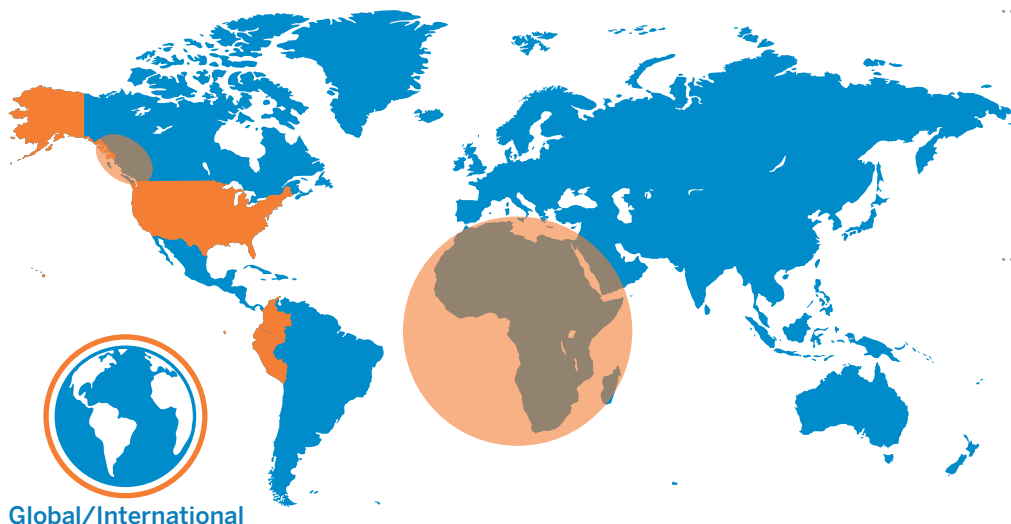
Maximum Grant Size: **\$100,000/year (\$250,000 multiyear)**

**40%**

**Food/Ag**

**\$2.1 million**

**Total Annual Grantmaking**



**Geographic Focus:** Andes (Peru, Colombia, and Ecuador); British Columbia, Canada; Africa-wide; International.

**Investment Strategy:** In addition to grantmaking, Swift Foundation is committed to aligning its investments with its mission. Swift uses core endowment funds of \$50 million to generate returns for grantmaking employing both environmental, social, and governance and no-buy guidelines as screens. In addition, Swift has created a \$10 million impact investing portfolio for investments with measureable and positive social, environmental, and economic outcomes. Mission themes include: agroecology, biological and cultural diversity, climate change, and the health of communities.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; AgroEcology Fund; Sustainable Agriculture and Food Systems Funders (SAFSF); International Funders for Indigenous People (IFIP); Confluence Philanthropy; Mission Investors Exchange; Slow Money

## Profiled Initiative | Alliance for Food Sovereignty in Africa: Taking the Lead to Support Food Sovereignty Across Africa

The [Alliance for Food Sovereignty in Africa](#) (AFSA) launched at the Durban Conference of the Parties in 2010 as an Africa-wide alliance. AFSA promotes food sovereignty through farmer-centric agroecological farming systems that are climate adaptive. Swift Foundation recognized the unique strength of AFSA's network to champion smallholder farming production systems to a wider policy audience. In May 2013, Swift provided seed funding of \$105,000 over three years to help launch AFSA's secretariat and hire a coordinator. This early support has been matched many times over by funders from Europe and the United States. The investment not only attracted other funding, but also enabled AFSA to develop its network, mobilizing members to support each other and exchange knowledge. The network is blossoming; they are documenting the diverse agroecological systems in use across the continent, pointing out threats to farmers' access to land and seed biodiversity, and speaking out at critical policy meetings such as those at the African Union and in the Regional Economic Commissions.

**Source:** [The Alliance for Food Sovereignty in Africa](#)

## 21 SYNCHRONICITY EARTH

**Organization Mission:** The mission of Synchronicity Earth is to scale up and deepen the impact of environmental philanthropy and activate a coordinated response to the planet's extinction crisis.

**Website:** <http://www.synchronicityearth.org/>

### Overview of Approach, Programs and Related Activities:

Synchronicity Earth's model is based around holistic thinking and evidence-based action. It identifies global priorities for conservation, gaps in funding, and barriers to action. It then seeks out and supports solutions that are innovative, effective, and sustainable. To inspire others and bring about a much needed shift in consciousness, it also creates space for cognitive dissidence, working alongside artists, [young people](#), film-makers, scientists and business-leaders to co-create a world in which all life is valued, regardless of economic 'worth.'

It promotes a food system informed both by traditional knowledge and science – that protects and enhances diversity (biological, cultural, and agricultural [seeds]), supports livelihoods and long-term food security, and strengthens/maintains the resilience of ecosystems and their inhabitants against the impacts of climate change.

Synchronicity Earth currently has four portfolios: three for threatened ecosystems—forests, oceans, and freshwater—and one for species. Key approaches that Synchronicity Earth supports across all of its portfolios are capacity building, improving transparency, trialing new and alternative approaches, raising the profile and knowledge of overlooked species and ecosystems, and addressing land and water grabs for commercial interests. The foundation also uses its research to help potential philanthropists to understand key issues and where they might want to put their funding.

**Investment Strategy:** The foundation's funding comes from management fees from one of the funds at Aurum, an independent asset manager, as well as from donations it receives from other philanthropists.

### Quick Facts



**Founded:**  
**2009**



**Total Annual Grantmaking:**  
**\$1.2 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**45%**



**Key Geographies:**  
Sub-Saharan Africa;  
Southeast Asia;  
Melanesia



Average Number of Grants per Year Related to Food and Agriculture: **~17**



Average Grant Duration: **~1 year**



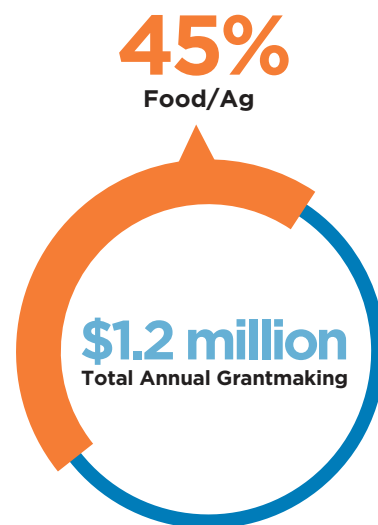
Average Grant Size: **\$16,600**

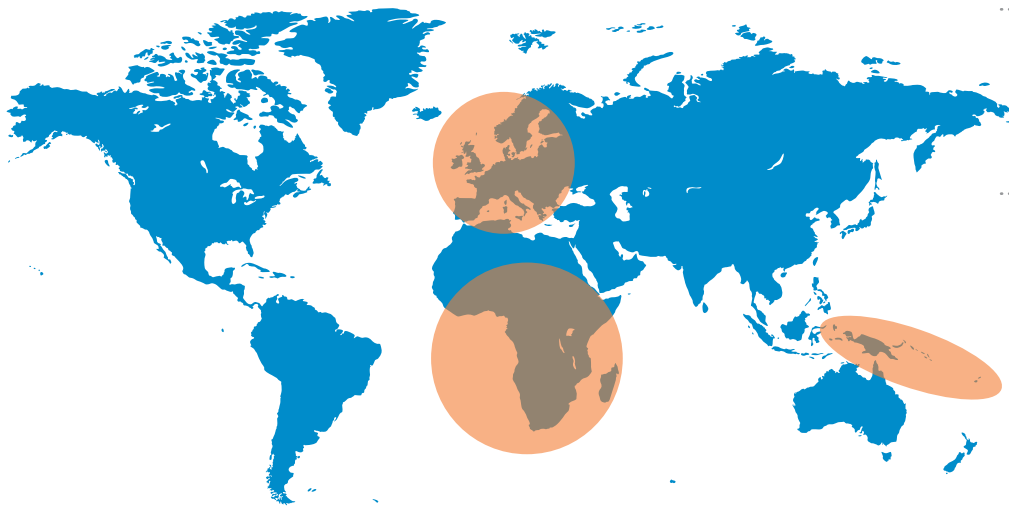


Minimum Grant Size: **\$2,100**



Maximum Grant Size: **\$108,300**





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**Geographic Focus:**

Sub-Saharan Africa;  
Southeast Asia; Melanesia.

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**Foundation Partnerships/Associations:** AgroEcology Fund; informally involved in Environmental Funders Network

## Case Study | Deep Sea Conservation Coalition / Bloom Association Work on Deep Seas Fisheries

An area of the sea floor estimated to be 50 percent larger than the US is trawled by industrial-scale fishing fleets every year, destroying unique and fragile deep-sea ecosystems and obliterating the fisheries upon which millions of the world's poorest people depend for food security and livelihoods. In order to help end destructive practices in the deep seas, Synchronicity Earth provides funding to support the campaigns of Bloom Association and Deep Sea Conservation Coalition (DSCC). The foundation supports both organizations to advocate for a ban on destructive fishing practices – both within the European Parliament and at the United Nations (UN). Bloom is a French non-governmental organization (NGO) that has an excellent reputation for mobilizing public opinion through its high-profile campaigns. Bloom Association is part of the Deep Sea Conservation Coalition. The DSCC is a coalition of more than 70 organizations with an incredible grasp of political processes. With commitments already secured for deep-sea protection in many vulnerable areas of the ocean, its over-riding goal now is to ensure that they are enforced. Complementary to this support, Synchronicity Earth also funds a number of partners working in East and West Africa to build the capacity of communities to improve the sustainability of their own artisanal fisheries and monitor and report illegal fishing.

**Source:** Interview with Katy Scholfield, Synchronicity Earth



## 22 THREAD FUND

GLOBAL ALLIANCE MEMBER

**Fund Mission:** Thread Fund supports the growth of the U.S. Pacific Northwest's regional food economy and strategic national and international efforts that assist the viability of sustainable food and farm businesses and social enterprises.

**Website:** N/A

**Overview of Approach, Programs, and Related Activities:** Thread Fund has a dual-funding mechanism (grantmaking and investing) for supporting businesses and regional value chains, while also helping to engage in national policy and standards efforts for food and agriculture. One of Thread Fund's objectives is to improve the viability and success of sustainable food and farm enterprises by helping build pathways for these enterprises to achieve a triple bottom line. This often requires looking beyond a single grant or investment and providing support for value chain development. The goal is to help these businesses and social enterprises stand on their own without grants.

In addition to Thread Fund's focus in the U.S. Pacific Northwest, it also seeks out and supports other regional value chains with the aim of sharing knowledge and approaches and elevating those efforts to inform and engage various policy discussions (i.e., trying to reduce the use of antibiotics in livestock).

Tim Crosby is the Principal of Thread Fund, which is a Donor Advised Fund housed at the Seattle Foundation. Tim also founded Slow Money Northwest and manages a regional funders and impact investor network, the Cascadia Foodshed Funders, which is using market-based strategies to grow the regional food economy.

### Quick Facts



**Founded:**  
**2007**



**Total Annual Grantmaking/Investing:**  
**\$200,000 (\$100,000 in grants/\$100,000 in investment)**



**Percentage of Funding for Food and Agriculture Systems:**  
**85%**



**Key Geographies:** U.S. Pacific Northwest; U.S. national policy; Tanzania; Mexico



Average Number of Grants/Investments per Year Related to Food and Agriculture: **6 grants/3 investments**



Average Grant Duration: **1 year**



Average Grant/Investment Size: **\$15,000/\$25,000**



Minimum Grant/Investment Size: **\$500/\$10,000**



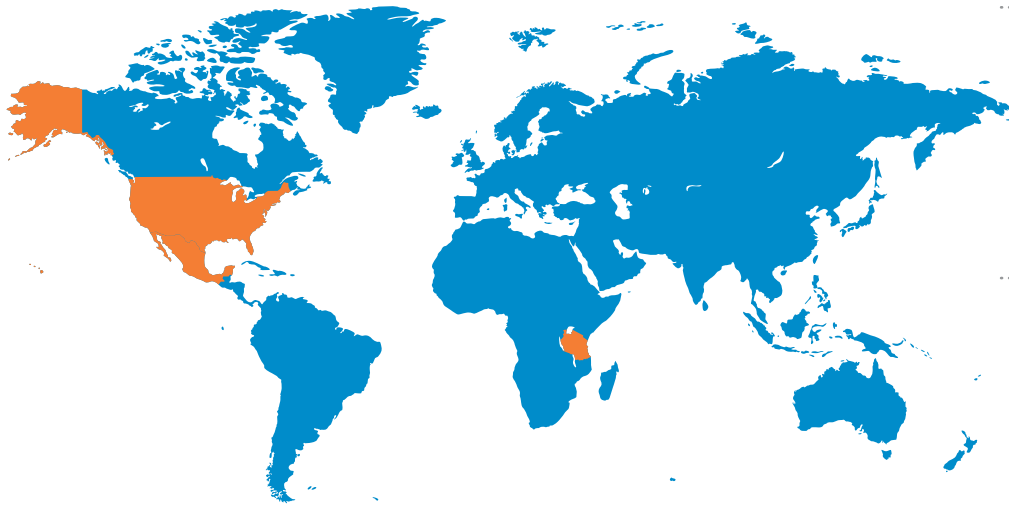
Maximum Grant/Investment Size: **\$50,000/\$500,000**

**85%**

**Food/Ag**







**Geographic Focus:** U.S. Pacific Northwest; U.S. national policy; in-country partnerships, currently working in Tanzania and Mexico.

**Investment Strategy:** Thread Fund utilizes a collective action framework that connects various components of a regional food economy (e.g., goals, investments, evaluation, communication, policy) toward a set of shared outcomes. Thread Fund specializes in prototyping pathways for grants and impact investments to catalyze the growth of innovative projects and strategic value chains. This can involve grants that support technical assistance/business development for aligned enterprises that may need a program-related or mission-related investment. Thread Fund has also placed investments via a “strategic loss” model that uses investments rather than grants to open up bottlenecks in markets.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; Sustainable Agriculture and Food Systems Funders (SAFSF); Cascadia Foodshed Funders; Slow Money

## Profiled Initiative | Success Through Failure: Learning How to Create Value Chains

Slow Money Northwest, an impact investing venture, reached out to aligned investors, including Thread Fund, to assist a fourth-generation cattle rancher in Washington state to provide grass-fed beef to wholesale retailers. The banks would not provide a loan because the rancher did not have contracted clients, and the clients would not contract with him without a product. Thread Fund was initially asked to guarantee the bank loan. Instead they provided initial investments by purchasing the cattle and selling them to the rancher when the rancher needed cattle for a negotiated principal plus interest payment. The cattle became the collateral for the investment. This arrangement allowed the rancher to secure wholesale contracts for his new product line. In a short period, the rancher was able to secure a distributor who quickly expanded the product line.

While demand for the grass-fed beef quickly exceeded supply, the ranching company did not put effort in to scaling business management. The business struggled and eventually went bankrupt, however the distributor was able to secure other grass-fed suppliers and keep product flowing to the retail clients. Hence, a new sustainable product supply chain was established. The partial investment loss was a fraction of what a grant-funded strategy would have cost and occurred in a fraction of the time. A grant strategy would probably not have been as successful since it would not have engaged the industry and supply chains as deeply or on their standard terms.

**Source:** Interview with Tim Crosby, Thread Fund.

## 23 TUDOR TRUST

GLOBAL ALLIANCE MEMBER

**Organization Mission:** The Tudor Trust is an independent grant-making charitable trust which supports organizations working in any part of the UK. Tudor funds a wide range of people and organizations working to build stronger communities.

**Website:** <http://tudortrust.org.uk/>

**Overview of Approach, Programs, and Related Activities:** Tudor does not have specific funding programs designed to advance a particular agenda, as Tudor thinks that the groups it supports are best placed to identify problems and develop solutions. Tudor particularly wants to help smaller, community-led organizations that work directly with people who are at the margins of society—organizations that support positive changes in people's lives and in their communities.

Most of Tudor's grantmaking is focused on the U.K., although it also runs a small, targeted grants program promoting ecological agriculture in Zimbabwe, Kenya, and Uganda. As part of this program about 30 organizations based in Kenya, Uganda, and Zimbabwe receive a variety of strategic support, including grants toward core running costs, capacity building grants, funding for exchange visits within Africa, and in some cases, capital grants to build infrastructure. Currently the group is focusing on building a stronger sustainable agriculture network through resourcing centers of good practice and farmer-to-farmer learning.

**Investment Strategy:** The foundation's endowment has been under a socially responsible investing mandate for the last 15 years. The foundation has also invested in social impact bonds focused on prisoner rehabilitation in the U.K. and is looking into socially responsible investment for its bond portfolio.

**Foundation Partnerships and Associations:** Global Alliance for the Future of Food; The Community Land Trust Fund; LankellyChase Foundation

### Quick Facts



**Founded:**  
**1955**



**Total Annual Grantmaking:**  
**\$30.6 million**



**Percentage of Annual Grantmaking Related to Food and Agriculture:**  
**10%–15%**



**Key Geographies:**  
United Kingdom,  
Sub-Saharan Africa



Average Number of Grants per Year Related to Food and Agriculture:  
**~20 grants in U.K./10 grants in Africa (current average of 30 active grants in Africa Committee)**



Average Grant Duration:  
**3–5 years in U.K./10+ years in Africa**



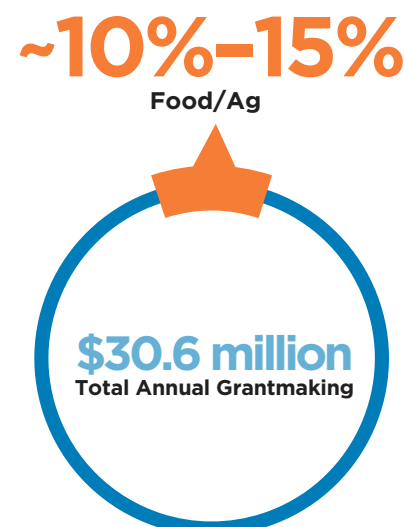
Average Grant Size: **\$83,000**

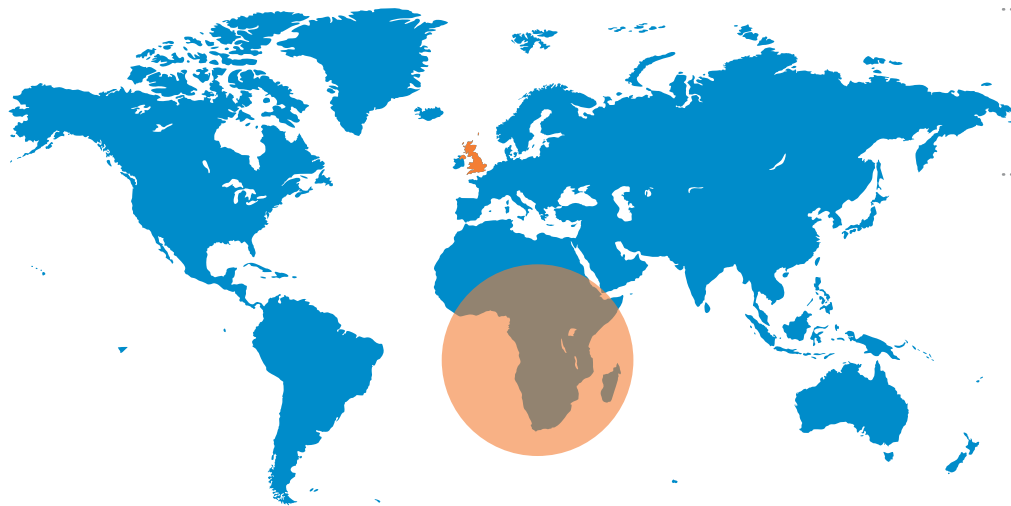


Minimum Grant Size: **~\$15,000**



Maximum Grant Size: **\$300,000+**





**Geographic Focus:** United Kingdom, Sub-Saharan Africa.

## Profiled Initiative | Appropriate Rural Development Agriculture Program

The Appropriate Rural Development Agriculture Program (ARDAP) is a locally based Kenyan NGO located close to the border with Uganda. It works to empower local communities on the key issues of food security and environmental conservation. ARDAP provides self-help groups for women, youth, and the community with the training necessary to improve living standards (i.e., sustainable agriculture, small business skills). Furthermore, ARDAP networks with government agencies, local and international NGOs, churches, etc., to provide more holistic development to the serviced communities. For example, ARDAP's Secure Food and Nutrition Households program, co-funded by the Tudor Trust, the Bill and Melinda Gates Foundation, the McKnight Foundation, and the U.S. Agency for International Development, aims to achieve sufficient food and nutrition for smallholder farmers through advocating for sustainable agriculture technologies to farmer groups and stakeholders.

One of the projects under this program is called Sustainable Agriculture for Improved Livelihoods (SAIL). For more than 10 years, the Tudor Trust has funded SAIL in three-year phases. SAIL's achievements include:

- formation of formal associations to build the capacity of several farmer groups to meet the market demand;
- demonstration of different technologies, helping farmers to choose what works best for them and project the cost of production and yield per unit area;
- workshops to train “trainers of trainers” who serve as resource persons to their communities as part of ARDAP's extension services;
- significant crop yield improvement for the crops of farmer groups receiving farm input and technology support from ARDAP;
- seed bulking of orange-fleshed sweet potato vine; and
- development of seed systems, in which beneficiary groups and members have planted various crops in a bank established for African leafy vegetables.

The most recent phase of SAIL (2011–2014) was focused specifically on strengthening smallholder farmer groups in terms of their production and marketing of sustainable, organic farm products.

**Source:** [ARDAP 2011 Report](#)

**Organization Mission:** The W.K. Kellogg Foundation (WKKF) supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.

**Website:** <http://www.wkkf.org/>

**Overview of Approach, Programs & Related Activities:** The W.K. Kellogg Foundation envisions a nation in which all children have the opportunity to thrive. WKKF concentrates its investments and efforts on children, from the prenatal months to age eight, because evidence supports early investment during this period. The foundation supports a healthy start, quality education, and family economic security for every child, and works in these three interrelated program areas: Healthy Kids, Educated Kids, and Secure Families to build a promising and equitable future.

The active pursuit of racial equity—embracing healing efforts and working to eradicate structural racism—is an explicit part of the foundation's work. WKKF also nurtures leadership development and encourages civic and community engagement, because both are necessary for communities to create the conditions under which all children can succeed in school and life. The foundation works nationally and takes a place-based approach to grantmaking in a limited number of specific places where the foundation believes it can have maximum impact.

WKKF takes a multi-pronged and integrated approach to improve children's health and well-being, including more effective maternal and child health care; stronger support for breastfeeding (and breast milk as the optimal first food); increasing access to affordable, quality dental care with new, mid-level dental providers; and better access to good food at school and in communities.

## Quick Facts



**Founded:**  
**1930**



**Total Annual Grantmaking:**  
**\$300 million**



**Percentage of Funding for Food and Agriculture Systems:**  
**9%**



**Key Geographies:**  
United States, including priority places of Michigan, Mississippi, New Mexico and New Orleans; and internationally in Haiti and Mexico



Average Number of Grants per Year Related to Food & Agriculture: **53**



Average Grant Duration: **1-3 years**



Average Grant Size: **\$565,478**

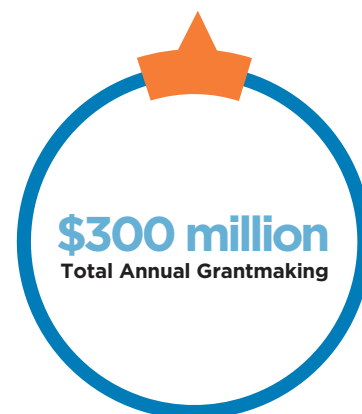


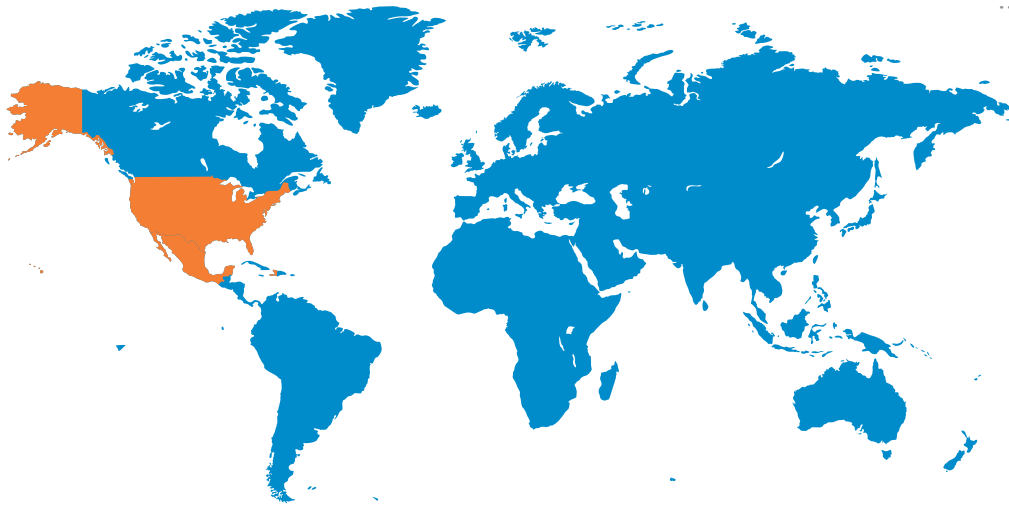
Minimum Grant Size: **\$3,000**



Maximum Grant Size: **\$3,990,990**

**9%**  
**Food/Ag**





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**Geographic Focus:** United States, Haiti, and Mexico, and with sovereign tribes. In 2008, the foundation began concentrating up to two-thirds of its grantmaking in several priority places, while maintaining its broader grantmaking efforts throughout the U.S. and in other key areas. Within the United States, priority places include Michigan, Mississippi, New Mexico, and New Orleans. Internationally, priority places include micro-regions in Haiti and Mexico.

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**Investment Strategy:** In addition to programming and grantmaking, the foundation's mission-driven investments program was created as a way to commit investments directly to entities in an effort to generate both social and financial returns that tie directly to WKKF's mission. In 2007, the foundation dedicated \$100 million of its endowment for investments in nonprofit and for-profit entities for mission-driven investments.

**Foundation Partnerships/Associations:** Global Alliance for the Future of Food; Inter-institutional Network for Food, Agriculture, and Sustainability (INFAS); Sustainable Agriculture and Food Systems Funders (SAFSF)

## Profiled Initiative | A Focus on the Theme of Food Sovereignty

Rather than selecting a single project or grantee for its donor profile case study, the W.K. Kellogg Foundation sought to highlight a theme across many of its projects: food sovereignty. WKKF programs and projects, both domestically in the U.S. and internationally, support a variety of food sovereignty efforts, meaning the democratization of the food system and ensuring that everyone has rights and access to food that is fresh, healthy, affordable, sustainably grown, and culturally appropriate. The Kellogg Foundation supports efforts that may not clearly seem to be "food sovereignty" or are not labeled as such, but that nonetheless have aligned values and principles that resonate with the concept of food sovereignty.

**Source:** Interview with Livia Marqués, W.K. Kellogg Foundation

## SYNTHESIS OF KEY DONOR PROFILE DATA

Beyond the rich information in each of the individual donor profiles, it may be useful to view certain key data aggregated across the full set of donors surveyed for this assessment. The below graphics offer an aggregated analysis of donor information collected through the landscape assessment.

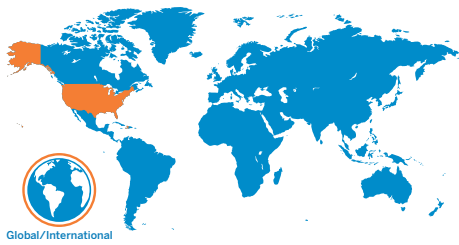
Three main data sets are included:

- collective geographic areas of emphasis;
- the total aggregate donor annual funding amounts and amount related to food and agriculture; and
- the portion related to sustainable food and agriculture systems and the relative range of funding allocations.

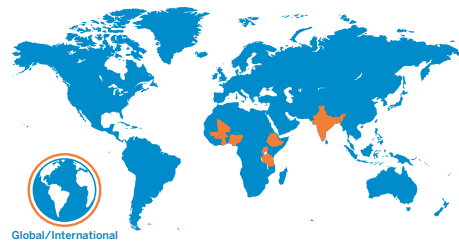
As noted in the final section of this report on Possible Areas for Further Exploration, there may be additional opportunities to build upon and analyze further this collective donor data.

### Geographic Areas of Emphasis

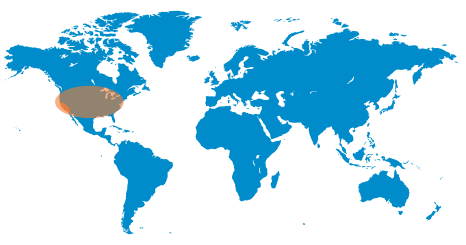
**11th Hour Project, The Schmidt Family Foundation**



**Bill and Melinda Gates Foundation**



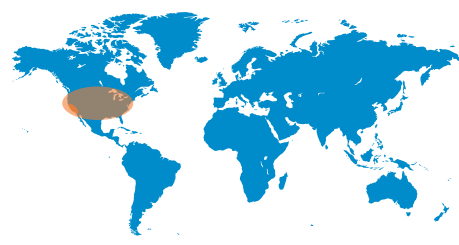
**Clarence E. Heller Charitable Foundation**



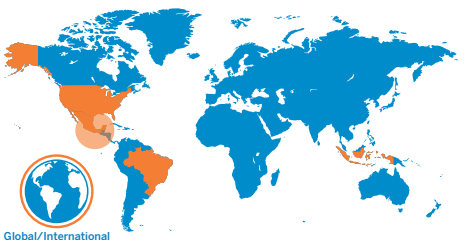
**A Team Foundation**



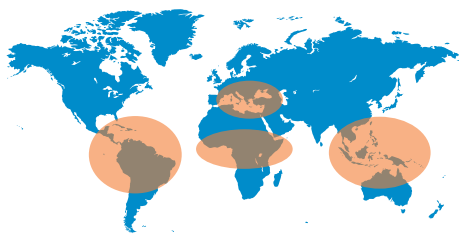
**The California Endowment**



**Climate and Land Use Alliance**



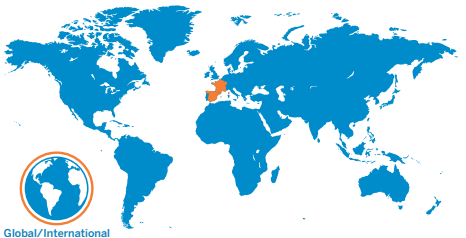
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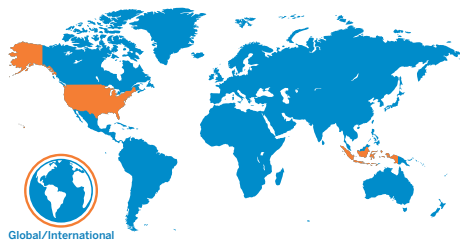
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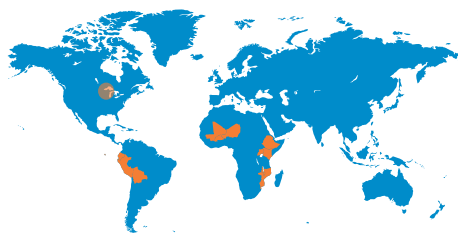
**Daniel et Nina Carasso Fondation**



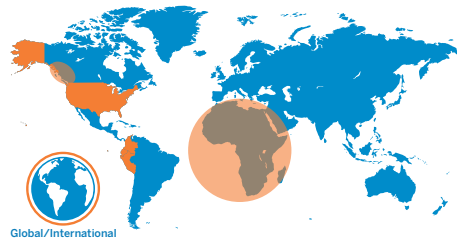
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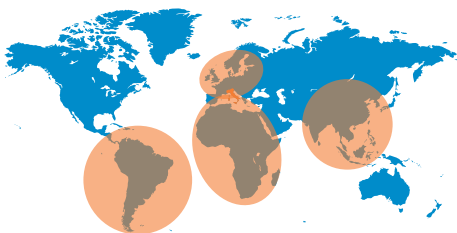
The McKnight Foundation



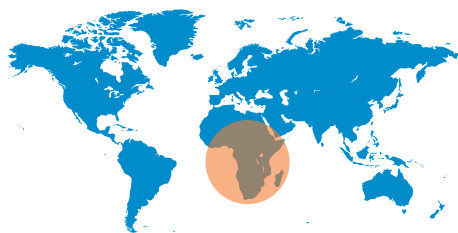
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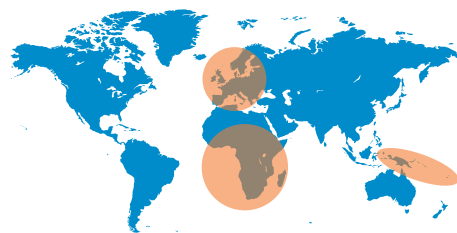
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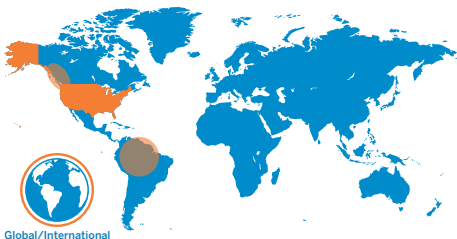
New Field Foundation



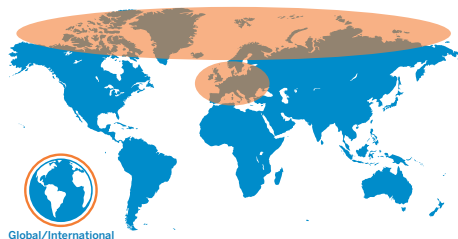
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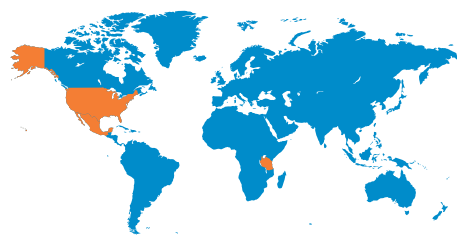
Gordon and Betty Moore Foundation



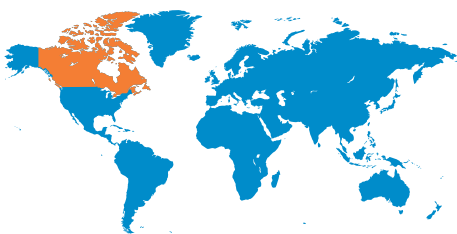
Oak Foundation



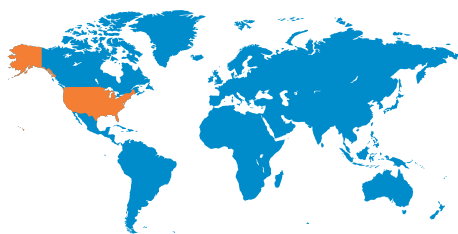
Thread Fund



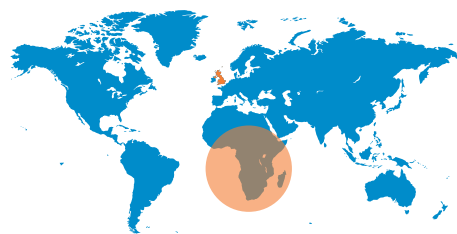
J.W. McConnell Family Foundation



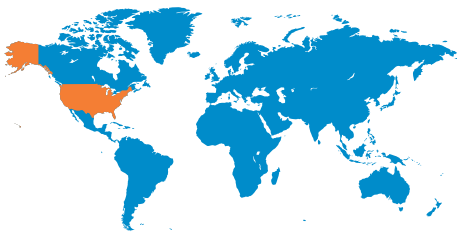
Robert Wood Johnson Foundation



Tudor Trust



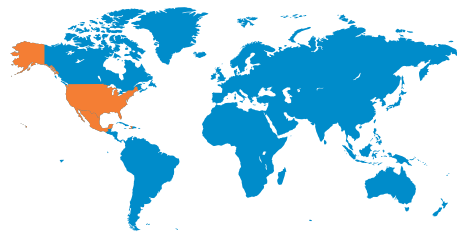
Kalliopeia Foundation



Stordalen Foundation



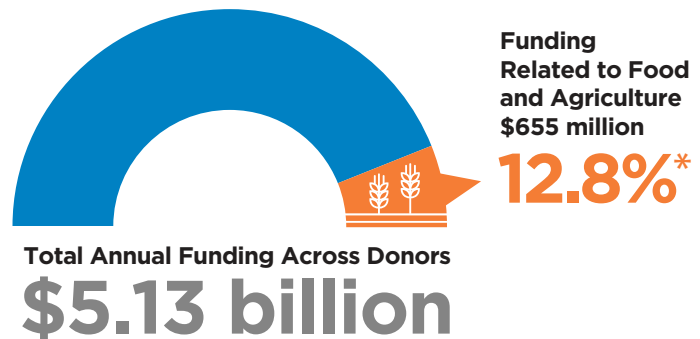
W.K. Kellogg Foundation





## Aggregate Funding Comparison

Collective annual funding amounts across all donors interviewed for the landscape assessment and the amount of that annual funding that is related to food and agriculture.



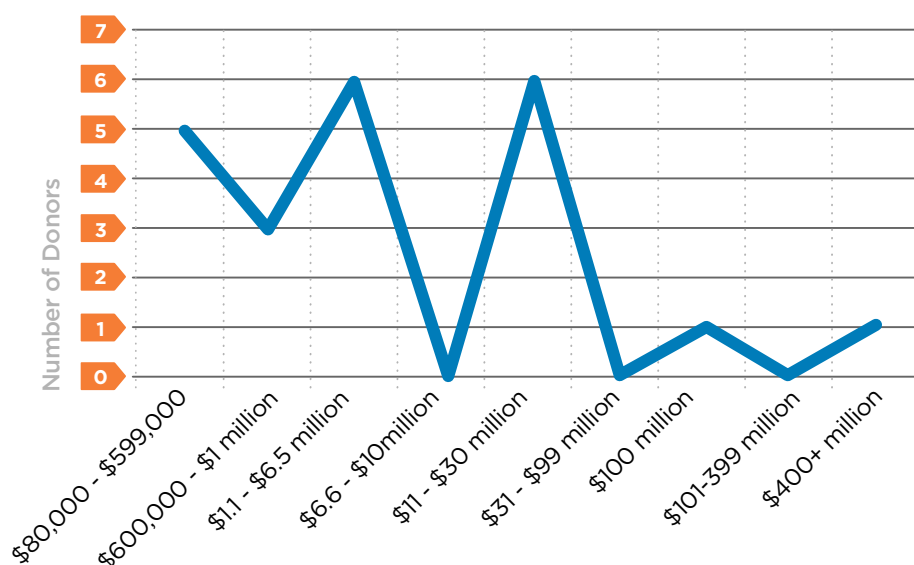
\* This is an estimate based on the donor funding information provided and available. An average was calculated in cases where a funding range was provided.

## Impact Investing

Percent of donors that are doing or actively exploring impact investing (e.g., PRIs, MRIs, divestment, socially responsible investing).



## Ranges of Annual Funding Related to Food and Agriculture across all Donors





## Numbers In Context: 10 Facts on Food and Agriculture

Percentage of world's poor living in rural areas who depend on agriculture as their main source of income and employment.<sup>1</sup>


**70%**  


**+123**

Percentage change since 2000 in the average cost of food worldwide.<sup>2</sup>

Number of smallholder farms worldwide; more than 2 billion people depend on them for their livelihoods. These small farms produce about 80 per cent of the food consumed in Asia and sub-Saharan Africa.<sup>3</sup>

 **500**  
MILLION

**564**  
MILLION 

Number of women in agriculture globally.<sup>4</sup>

Amount provided by the European Commission in Official Development Assistance (ODA) for agriculture and rural development (2012).<sup>5</sup>

**\$708**  
MILLION

**\$986**  
MILLION

Total funding for the Consultative Group for International Agricultural Research (CGIAR) in 2013.<sup>6</sup>

Total corn subsidies in the United States (2012).<sup>7</sup>

**\$2.7**  
BILLION 

**\$2.9**  
BILLION 

Total sales of organic products in the U.K. (2014).<sup>8</sup>

Total amount of World Bank major contract awards for agriculture, fishing and forestry<sup>9</sup>

**\$99**  
BILLION 

 **\$250**  
BILLION

Cumulative global cost of adaptation in agriculture up to 2015.<sup>10</sup>

## DONOR PARTNERSHIPS AND ASSOCIATIONS

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Many donors interviewed mentioned their participation in funder networks and associations related to sustainable agriculture and food systems. While each network has its own area of emphasis and participation, all provide opportunities for donors to share knowledge and experience and to learn from one another. Several interviewees noted that such information-sharing can help to enhance donors' efficiency and ability to make progress on critical issues, individually and collectively, by building on existing knowledge, practices, and experiences. In addition, these networks may allow donors to leverage their individual strengths in complementary ways in order to pursue joint efforts or build coalitions around particular areas of interest.

In the interviews, several networks and alliances came up repeatedly, including the Global Alliance for the Future of Food, of which a majority of the donors profiled are members. Some of the more commonly referenced networks and associations are listed and briefly described below.

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**Global Alliance for the Future of Food:** The Global Alliance is a unique coalition of more than 20 philanthropic foundations committed to leveraging their resources to help shift food and agriculture systems toward greater sustainability, security, and equity. Pluralism is the strength of the Global Alliance, which brings together foundations, despite differences, from countries across the globe with diverse interests and expertise, spanning health, agriculture, food, conservation, cultural diversity, and community well-being. At the core of the Global Alliance is a shared belief in the urgency of advancing sustainable global agriculture and food systems and in the power of working together and with others to effect positive change.

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**AGree:** AGree is a long-term initiative supported by [leading U.S. foundations](#) that drives positive change in the food and agriculture system by connecting leaders from diverse communities to solve problems, catalyze action, and elevate food and agriculture as a national priority. AGree has released consensus recommendations around four initiatives—Working Landscapes, Food & Nutrition, International Development, and Immigration Reform—and is now taking action with a broad range of partners to implement these innovative ideas through coalition building, advocacy, and demonstration projects. AGree is also continuing its work in four additional areas: Research & Innovation, Risk Management, Local Food, and Next Generation. Throughout the AGree process, the leading foundations involved have worked together through the Foundation Working Group on Food and Agriculture Policy to support AGree's efforts, serving as thought partners, strategic advisors, and connectors to key stakeholders.

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**Consultative Group on Biological Diversity (CGBD):** The CGBD is a professional association of foundation executives and trustees who make environmental grants. Its 60 member foundations focus on protection of the quality and diversity of life, domestically and internationally. The CGBD promotes peer-to-peer learning and the sharing of knowledge among the foundation community. It is an outcomes-oriented, member-led organization devoted to the search for excellence in grantees, the constant scan of issues and solutions that are just emerging, the promotion of additional resources to be devoted to environmental protection, an holistic view that connects habitat protection with climate and energy policy with human health and environmental justice, and mindful collaboration among foundations resulting in more effective grants.

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**EDGE Funders Alliance:** EDGE addresses the systemic nature of the social, economic, and ecological crises threatening the future of our planet. By supporting reflection and collaboration among members and forging strategic partnerships inside and outside of philanthropy, EDGE works to increase resources for community well-being and transnational organizing in ways that promote justice and build lasting, meaningful change. EDGE organizes within philanthropy to develop a unique and diverse community of donors; a fresh conversation that recognizes today's economic, social, and ecological challenges; and a comprehensive and principled approach for greater impact.

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**Environmental Grantmakers Association (EGA):** The EGA, composed of 200 foundations from North America and globally, works with its members and partners to promote effective environmental philanthropy by sharing knowledge, fostering debate, cultivating leadership, facilitating collaboration, and catalyzing action. The EGA envisions a high-impact network of environmental funders working to achieve a sustainable world, with the ultimate goal of a world with healthy, equitable, and sustainable ecosystems, communities, and economies. The EGA has a number of work groups and affinity groups and has incubated and hosted several efforts that eventually spun off as fellow funder affinity groups, including: the [Funders Workgroup for Sustainable Production and Consumption](#); the [Funders Network on Transforming the Global Economy](#); and the [Sustainable Agriculture and Food Systems Funders](#).

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**European Environmental Funders Group (EEFG):** The EEFG is a network of about 100 European foundations active in the fields of environment, sustainable development, and climate change. The focus areas of these funders include environmental sustainability, climate change issues, and systemic issues such as the green economy. The EEFG's activities include partnership building, convening, and knowledge sharing. The network specifically engages in research on the status of European environmental philanthropy (mapping), as well as policy horizon scanning for emerging issues that may affect the environmental agenda.

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**Sustainable Agriculture & Food Systems Funders (SAFSF):** The SAFSF is an international network of 94 donors that fosters networking, educational, and collaboration opportunities for members of the philanthropic community who are working to support vibrant, healthy, and just food and farm systems. The SAFSF envisions a world in which food and agricultural systems enhance and sustain the well-being of people, animals, and our planet—now and into the future. The SAFSF's work is driven by several values that guide decision-making, including collaboration, equity, respect, stewardship, and integrity. The SAFSF is fiscally sponsored by the [New Venture Fund \(NVF\)](#), which conducts public interest projects and provides professional insight and services to institutions and individuals seeking to foster change through strategic philanthropy. The NVF helps donors and social entrepreneurs launch new projects quickly and effectively, collaborate with each other efficiently, and develop high-impact grantmaking programs.

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# CRITICAL ISSUES

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As part of this Landscape Assessment, the Global Alliance for the Future of Food sought to answer the question: What critical issues will we be facing and need to address urgently over the next 5–10 years related to sustainable food and agriculture systems? The project team thus set out to identify a list of critical issues by conducting a literature scan, donor interviews, and an online donor survey.

For the literature scan, the project team aimed to consult globally relevant sources that provided a diversity of perspectives on key trends, challenges, and issues from civil society, think tanks, scientists, governments, multilateral institutions, private-sector companies, and multistakeholder assessments. In order to achieve this, the project team selected 10 global reports for review and analysis. Many of the 10 reports draw from scientific studies and help to interpret and articulate them to a broader audience of policy-makers, donors, the private sector, and civil society, and as such, are considered secondary sources.

The following are the 10 reports included in the literature scan:

- International Assessment of Agricultural Knowledge, Science, and Technology for Development (IAASTD), *Global Report*;
- World Economic Forum, [Global Risks 2015](#);
- United Nations Environment Programme (UNEP), [UNEP Emerging Issues](#);
- AGree, [Facing the Future: Critical Challenges to Food and Agriculture](#);
- AGree, [International Development: Promoting Development through Food and Agriculture](#);
- U.K. Government Office for Science, [The Future of Food and Farming: Challenges and Choices for Global Sustainability](#);
- World Wildlife Fund, [Facing the Challenge Together: Sustainable Food for the 21<sup>st</sup> Century](#);
- Food and Agriculture Organization (FAO), [Global Trends and Future Challenges for the Work of the Organization](#);
- FAO, [Statistical Yearbook 2013](#); and
- World Resources Institute, [Creating a Sustainable Food Future](#).

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In addition to these 10 global reports, the project team scanned approximately 65 other resources pertaining to sustainable food and agriculture, most of which are included on the [Global Alliance Maps, Data, and Documents](#) resource page. From this scan of the 10 global reports and 65 other resources, the project team identified 27 potential critical issues. Using a matrix to track the most frequently identified issues within each of the 10 reports, a total of 14 critical issues emerged, with 8 issues addressed in greater than 50 percent of the 10 reports; and 6 second-tier issues which were addressed in more than 1 report but in less than half. Any of the 6 second-tier issues that were also identified by the donors are included and briefly described in this section.

The critical issue analysis from the literature served as the backdrop to 29 one-on-one, structured interviews with grantmaking philanthropic foundations, all of which, directly or indirectly, work on issues related to sustainable food and agriculture systems. The interviews focused on capturing high-level information to inform the donor profiles in the previous section of this Landscape Assessment, but also included an off-the-record question on what they saw as critical issues facing food and agriculture systems in the next 5–10 years. Prior to the interviews, the donors were provided with the full list of 27 potential critical issues identified in the literature scan, in case it was helpful for them to reflect upon that list in preparing their responses.

The same set of donors was also requested to complete an online survey that asked them to rank their priority critical issues. In order to preserve the “off-the-record” nature of donors’ perspectives on these priority critical issues, the online survey was anonymous.

Two issues came to the fore that influenced the presentation of donor-identified critical issues. First, many of the donors interviewed resisted any notion of ranking the critical issues, for a variety of reasons:

- they saw all of the issues as part of an integrated system and therefore as equal priorities; and/or
- prioritization did not recognize the interconnectedness of certain issues (e.g., nutrition and public health, changing consumption dynamics, and food waste could be interpreted as very similar and/or connected); and/or
- a donor’s top-priority issue was not listed in the set of critical issues provided in the interview materials or in the online survey.

Second, during the interviews, donors noted not just the absolute interconnectedness of issues, but the temporal connectedness of issues as well. For example, some donors underscored the need to, first and foremost, transition to sustainable food and agriculture systems—which would in turn result in effectively addressing many of the other critical issues. Other donors

**Many of the donors interviewed resisted any notion of ranking the critical issues ... and noted not just the absolute interconnectedness of issues, but the temporal connectedness of issues as well.**

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recognized the value of an integrated systems approach, but saw the transition to sustainable food and agriculture systems as a longer-term goal that—though it should be supported and encouraged—should not get more emphasis than immediate and near-term critical issues such as climate change mitigation. Even though there were disparities in opinion about which issues should be attended to first, the interviewees generally agreed that a ranking system artificially skews how issues change over time and the interplay between them.

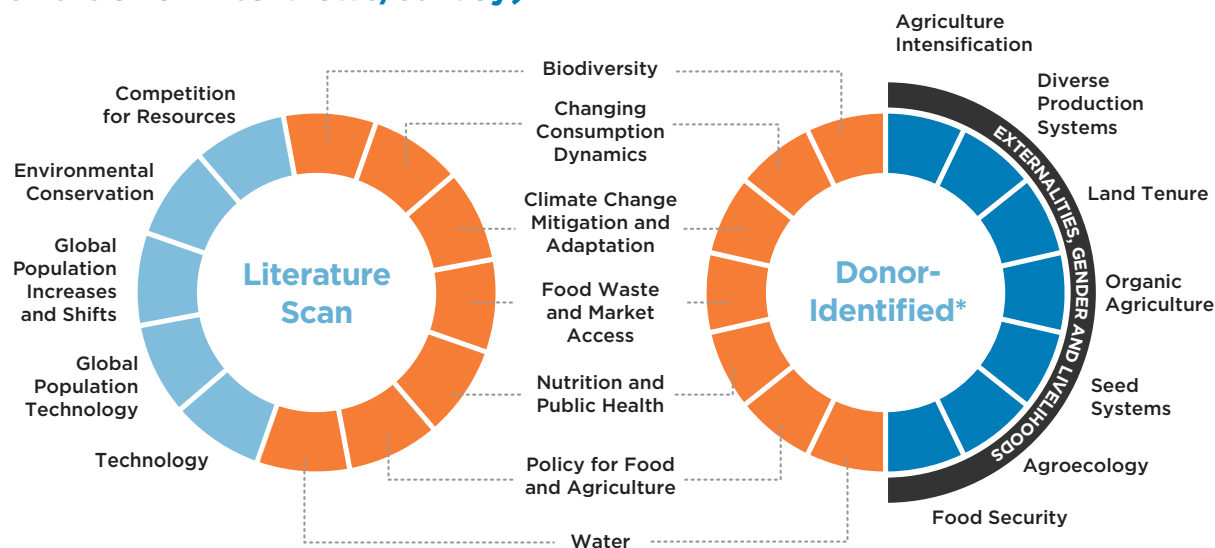
To determine the collective set of donor-identified priority critical issues, the project team analyzed the donor interview responses and the online donor survey to pinpoint how frequently donors indicated an issue as a top priority. The analysis did not fully take into account how strongly some donors felt about critical issues that were not as frequently identified across the majority. However, it did provide a sense of the collective majority of donor-identified priority critical issues.

The critical issues outlined below are presented as two sets of issues—one set developed from the literature scan and the other from the donor interviews and survey—and serve to highlight the top challenges cited, and to compare and contrast donor priorities to those found in the literature. The descriptions of issues and the analysis of the findings are deliberately abbreviated and have not yet been developed; the longer-term intent is to utilize this set of critical issues as a basis for the Global Alliance to further explore and articulate the depth and complexity of each issue, how they interact with each other, and the implications for individual and collective action.

## PRIORITY CRITICAL ISSUES IDENTIFIED

This section provides an overview of the priority critical issues identified through the above-described process. It also highlights some of the areas of convergence and divergence between the critical issues that more frequently surfaced across most of the literature versus the issues that surfaced most for a majority of donors. As noted in the previous section, it is important to underscore the interrelationships between many of these issues, which is not necessarily adequately captured in the below graphics. Following the graphics is a brief description of each critical issue that summarizes high-level points from the literature and provides some insights into the donors' perspectives as well.

### Critical Issues (identified through literature scan and donor interviews/survey)



- **Agroecology:** Of the 10 global reports reviewed that outlined future trends and issues, only one—the IAASTD *Global Report*—explored the topic of agroecology. A vast majority of the donors, however, via the interviews and online survey, indicated agroecology as a top priority. For many, it was *the* top priority, for at least two reasons: (1) agroecology represents integrated and holistic approaches to addressing many or all of the other identified critical issues (e.g., competition for resources, water use, climate change mitigation and adaptation, and biodiversity, among others); and (2) it emphasizes approaches that support a transition toward sustainable food and agriculture systems.
- **Agriculture Intensification:** In the 10 global reports, agriculture intensification was not frequently explored as an independent topic; however, different approaches to sustainable intensification were frequently referenced. Among donors who completed the online survey, agricultural intensification was indicated as a top priority. During the donor interviews, many emphasized the need to reduce some of the impacts (or externalities) that food and agricultural production have on other critical issues—for instance, agriculture's direct and indirect greenhouse gas emissions (through deforestation, land degradation, soil carbon, livestock methane emissions, and trade and transport of food).

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- **Biodiversity:** Almost all of the 10 reports discussed biodiversity as a key issue, citing conservation and sustainable use of biodiversity for food and agriculture as a means to ensure environmental sustainability while increasing food and agriculture production. The reports focused on the interconnections between biodiversity and the environment as well as between biodiversity and nutrition. Among a majority of donors, biodiversity was chosen as a top priority in the online survey and was also mentioned as a critical issue in the interviews, often with reflections about the connection between biodiversity and seed systems, environmental conservation, and the need for integrated and more diverse approaches to food and agriculture systems.
  - **Changing Consumption Dynamics:** Food access and availability, cultural norms, dietary preferences, urbanization, growth of the middle class, and rising per-capita incomes are shifting dietary patterns from carbohydrate-rich staple foods toward more expensive and resource-intensive foods (e.g., processed foods and high-protein options). Several reports discussed the implications of an increased demand for livestock products and changes in consumer food standards. In order to encourage more-sustainable diets, some reports suggested improving consumer education as well as deliberate government action. Changing consumption dynamics was also identified as a top priority for a majority of donors in the online survey. During the interviews, some donors shared an interest in better understanding these changing dynamics in relation to impacts such as climate change (due to increased livestock and cereal production as well as increased global agricultural trade and transport); local and national food security; and issues such as access to healthy food and implications for nutrition and public health.
  - **Climate Change:** Aspects of climate change (e.g., variability, adaptation, mitigation) were briefly mentioned in nearly all reports reviewed as having a multiplier effect on other issues and challenges facing food and agriculture systems. Due to the uncertainty and regional variability of where and how the impacts of climate change will be experienced, few globally-oriented, nonscientific reports went into detail about the expected challenges or made suggestions to address them. In the online donor survey, climate change mitigation and adaptation were indicated as top priorities. In addition, several of those interviewed highlighted climate change mitigation as their top-priority issue, citing the risks of climate impacts on food and agriculture systems.
  - **Competition for Resources:** While competition for resources was often referred to in the literature as a critical issue, it did not come up in the donor survey as a top priority. That said, many donors pointed out that competition for resources is comprised of a set of interrelated, complex issues that correspond to most aspects of food and agriculture systems. It includes, for example, water use and demand; competing demands on land such as food and biofuel production; conservation of forests; and land rights and tenure. Competition for resources is predicted to grow in relation to the effects of climate change. Among these resources, water was most often the focus and, as a result, was elevated as a separate priority issue in both the literature and by many of the donors.



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- **Diverse Production Systems:** Many of the 10 reports did not elaborate specifically on diverse production systems—the variety of plants and animals that are directly or indirectly involved in food and agriculture crops, livestock, forestry, and fisheries. However, diverse production systems were frequently referenced as another approach for improving the sustainability of food and agriculture systems. Likewise, a majority of the donors surveyed indicated it was a top-priority critical issue, and, during the interviews, pointed to the relationship between diverse production systems and agroecology.
  - **Environmental Conservation:** Many of the priority critical issues found in the 10 reports were closely related to the environment, including climate change, competition for resources, water, and biodiversity. Most of the reports also touched on the interrelationship between agriculture and the environment. Many of the sources identified a need for improved integrated management, as the agriculture sector can have negative impacts on the natural environment, and vice versa. In the interviews, several donors suggested a need to better understand the environmental impacts (and specifically environmental externalities) of our current food and agriculture systems. Both the literature and many donors emphasized the need to better understand these impacts, coordinate investments, and inform policies at the local, regional, national, and international levels in order to effectively address challenges at the interface of agriculture and the environment.
  - **Food Security:** The topic of food security, or at least the different elements that make up the issue of food security,<sup>ii</sup> were implied in nearly all of the literature reviewed. However, few of the 10 reports explicitly explored the topic itself, but rather pointed to it as an end goal or outcome of effectively addressing a range of other critical issues facing food and agriculture systems, such as market access, food safety and price, nutrition and public health, livelihoods, and land tenure, among others. A majority of the donor survey responses highlighted food security as a top priority. As well, during the interviews, several donors focused on the related but distinct topic of food sovereignty—defined by the IAASTD as “the right of peoples and sovereign states to democratically determine their own agricultural and food policies.”<sup>11</sup> (The term has varying definitions depending on a range of factors, including scale, region, ecology, history, culture, gender, land tenure, and global trade, among others.)

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<sup>ii</sup> The World Food Summit of 1996 defined *food security* as existing “when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life.” Commonly, the concept of food security is defined as including both physical and economic access to food that meets people’s dietary needs as well as their food preferences. See the World Health Organization’s website: <http://www.who.int/trade/glossary/story028/en/>.

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- **Food Waste and Market Access:** Food waste and market access were explored in fewer than half of the 10 reports. The two issues were often considered as highly interconnected but having different meanings depending on the context. On the production side, for example, market access for small producers can be a significant challenge and lead to post-harvest losses (i.e., food waste). On the consumption side, access to healthy and nutritious foods can be a challenge for poor communities, while there is a growing challenge of post-consumer food waste in developed countries. Among the donors, food waste was indicated as a top priority in the online survey. In addition, many donors interviewed highlighted the need to support small producers and regional value chains in order to improve access to local and healthy foods in markets and across more-diverse populations, such as in poor neighborhoods or within public institutions such as schools and hospitals.
  - **Global Population Increases and Shifts:** Nearly all of the 10 reports introduced their set of trends or critical issues in the context of the grand challenge of feeding a global population of an estimated 9 billion people by 2050. However, population increases and shifts were not identified as a priority issue among a majority of donors, although several donors mentioned activities to address some of the effects of urbanization on food and agriculture systems and public health. The literature cited both population increases and shifts from rural to urban environments. Some of the expected effects from population increases include a greater need for increased agricultural production and access and utilization of food. This demand, in turn, increases the need for agricultural inputs such as water, fertilizer, seeds, and land, as well as pathways to enable access, such as global trade, markets, and reasonable food prices. The shift toward urbanization is also expected to have a number of ripple effects on food and agriculture systems, including fewer people farming land and greater reliance on transportation and markets to distribute food in cities, greater geographic pressure on water resources, a potential shift to more processed and less nutritious foods for city dwellers, and urban expansion and encroachment onto arable or forested lands, further exacerbating the pressures outlined above.
  - **Land Tenure:** Across the 10 reports, land tenure was not explored in depth; however, many reports briefly mentioned the importance of determining land tenure rights in order to promote: gender equality; local food security and/or food sovereignty; better land, environment, and resource stewardship; and overall, as a result of these, other positive impacts such as improved livelihoods. In the online survey, the donors indicated land tenure as a top-priority critical issue. During the interviews, many donors underscored the importance of land tenure in relation to supporting the above-mentioned related objectives and impacts.
  - **Nutrition and Public Health:** Nutrition and public health were seen as a critical issue in less than half of the 10 global reports, although the reports contained frequent references to improving nutrition and the implications for public health and agricultural production of climate change and the spread of disease. Among the donors, nutrition and public health were frequently mentioned as a top-priority issue, and many donors indicated that they support activities in this area. More specifically, many donors underscored the need to look more holistically at nutrition and public health as related to food systems, given the important interrelationships with other critical issues such as improving access to healthy and nutritious foods, supporting small producers and organic or agroecological farming practices, and reducing farm worker and public exposure to harmful chemicals.

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- **Organic Agriculture:** The issue of organic farming was not frequently identified or explored in the 10 reports, although it was identified as a top-priority issue among donors in the online survey and during several donor interviews. In particular, donors emphasized how organic farming relates to other critical issues such as reducing the environmental impacts (or externalities) of agriculture and for improving public health. With regard to the latter, donors mentioned benefits for consumers through the food they eat, but also for farm workers and communities in terms of reducing exposure to chemical fertilizers and pesticides in the air, soil, and water.
  - **Policy for Food and Agriculture:** Several of the 10 reports pointed to the need for coherent local, regional, national, and international policy to improve the sustainability of food and agriculture systems. Specifically, several reports emphasized that food and agriculture systems rely on: responsible and collective stewardship of global public goods, such as a stable climate; the availability, quality, and efficient use of fresh water for agriculture; and, improved management of oceans and fisheries. Many of the donors indicated agricultural policy as a top priority in the online survey, and a number of donors interviewed mentioned their support for policy-related activities at the local, state, regional, national, and international levels.
  - **Seed Systems:** In the 10 global reports, seed systems were not frequently highlighted or explored as a priority critical issue. However, the online donor survey indicated seed systems as one of the top-priority issues among a majority of donors. During the interviews, some donors described the importance of seed systems in relationship to other critical issues such as maintaining biodiversity, enabling food sovereignty (through more diversified or democratic control of seeds), preserving traditional cultures and small-producer livelihoods, and improving access to healthy and nutritious foods.
  - **Technology:** Technology and how it relates to sustainable food and agriculture is a broad and cross-cutting issue that was discussed in almost all of the 10 reports. The reports emphasized the potential for technology—and precision agriculture in particular—to help increase crop productivity and yield. The need for continued research and investment in technology was identified as well, in particular the need for new technology and chemicals to be systematically and comprehensively assessed prior to deployment. In the donor survey, technology was not identified as a priority issue. While the issue of technology was sometimes implicit in some donor-supported research, most donors did not discuss specific approaches or activities relating to technology in the online survey or during the interviews.
  - **Water (for agriculture):** As noted in the above-discussed critical issue of competition for resources, the 10 reports often mentioned water as a priority issue, with some reports suggesting that water-related crises may be experienced first and with even greater impact compared to other resource-related competition. Among the donors, water was not frequently referenced independently as a top-priority critical issue. However, many donors pointed to relationships between water and other critical issues, such as climate change, deforestation, and competition for resources, all of which have significant effects on the availability, efficient use, and quality of fresh water for agriculture and, more generally, for a growing percentage of the global population that is vulnerable to shortages of fresh water.

# CASE STUDIES

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During the development of this Landscape Assessment, many donors emphasized the need to consider and support more integrative approaches to addressing the above-mentioned critical issues. A number of examples of such approaches were included as “profiled initiatives” in the Donor Profiles section of this report. At the same time, Global Alliance members wanted to look more in-depth at several of the initiatives that emerged from the donor interviews; those initiatives are described in this section as case studies.<sup>iii</sup>

The case studies highlight donor activities and experiences that:

- provide a sense of *global* food and agriculture investment (either through global projects and/or through geographically diverse examples); and
- utilize or demonstrate collaborative, integrated, and/or holistic approaches.

Using that framework, the following case studies were selected:

- AgroEcology Fund;
- The Institutional Food Program;
- The Economics of Ecosystems and Biodiversity on Agriculture and Food;
- International Panel of Experts on Sustainable Food Systems; and
- The Collaborative Crop Research Program.

The aim of each case study is to provide an overview of the project and its objectives and approach; highlight some specific activities; and, where possible, share key results or lessons learned. That said, it is important to note the different stages of development of these projects, with some having evolved over years and others just getting started.

Another objective is to illustrate how many of the previously mentioned critical issues are being explored or addressed through donor support for integrated and holistic approaches to these issues. For example, the AgroEcology Fund case study shows how critical issues such as agroecology, environmental conservation, climate change, and water are being addressed through this effort.

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<sup>iii</sup> The graphics included in the following case studies were provided by external sources or donors, and have been graphically adapted to be consistent with the visual format of this report.

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# 1

## CASE STUDY | AGROECOLOGY FUND

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AgroEcology Fund (AEF) is a multi-donor fund supporting agroecological practices and policies. The AEF aims to support viable food systems, promote the economic well-being of small farmers and their communities, and mitigate climate change through low-input agriculture featuring sustainable land and water use. It links organizations and movements that advance agroecological solutions locally, regionally, and globally.

With the guidance of an informed, on-the-ground advisory board, the AEF supports some of the most effective practitioners in the field of agroecology in the Global South and researchers and advocates in the Global North.

The AEF began its work in 2012 and is currently supported by a diverse group of U.S. and European, internationally focused grantmakers, including New Field Foundation, the Christensen Fund, Swift Foundation, the Tikva Grassroots Empowerment Fund, the A Team Foundation, the Franciscan Sisters of Mary, and Synchronicity Earth. While each organization maintains its independent programs, they are united by their interest in amplifying agroecological practices and policies throughout the world.

In just three years, the AEF has awarded \$2.12 million to 14 collaboratives that include a total of 38 organizations in Africa, Asia, Europe, Latin America, and the U.S. Funds are administered by the New Venture Fund.

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### Background and Context

Today, there is increasing concern that the corporate food system is growing food that is unhealthy, causes environmental degradation, and leaves family farmers poor. These findings are well documented in the 2009 intergovernmental report by the International Assessment of Agricultural Knowledge, Science, and Technology for Development.<sup>12</sup>

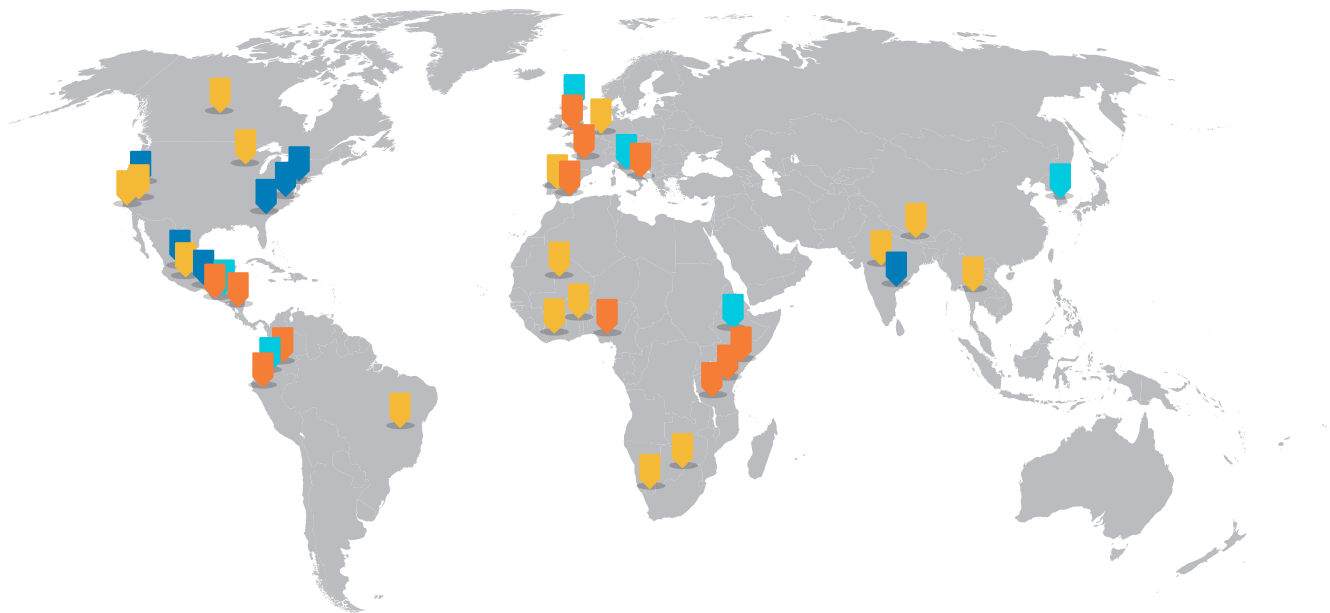
Across the world, grassroots organizations, NGOs, universities, and public agencies are working with farmers, consumers, and scientists to construct diverse food systems that are healthy and nutritious for people and the planet. The recent FAO International Symposium on Agroecology for Food Security and Nutrition<sup>13</sup> demonstrates an important positive trend in advancing agroecology to reshape the current food system.

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Funding for agroecology tends to be limited; the majority of funding for agriculture from both public and private sources tends to support high-input technological practices to supply a global market. Agroecological initiatives tend to be fragmented, under-funded, overly focused on production techniques, and inadequately networked. Funding is often dispersed and does not support an overarching, movement-building strategy.

The AEF's funding supports grassroots agroecological farming systems and markets that build on local organizations and traditional knowledge while incorporating scientific advances and advocating for an enabling policy environment. The AEF consolidates philanthropic resources, strengthens grantee networks, and enables donors and grantees to share experience and expertise.



## Global map of AgroEcology Fund grantees



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**Round I**       Subgrantee       Primary Grantee

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**Round II**       Subgrantee       Primary Grantee

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## Program Areas

The AEF works to:

- expand farmer knowledge and practice;
- conduct research and documentation (particularly grassroots-informed/ driven) that builds linkages among communities, practice, advocacy, research, and policy;
- advocate for a conducive policy environment for agroecology (at the local, national, and regional levels); and
- broaden the agroecological movement.

## Key Accomplishments

Even with limited funding and a short timeframe, the collaboratives that the AEF has supported are achieving significant changes. Two examples are provided here.

Expanding Farmer Knowledge and Practice & Advocacy and Policy	
Lead Organization	Groundswell International
Partners	Association Nourrir Sans Détruire (ANSO), Burkina Faso; Centre for Indigenous Knowledge and Organizational Development (CIKOD), Ghana; Sahel Eco, Mali; Food First, USA; and the Center for Learning on Sustainable Agriculture (ILEIA), Netherlands
Title	Scaling Farmer-Led Agroecology in West Africa
Award	\$200,000 over 24 months

With support from Groundswell International, partners in Burkina Faso, Ghana, and Mali have furthered West Africa's agroecology movement in important ways.

In Ghana, farmer-managed natural regeneration (FMNR)—a drought-resilience agroforestry technique—gained traction through CIKOD's work with traditional chieftaincy authorities in the Lawra and Nandom districts. "Volunteer tree promoters" trained 1,050 men and women farmers, the majority of whom have adopted agroecology practices in 10 target communities. CIKOD combined grounded, community-level extension work with a national-level campaign—in collaboration with the Peasant Farmers Association of Ghana and Action Aid Ghana—to suspend the passage of the pro-GMO Plant Breeder's Bill.<sup>14</sup>



In Burkina Faso, the ANSD trained 60 farmer volunteers to undertake on-farm experimentation with agroecological techniques in 60 villages. At least 1,778 farmers, including 571 women, applied FMNR on their farms. Sahel Eco, ANSD, and CIKOD have formed a West Africa agroecology network that has been accepted as a member of the Alliance for Food Sovereignty in Africa, a continent-wide coalition. The network will contribute to regional and continent-wide advocacy work through its grounded experiences with farmers.

Learnings were disseminated widely by Food First and ILEIA's magazine, Farming Matters, which is distributed worldwide in five languages.

**Protection of traditional seed systems was aided by support to LVC's peasant agroecology schools in Latin America, Asia, North America, and Africa (including four new schools in Mali, Niger, Mozambique, and Zimbabwe).**

### Advocacy and Policy & Broadening the Agroecological Movement

Lead Organization	La Via Campesina
Partners	Action Group on Erosion, Technology, and Concentration (ETC Group), GRAIN
Title	A Global Partnership to Amplify Peasant and Family Farm Agroecology as Part of Food Sovereignty
Award	\$300,000 over 24 months

In late 2013 and early 2014, La Via Campesina (LVC) was supported by GRAIN and the ETC Group to hold continent-wide training workshops in Nicaragua and Zimbabwe for peasant organizations on threats posed by seed laws and treaties. The Chilean women farmers' organization Anamuri, a member of LVC, was a leading force in stopping a seed law in Chile. Data and analysis from GRAIN and the ETC were crucial. The funded collaborative prepared a popular education booklet, online map, poster, and dataset, for global distribution, that explain the dangers of the laws and the emerging resistance.

Protection of traditional seed systems was aided by support to LVC's peasant agroecology schools in Latin America, Asia, North America, and Africa (including four new schools in Mali, Niger, Mozambique, and Zimbabwe).

To increase the voice of small farmers, LVC, with support from GRAIN and the ETC, played a key role in organizing a meeting with Pope Francis, the Justice and Peace Council, and the Academy of Sciences of the Vatican to discuss the concerns and aspirations of social movements seeking to transform the global food system. LVC published and distributed 68 documents in 2013 and 2014, covering agroecology, seeds, biodiversity, GMOs, and climate change.<sup>15</sup>

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LVC has ensured that all nine regions in which it works have gender parity in leadership and international delegations, thereby influencing how national and local peasant organizations and national policies deal with gender issues.

## Lessons from the AEF Experience

- 1. Collaboratives are powerful:** The AEF demonstrates how a collaboration of donors can effectively make grants to collaborations of grantees to strengthen a broad agroecology movement and the female, youth, and indigenous leadership within it.
- 2. Social change requires a variety of strategies:** Funded collaboratives have been multi-functional, furthering agroecological practice, applied research, and advocacy.
- 3. Funding can be increased:** The level of interest in the AEF's work on the part of the broad donor community has been high. The number of donors interested and involved in the AEF continues to grow, largely through peer-to-peer outreach.
- 4. Decision-making can be shared:** A geographically diverse advisory board, with a variety of grassroots and academic ties to the global agroecology movement, has worked closely with AEF donors to recommend the AEF's grants. This governance structure provides a unique quality to the AEF's philosophy and methodology.
- 5. Learning and action is furthered through alliances:** The growing collaboration between the AEF and the Global Alliance for the Future of Food demonstrates the potential of collective learning to inform strategic funding for transitioning to agroecological food systems, as well as more effective advocacy from within the donor community.

*Sources:* This case study was developed by Daniel Moss, AgroEcology Fund Coordinator

## 2

### CASE STUDY | THE INSTITUTIONAL FOOD PROGRAM

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The Montreal-based J.W. McConnell Family Foundation runs an Institutional Food Program, which includes a [granting fund](#) to help institutions—including schools, hospitals, universities, and long-term care facilities—bring sustainable, healthy, local foods into their institutions and supply chains. The program is based on the notion that these institutions play critical roles in helping to support a sustainable food and agriculture system, in part because they are frequently funded with public money and influenced by community stakeholders such as parents, doctors, nurses, and teachers. Furthermore, these institutions wield important power in public procurement and policy, as well as within their own supply chains. The foundation's current work in this area builds on learning from previous grants, including the [Campus Food Systems](#) project and [Farm to Cafeteria Canada](#).

To implement the Institutional Food Program, the McConnell Foundation partnered with [Food Secure Canada](#), which provides technical support to grantees and coordinates a learning group so that grantees can share and learn from their experiences and experts in this space, in addition to collaborating on an evolving range of strategies. The foundation also supports other organizations such as [Meal Exchange](#), which uses the power of students to create food change on campuses.

The Institutional Food Program employs several strategies in support of its goals, including the following:

- Engaging policy-makers and private-sector entities in sustainable procurement efforts, including through a “change lab” process being explored;
- Compiling key resources and best practices on institutional procurement change into an online toolkit for institutional purchasers;
- Promoting the cross-cutting benefits of procurement of local and sustainable food by the broader public sector and private institutions, including linking these changes to supporting small and medium-sized sustainable producers;
- Exploring the potential for shared measurement of collective impact; and
- Collaborating with other funders working in this space; a key partner is the [Greenbelt Fund](#), which has supported local institutional food procurement in Ontario for many years.

Related to the Institutional Food Program, the McConnell Foundation also supports a program on [Regional Value Chains](#), “with a focus on strengthening the ability of regional producers, processors, distributors, food service providers and retailers to make healthy, sustainably produced food accessible.”<sup>16</sup> The Regional Value Chains program supports market-based projects to strengthen regional food systems and economies. This program funds a number of hubs, which aggregate products from smaller, more sustainable producers to help them access large buyers, including institutions. The program provides business planning and coaching support as well as implementation funding.

**The program is based on the notion that these institutions play critical roles in helping to support a sustainable food and agriculture system, in part because they are frequently funded with public money and influenced by community stakeholders such as parents, doctors, nurses, and teachers.**

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The McConnell Foundation's definition of sustainable regional value chains is distinct from direct marketing projects and existing supply chains in that it comprises "the series of relationships between producers, processors, distributors, food service providers, retailers, and other actors that are needed to get healthy, sustainably produced food to regional markets on a large scale."<sup>17</sup>

Some of the challenges associated with creating these value chains include: fair compensation for producers, along with sustainable production, processes, and transport in a manner that ensures that final products are broadly accessible and affordable to consumers.<sup>18</sup> Regional value chains differ from direct marketing projects that provide regional and sustainable food to segments of the population and from supply chains that produce food for larger markets but often lack adherence to local/regional and sustainable principles.<sup>19</sup>

Regional Value Chain projects help to build an aggregated and stable supply of regional and sustainable foods. While they sell into various markets, including basket delivery programs and retail stores, they can also supply institutions such as hospitals and schools, helping them support sustainable food and agricultural production while also transforming their own existing supply chains. For example, one of the program grantees, Really Local Harvest, is a cooperative of 30 farmers from New Brunswick, Canada, whose members provide authentic, wholesome, fresh local products. Through a partnership between Really Local Harvest and a New Brunswick school district, they created a nonprofit that works to provide more local food in school cafeterias.

Kent Coates, president of Really Local Harvest, shared that an "earlier [similar] initiative that put more local food into school cafeterias saw an increase in the number of students who actually bought their meals each day."<sup>20</sup> While the organizers recognize the ambitious nature of their efforts in this particular school district, the long-term goal is to expand this model across the province.<sup>21</sup> Despite these project efforts, however,

**"the presence of isolated success stories has so far not proven sufficient to tip a critical mass of organizations towards sustainability. Specific supports, incentives and learning opportunities are needed to embed these changes within mainstream procurement practices, and the stories and mechanisms of success need to be widely communicated across the country. The Institutional Food Fund intends to support this work."**<sup>22</sup>

Other lessons learned from grantmaking in this area include the following:

- Demand is critical as a driver to this change. Campuses are leading the work in this area because student demand for local, fair trade, sustainably produced food is so high. In other types of institutions, the driving demand may be doctors, nurses, staff, families, and/or parents.

**"The presence of isolated success stories has so far not proven sufficient to tip a critical mass of organizations towards sustainability."**

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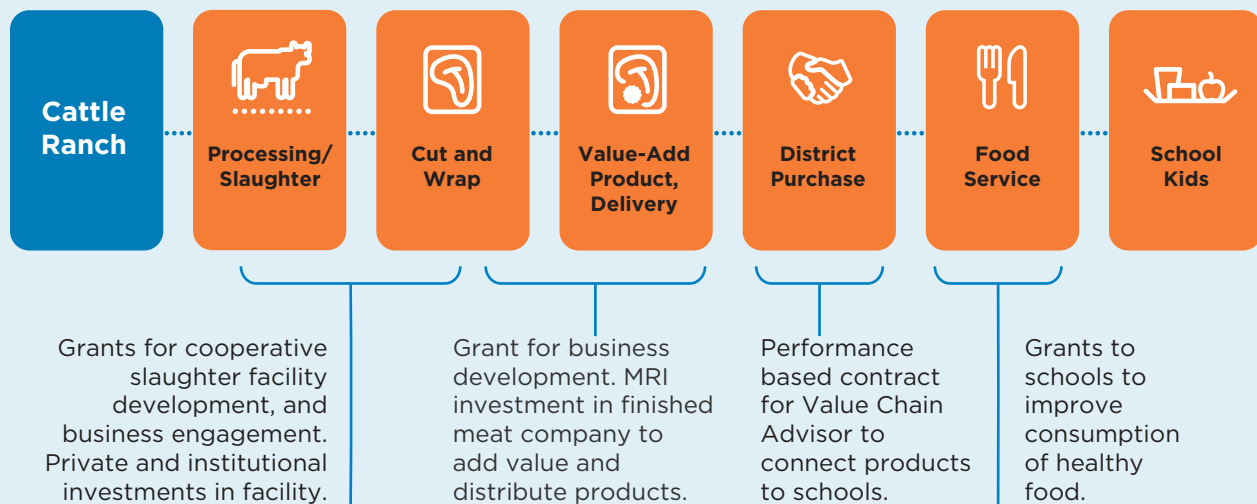
- 
- Healthcare institutions and food service providers tend to have quite stringent food safety rules and regulations, which can make it difficult for smaller producers to supply into them. Food safety regulations are not generally scale appropriate; the same rules often apply for industrial plants as for “mom-and-pop” shops, or smaller producers.
  - While funding can help incite change, it is important not to subsidize positions in institutions that will need to be taking up this work once the grant is over. It is better for funding to primarily go for activities such as marketing, promotional events, communications, and training.
  - There is only so much that can be done without cultural shifts in the institutions that put food in a more central place and buy-in from the top (CEO or president).

Sources: <http://www.mcconnellfoundation.ca/en/programs/sustainable-food-systems/institutional-food-program> and <http://foodsecurecanada.org/community-networks/institutional-food-program>

## Impact Investments Along a Regional Value Chain

As an illustrative example of a regional value chain effort, the below infographic provides insights from the Thread Fund's experience regarding how donors—through grantmaking and investments—can help support the creation and viability of regional value chains.

Operating in Eastern Washington, U.S., this value chain was supported by a combination of grants, investments, and contracts that connected local cattle ranchers seeking regional markets with efforts for school kids to consume healthier, local food. The left side of the chain shows two investment positions that connected ranchers with processing facilities operating at a regional level and who could meet the scale of demand from school districts. The right side of the chain shows a grant to help equip school cafeterias to use fresh rather than frozen or highly processed foods. A performance-based contract for advising value chain positions connected the two efforts.



Value chains are made up of independent enterprises that should eventually operate without ongoing grant funds. This requires that each enterprise operates as a well-functioning business that utilizes proper management, sales, and accounting practices. Management of any value chain enterprise should include individuals with experience producing that particular product or service. For example, a cooperative meat-processing facility, owned by the cattle ranchers themselves, should be managed by people with experience processing and selling meat.

Traditional supply chains differ from regional value chains in that the latter have solid relationships between the interdependent businesses and other interested parties, such as foundations. It is through these relationships that opportunities for mutual success can emerge.

The value chain work highlighted above was not planned. The Thread Fund had an interest in developing regional-scale meat processing, while another donor was focused on improving children's health through renovating school food preparation. The linkages became apparent only as each effort gained momentum and work expanded to the next link in the chain, with the donors ultimately joining efforts through a performance-based contract. This value chain has now generated a model that is being revised for a next round of strategic value chain engagement and investment.

Source: Tim Crosby, Thread Fund

## CASE STUDY | THE ECONOMICS OF ECOSYSTEMS AND BIODIVERSITY FOR AGRICULTURE AND FOOD

In 2006, the 700-page *Stern Review* provided a detailed analysis of the economics of climate change and the financial impacts of failing to act.<sup>23</sup> Shortly after the *Stern Review* was published, scientists, civil society, and policy-makers around the world started to explore whether such economic arguments could make a similarly strong case for addressing biodiversity loss.<sup>24</sup>

In 2007, environment ministers from the governments of the G8+5 countries, meeting in Potsdam, Germany, agreed to “initiate the process of analyzing the global economic benefit of biological diversity, the costs of the loss of biodiversity and the failure to take protective measures versus the costs of effective conservation.”<sup>25</sup> The Economics of Ecosystems and Biodiversity (TEEB) study, which emerged from that decision, is funded by the European Commission, Germany, the United Kingdom, Norway, the Netherlands, and Sweden, and is hosted by UNEP.<sup>26</sup> Since its inception, TEEB has delivered a series of reports addressing the needs of major user groups, including national and local decision-makers, businesses, and the wider public.<sup>27</sup>

These reports aim to help policy-makers and decision-makers “recognize, demonstrate and capture the values of ecosystems and biodiversity, including how to incorporate these values into decision-making.”<sup>28</sup> TEEB’s intended audiences span the G8+5, the G20, the Millennium Development Goal process, and the United Nations Conference on Sustainable Development, among other related processes and initiatives.<sup>29</sup>

In pursuit of its objectives, TEEB aims to provide:

**a bridge between the multi-disciplinary science of biodiversity and the arena of international and national policy as well as local government and business practices...[with the ideal of serving] as a catalyst to help accelerate the development of a new economy: one in which the values of natural capital, and the ecosystem services which this capital supplies, are fully reflected in the mainstream of public and private decision-making.**<sup>30</sup>

Building on the initial findings of the TEEB reports, a major component of TEEB’s current work is to focus on providing a deeper analysis of the values of ecosystems and biodiversity to specific sectors and biomes. TEEB recently launched a study called TEEB for Agriculture and Food (TEEBAF), with the Global Alliance as a key funding partner. TEEBAF is a study “designed to provide a comprehensive economic evaluation of the ‘eco-agri-food systems’ complex, and demonstrate that the economic environment in which farmers operate is distorted by significant externalities, both negative and positive, and a lack of awareness of dependency on natural capital.”<sup>31</sup> In relatively simple terms, TEEB explains the eco-agri-food nexus as having the following linkages: “Ecosystems are the ecological home in which crop and livestock systems thrive and produce food for humans, and in turn agricultural practices, food production, distribution and consumption impose several unquantified externalities on ecosystem health.”<sup>32</sup>

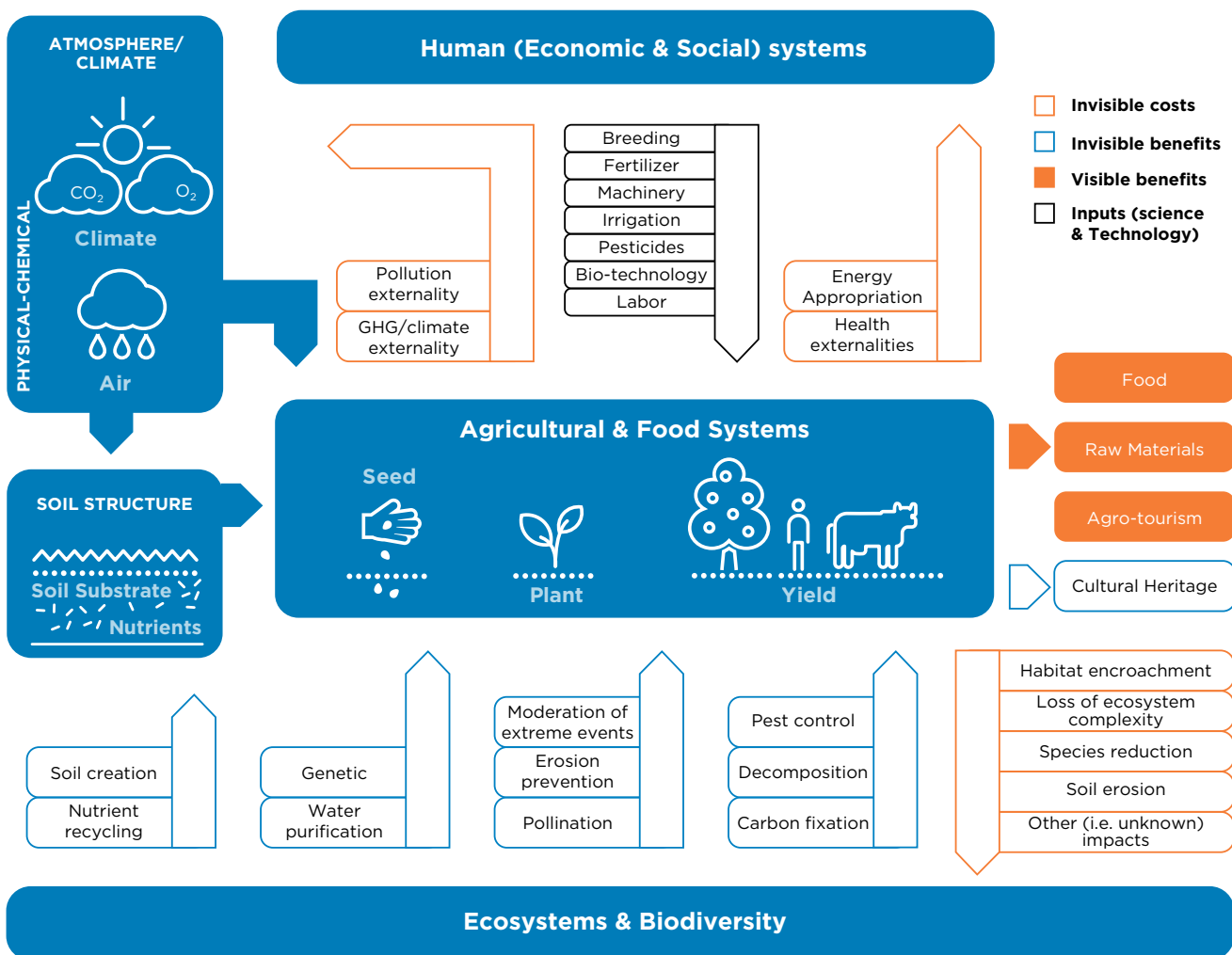
**TEEBAF is a study “designed to provide a comprehensive economic evaluation of the ‘eco-agri-food systems’ complex, and demonstrate that the economic environment in which farmers operate is distorted by significant externalities, both negative and positive, and a lack of awareness of dependency on natural capital.”**



The graphic below shows one possible way of characterizing the eco-agri-food system complex, which includes the following main components: human (economic and social) systems; agriculture and food systems; and ecosystems and biodiversity.<sup>33</sup>

TEEB views the economic invisibility of many of the links within the eco-agri-food complex as a large part of the reason why ecosystems and agricultural and food systems are typically evaluated in isolation from one another. Consequently, TEEB sees the economic invisibility of impacts from both ecosystems and agricultural and food systems as causes for increased fragility and lower resilience to shocks in both ecological and human systems.<sup>34</sup>

## TEEBAF Schematic Characterizing the Eco-Agri-Food System Complex



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According to TEEB, before assessing the “inter-linkages and dependencies between the three main components identified [in the graphic], a preliminary (but far from trivial) task is to characterize the state of each component.”<sup>35</sup> For example, “pollution from farming and livestock systems apply pressures (on both ‘human systems’ and on ‘ecosystems and biodiversity’) and the impact of such pressures changes state conditions, both on-farm (with self-inflicted damage that is privately borne but invisible) or on third parties/society (negative externalities). The impact depends on: (i) the current state of ‘human society’ and ‘nature and biodiversity’; (ii) the other impacts that are affecting the state of each component (i.e., a focus on cumulative rather than single, isolated impacts); and (iii) the resilience of these components (i.e., if they can ‘bounce back’).”<sup>36</sup> TEEB has identified the evolving appreciation of these types of dependencies, the current political discourse, and the impacts through externalities and the degradation of natural capital on ecosystems as indications of the need for and timeliness of the TEEBAF project. According to TEEB, there is a need to assess fragile systems, dependent social/community systems, and conventional systems that are a part of the global food security discourse.<sup>37</sup>

**“The underpinning rationale for the UNEP–TEEB project in general is to make the natural capital inputs as well as the externalities of economic production systems *visible*.”**

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Over the course of its work, TEEB has faced some challenges and criticism, for instance on the subjectivity of valuing biodiversity and ecosystem services and for being associated with “putting a price on Nature.” In response to these questions and challenges, TEEB argues that while an economic perspective cannot be not wholly objective or perfect, the absence of a clear valuation of critical ecosystem services allows them to be traded or lost, often with no perceived value of that loss or degradation.<sup>38</sup>

“The underpinning rationale for the UNEP–TEEB project in general is to make the natural capital inputs as well as the externalities of economic production systems *visible*” at different scales and to “a wide constituency of decision-makers, from individual small-scale farmers to global geo-political fora.”<sup>39</sup> “Ultimately, decision-makers need to be enabled to *capture* these respective values in order to improve decision-making from a comprehensive economic standpoint.”<sup>40</sup> The current proposed structure of TEEBAF is guided by an ambition to stimulate the implementation of a suite of policy changes.<sup>41</sup> While TEEB recognizes that nature provides countless benefits to the agriculture sector, TEEB emphasizes that the “effects of the interaction between natural systems and agricultural systems is much more profound in those regions where smallholder production systems exist. With much of the rural poor concentrated in fragile environments and remote areas, such smallholders are faced with high transportation and transaction costs and limited access to inputs such as pesticides, fertilizer, and irrigation systems, as well as a lack of access to extension services. These factors not only prohibit their participation in national and global markets but increase their dependency upon the local provisioning of ecosystems.”<sup>42</sup> Thus, the TEEBAF study will include a focus on the role of smallholders in sustainable agriculture.

The TEEBAF study will be made up of four reports—two core reports and two ancillary reports. The two core reports will be the TEEBAF Scientific & Economic Foundations (“Foundations” for short) report and the TEEBAF Policies, Production & Consumption (“Policies” for short) report. The two ancillary reports will be the TEEBAF Interim report (“Interim”) and TEEBAF Synthesis report (“Synthesis”).<sup>43</sup> The purpose and content for each report is described in the table below.

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**TEEBAF  
Study Report****Purpose & Content**

<b>Interim Report</b>	In order to create impetus for the TEEBAF project overall, an Interim report will precede the two core reports. The Interim report will be structured so as to provide new and compelling (but balanced and science-based) evidence from both primary research and meta-analyses. The Interim report will be a stand-alone product that will be disseminated by TEEB but also serve as a springboard for the main reports. <sup>44</sup>
<b>Foundations Report</b>	The TEEBAF Foundations report will set out the core theoretical issues and controversies underpinning the evaluation of the nexus between the agri-food sector, biodiversity and ecosystem services, and externalities from agriculture on a global scale. In essence it will seek to set the theoretical context for the evaluation of policy implementation. Included in this context will be a typology to determine how to characterize (and learn lessons from) the policy evaluation in the TEEBAF Policies report.
<b>Policies Report</b>	The TEEBAF Policies report will focus on the evaluation of different agroecological production systems in different socio-economic contexts. The evaluation will include the analyses of various production systems (with respect to externalities, dependencies on ecosystems, and livelihood impacts), such as for instance cattle ranching in Latin America versus Eastern Africa. This is likely to inform debates on policy, as differing patterns of advantages and disadvantages are likely to emerge. In other cases, there will be more direct assessment of policy—for example, the effect of reducing agricultural subsidies for fertilizers, or the extension of protected areas (or wildlife corridors) and the spillover impacts on biodiversity and the state of ecosystems both in protected areas and in adjacent agroecosystems. Since TEEBAF concerns not only agriculture but entire food systems, the TEEBAF Policies report will also consider food policies, including those targeting food waste and food safety, along the entire food chain, from production to final disposal, as well as food quality in nutritional terms. <sup>45</sup> The content of the TEEBAF Policies report will be guided in part by a consultative process and a “call for evidence,” which will go out to the wider agri-food community a few months ahead of the report’s proposed launch. The inputs arising from this call may be used as a platform for further research, to leverage outcomes that are a good fit for the TEEBAF study. <sup>46</sup>
<b>Synthesis Report</b>	The outcomes and key findings of the Interim, Foundations, and Policies reports will form the content and messaging of the final TEEBAF Synthesis report. <sup>47</sup> The aim of the Synthesis report is to have clearly articulated key messages and recommendations arising from the findings of the individual studies, written with a broad readership in mind. <sup>48</sup>

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With a need to raise agricultural outputs to feed the world and its growing population, there have been increased efforts toward agricultural expansion and intensification. However, there is a growing body of evidence of the large environmental impact of agricultural activities.<sup>49</sup> In order to inform the policies and incentive frameworks on which the use and management of agroecosystems depend, there is a need “to recognize, demonstrate, and capture the values of ecosystem services and mainstream them in decision-making in the agricultural sector.”<sup>50</sup> An improved understanding of the benefits and costs embedded within the linkages of the eco-agri-food complex will make it possible to assess the economic tradeoffs between short-term productivity gains; assess longer-term ecosystem impacts as well as long-term impacts on agri-productivity; and design incentive mechanisms to facilitate greener and more sustainable outcomes.<sup>51</sup> In order to achieve this, TEEBAF will aim to collect the evidence necessary to identify policy options that will facilitate a transition toward more sustainable agricultural practices, with particular emphasis on the role of smallholder farmers.<sup>52</sup>

## 4

### CASE STUDY | INTERNATIONAL PANEL OF EXPERTS ON SUSTAINABLE FOOD SYSTEMS

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The challenge of feeding a global population while simultaneously protecting natural resources presents a significant challenge to humanity. A number of scientific studies and reports point to sustainability issues associated with our existing food systems, including some of the environmental, social, cultural, economic, nutrition, and public health impacts. These impacts are likely to grow along with an increasing global population. To help respond to these challenges and to actively promote significant changes to enhance the sustainability of our current food systems and diets, the Paris-based Daniel and Nina Carasso Foundation has established an International Panel of Experts on Sustainable Food Systems (IPES-Food).<sup>53</sup>

The creation of IPES-Food stems from the foundation's International Scientific Committee, a high-level group of scientists that aims to provide evidence to guide a transition toward sustainable food systems and diets. One of the committee's targeted action areas is to support evidence-based advocacy on sustainable food systems and diets.<sup>54</sup>

The importance of this transition to sustainable food and agriculture systems was emphasized by the current co-chair of IPES-Food, former United Nations Special Rapporteur on the Right to Food, Prof. Olivier De Schutter, in his statement:

**Producing more food will not do. Food systems must be reshaped with a view to ensuring social equity and the reduction of rural poverty, protecting our resource base and delivering better health outcomes. And it must include an analysis of consumer behavior, to encourage sustainable consumption as an integral part of food systems reform.**<sup>55</sup>

In order to achieve its objectives of providing a clear scientific and transdisciplinary evidence base for a transition to a sustainable food and agriculture systems, IPES-Food seeks to:

- analyze and synthesize evidence in the field of sustainable food systems and diets;
- identify gaps in knowledge and priority fields of research, and encourage and guide research on sustainable food systems and diets;
- develop tools for decision-makers in order to determine national guidelines on sustainable diets;
- influence stakeholders (policy-makers, scientific communities, food chain actors, civil society, media, the public at large); and
- support concrete food policy transitions.<sup>56</sup>

**“Producing more food will not do. Food systems must be reshaped with a view to ensuring social equity and the reduction of rural poverty, protecting our resource base and delivering better health outcomes.”**

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In addition, the foundation underscores that a long-term outlook (five years at minimum) will be important to explore “such a complex, comprehensive, multidisciplinary approach that has not yet been widely recognized or adopted.”<sup>57</sup>

IPES-Food will approach its research and aim to add value to the discourse by providing a food systems approach that recognizes the value of local, bottom-up initiatives, as well as the importance of experiential, indigenous, and traditional knowledge and academic and scientific knowledge. It will adopt a definition of sustainability that includes ecological concerns, social justice, and nutrition/health and provide a focus on the political economy of food systems, identifying power relations, influences exercised by actors, and obstacles to decision-making that work for the general interest.<sup>58</sup>

While IPES-Food is a scientific panel and not a multistakeholder dialogue in itself, the diverse composition of the panel aims to reflect:

**the diverse sources of relevant knowledge, different regional sensitivities, and the need to combine diverse perspectives and diverse disciplinary backgrounds to address food systems reform. Non-academic forms of knowledge will be represented in the panel, as well as being drawn on systematically as an integral part of IPES-Food’s working methods.**<sup>59</sup>

**The preliminary composition of the panel is shown in the table below. Bolded names indicate co-chairs.**<sup>60</sup>

Last Name	First Name	Affiliation	Discipline
Agarwal	Bina	University of Delhi	Economy of development and gender
Anderson	Molly	College of the Atlantic	Food systems
<b>De Schutter</b>	<b>Olivier</b>	<b>Université Catholique de Louvain</b>	<b>Philosophy of law</b>
Fischler	Claude	Centre Edgar Morin	Food sociology
Frison	Emile	Bioversity International (former)	Agricultural research for development
Gliessman	Steve	University of California	Agroecology
Hawkes	Corinna	WCRF+ Center for Food Policy	Nutrition
Herren	Hans	Millennium Institute	Agriculture
Khor	Martin	South Center	Trade, environment, development

Continue next page

Last Name	First Name	Affiliation	Discipline
Leach	Melissa	Institute of Development Studies	Development, anthropology
Lim	Li Ching	Third World Network	Ecology, development
McNeill	Desmond	University of Oslo	Economy, development, and environment
Mooney	Pat	ETC Group	Advocacy NGO
Phrang	Roy	Bioversity International	Agriculture development
Rahmanian	Maryam	Centre for Sustainable Environment and Development	Agricultural biodiversity and food sovereignty
Rocha	Cécilia	Ryerson University	Economy and nutrition
Rockstrom	Johan	Stockholm Resilience Center	Environment
<b>Yambi</b>	<b>Olivia</b>	<b>UNICEF (former)</b>	<b>Nutrition</b>

IPES-Food's program for producing the scientific evidence base will begin with a mapping study for policy research initiatives, explaining the value added of IPES-Food in the landscape of existing initiatives in a report titled *The New Science of Sustainable Food Systems*. Following this, IPES-Food plans to develop three thematic reports in 2015: (1) *Specialization versus Diversification in Food Systems*; (2) *The Impact of Trade on Sustainable Food Systems*, and (3) *Innovation, Competition, and Bargaining Power in Food Systems*. These reports will be complemented by case studies that demonstrate successful transitions to sustainable food systems, including how agroecology can be applied, used, and implemented as an example of transformative change in food systems.

Finally, IPES-Food will develop a flagship report on the state of food policy that provides a biannual review of food policy developments (at the international, regional, and to some extent national levels) covering not only specific policies implemented but also institutional developments allowing states to address food systems holistically (e.g., a shift from agriculture to food ministries).<sup>61</sup>



## 5

### CASE STUDY | COLLABORATIVE CROP RESEARCH PROGRAM CASE STUDY

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The McKnight Foundation's Collaborative Crop Research Program (CCRP) funds projects that bring together smallholder farmers, researchers, and development practitioners to explore solutions for sustainable, local farming systems to improve nutrition, livelihoods, and productivity. Focusing its support through regional communities of practice in Eastern Africa, Southern Africa, West Africa, and the Andes, the CCRP funds projects in 12 countries where poverty and food insecurity have created "hunger hot spots."<sup>62, 63</sup> The CCRP works to ensure a world where all have access to nutritious food that is sustainably produced by local people in ways that protect local resources and respect cultural values.<sup>64</sup> The CCRP does this through collaborative agroecological systems research and knowledge-sharing that strengthen the capacities of smallholder farmers, research institutes, and development organizations.

**"AEI means improving the performance of agricultural systems through integration of ecological principles into farm and system management."**

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Since the CCRP's inception in 1994, The McKnight Foundation has committed more than \$100 million to the program, including past and future commitments and non-grant assistance, such as support for convenings. Of the total, more than \$74 million has been approved in grants to support the program's goal.

The underlying principle behind the CCRP's efforts is agroecological intensification (AEI), which the CCRP defines as follows:

**AEI means improving the performance of agricultural systems through integration of ecological principles into farm and system management. Depending on the context, improved performance may mean any or all of the following: increased productivity, enhanced use of local resources, maximized returns from external inputs, improved stability and diversity of yields, with associated increases in resilience and environmental service provision from farmed landscapes.<sup>65</sup>**

The CCRP brings grantees together to collectively support AEI research in local farming systems by strengthening local capacity and designing integrated interventions that address production, nutritional, and environmental goals in locally appropriate ways.<sup>66</sup> With a holistic, ecosystem approach to agriculture, the program supports a variety of issues, including crop physiology and breeding, seed systems, analysis and utilization of crop biodiversity, integrated pest management, and commercialization.<sup>67</sup> Furthermore, the CCRP seeks formal and informal collaboration with other organizations working to improve food security. For example, the Bill & Melinda Gates Foundation has pledged \$50 million to the CCRP for the period 2008–2018, allowing the program to capitalize on the two foundations' combined resources and continue strengthening a network of scientists, organizations, and communities working for food security.<sup>68, 69</sup>

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## Sustaining Farmer-Managed Seed Initiatives for Sorghum and Pearl Millet in West Africa

One of the CCRP's projects, called Sustaining Farmer-Managed Seed Initiatives for Sorghum and Pearl Millet in Mali, Niger, and Burkina Faso, contributes to sustainable seed supply and marketing for small-scale farmers in the three West African countries. The program is focused around farmer-managed production of seed.

The Sustaining Farmer-Managed Seed Initiatives project has been funded by The McKnight Foundation since 2006 and is now beginning a third phase of funding. Across Mali, Niger, and Burkina Faso, three national research institutes, seven farmer organizations, and a number of informal farmer groups are involved in the project. In order to assess the outcomes of the project to date, The McKnight Foundation commissioned a case study that was released in November 2014. The study found that, since 2009, 36 new sorghum and pearl millet varieties have been released. These varieties have been bred for resistance to diseases and pests, tolerance to drought and heat, and increased production in sub-optimal soils. The project has also worked with farmer's organizations to produce seed for distribution. The resulting farmer-led seed commercialization initiatives across the three countries produced enough seed to sow approximately 27,500 hectares in 2013. This area is small compared to the overall area planted in these three countries, but it represents greater availability of varieties of seeds that are valued and trusted by smallholder farmers. The project has also focused on making many different varieties available in a low-cost manner. These "mini-packs" meant that small holder farmers only had to invest the equivalent of \$US 0.10–0.20 to try out a new variety. The villages of the farmers that participated in this project increased their adoption and utilization of new varieties by 25–50 percent and experienced up to a 50 percent yield increase from using a combination of new varieties and improved agricultural practices. In particular, women farmers in the case study highlighted their improved living conditions, health, and nutrition of their families.

A study by Smale et al. (2014) found substantial rates of return for investments in sorghum research in Mali, to which The McKnight Foundation contributed, among others. The study estimated "a net present value of USD \$16 million from investing in sorghum improvement in Mali. The internal rate of return is estimated at 36% per year with a benefit–cost ratio of 6:1. The benefit–cost ratio of 6:1 indicates that each dollar invested in the pilot project to develop improved sorghum varieties and hybrids generates an average of \$6 in terms of net benefits. This contribution to growth in agricultural productivity was sufficient to lift an estimated 20,000 Malians out of \$1-a-day poverty, given assumptions described in the methods section [of Smale's study]. The total number of persons leaving poverty from 2004 to 2024 (the benefit period) is estimated to be 536,887, representing 5% of the poor population of Mali in 2014."

Recognizing the importance and impact of this type of long-term investment in seed improvement and seed systems to contribute to health, livelihoods, and production, The McKnight Foundation recently renewed projects in West Africa, continuing and deepening the work described above.

Sources: [Innovations in Seed Systems](#), The McKnight Foundation; [An Overview and Economic Assessment of Sorghum Improvement in Mali](#), Smale et al. (2014)

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Central to the CCRP's place-based approach is the utilization of regional communities of practice (CoPs) to ground grantmaking and technical assistance in regional knowledge and action. Grantees within these communities, assisted by regional support teams, work together to strengthen institutional capacity to generate knowledge and spark innovation in agriculture research and development. The CoP model emphasizes networking, learning, and collective action. The currently funded CCRP CoPs are as follows:

- **Andes:** The Andes CoP supports integrated and diverse production systems in Bolivia, Ecuador, and Peru. Funding is directed toward the conservation of agricultural biodiversity, breeding and variety selection, seed systems, integrated crop and pest management, risk management and climate variability, nutrition, soil fertility management, and market development.<sup>70</sup>
- **West Africa:** The projects in the Waf CoP focus on improving food security for people depending on pearl millet and sorghum-based systems in West Africa. The program supports collaborative projects involving research and development organizations working together with communities in Mali, Burkina Faso, and Niger.
- **Southern Africa:** The projects in the SAf CoP focus on increasing the integration of legumes for soil, animal, and human health into the cropping systems of Tanzania, Mozambique, and Malawi.
- **Eastern Africa:** Projects in the EAf CoP address crop productivity, marketing, and utilization to improve the livelihoods and nutrition of people in Uganda, Kenya, and Ethiopia, particularly those depending on under-researched crops of regional and local importance."<sup>71</sup>

In addition to supporting collaborative research, the CCRP promotes collaborative learning and processes of interchange and innovation among grantees within a region and/or working on a similar problem, through annual meetings, exchange visits, and technical support through the CoPs.<sup>72</sup> One of the CCRP's activities working to advance collaborative learning is the [Agroecological Intensification Exchange](#) (AEIx). The AElx is intended serve as a platform for assessing and expanding the evidence base for AEI, and as a forum and information source for those interested in AEI. It is hoped that the AElx will be used as a resource to support and inform researchers and development practitioners in developing countries, as well as to support the production of new information. The AElx is being used as a way to inform CCRP's grantmaking practice in support of AEI.<sup>73</sup>

**In addition to supporting collaborative research, the CCRP promotes collaborative learning and processes of interchange and innovation among grantees within a region and/or working on a similar problem, through annual meetings, exchange visits, and technical support through the CoPs.**

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To achieve sustained food security for all people, the success of research products must be embodied in a process where people can learn, share power, and collaborate. With a place-based focus, McKnight has fostered a process that is adaptive to local contexts, offering a complementary vision of success compared to the more common research focus on specific commodities. Kate Wolford, president of The McKnight Foundation, believes the Foundation can continue to have an impact so long as it is clear about its niche, adapts to changing circumstances, and connects to networks that can amplify and extend its impact. This requires an understanding that the program is a connector to help local communities realize the solutions they can bring about for the problems they identify. Ultimately, the success of the CCRP will be measured by the ability of grantees past, present, and future, to effect change on the ground and influence the broader systems that create or constrain opportunities for small shareholder farmers. More information about the The McKnight Foundation's CCRP is available at: <http://www.ccrp.org/>.

**To achieve sustained food security for all people, the success of research products must be embodied in a process where people can learn, share power, and collaborate.**

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# OBSERVATIONS AND CONCLUSIONS

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Conducting this high-level Landscape Assessment across a diverse set of donors and critical issues required an inclusive approach, combined with a degree of flexibility, in order to encompass the breadth of diversity while adhering to a common format and without discounting the nuance of different approaches and perspectives.

From this Assessment, the project team surfaced six main observations:

- 1. There is significant interest among donors in learning and collaboration:** Over the course of the interviews, a majority of donors expressed a high degree of interest in learning more about each other's work and seeking ways to better understand, coordinate, or collaborate on efforts. As evidenced in the Donor Partnerships and Associations section (above) and in the Areas for Possible Further Exploration (below), many donors show interest in coordinating and collaborating with other donors, yet also seek more efficient and effective ways to best do so.
- 2. There is a growing trend toward supporting integrated and holistic approaches:** As donors reflected on the set of critical issues that surfaced from the literature scan, and as evidenced by the donor profile examples and case studies, many donors underscored the need to better understand and explore how to pursue integrated and holistic approaches to addressing many or all of the identified critical issues. While most donors recognized the need to focus their support on specific "pieces of the puzzle" across food and agriculture systems, there was great interest in how to utilize more integrated and systems approaches to the challenge of transitioning food and agriculture systems toward sustainability.
- 3. Connections between donor activities and the indirect and direct relationships to food and agriculture systems are still being discovered and explored:** There were different perspectives and significant fluidity around the meaning of "sustainable food and agriculture systems." Some donors see themselves as squarely operating in this context, while others do not view or characterize their activities that way but see the relationship of their work to "food and agriculture" or "sustainable food and agriculture" or just "sustainability," generally. More specifically, throughout the donor interview process almost every foundation began by explaining that they do not exactly fit into this type of landscape assessment, and/or they do not provide "sustainable food and agriculture systems" funding per se. As each donor explained their approach, priorities, and activities, however, connections between their work and the broader context of shifting food and agriculture systems toward greater sustainability, security, and equity became more evident. Over the course of the project, many of the donors interviewed expressed interest in learning more about other donors' priorities, approaches, and activities, in order to draw from those experiences and/or find opportunities to collaborate or better coordinate. That being said, a vast majority of donors also saw their areas of emphasis as different from other donors' work.

The range of activities donors are supporting all along and on the margins of this space are quite diverse... While diverse, they all strive toward sustainability, and they all form pieces of the puzzle—from local to global, from concentrated to integrated—across the world's complex food and agriculture systems.

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**4. Impact investment is becoming an increasingly important tool in a diversified funding approach:**

Many donors recognized the fast-growing trend toward impact investing activities and a majority of the donors interviewed indicated some degree of impact investing such as mission- or program-related investments. Some donors pointed to the need for more diversified funding sources in order to support food and agriculture systems work, for instance for creating value chains. In addition, some donors referred to applying a sustainability “lens” to their investment portfolio by divesting from certain sectors or proactively investing in sectors that are aligned with the foundation’s values.

**5. A variety of perspectives on priority critical issues can yield more pluralistic and collaborative interventions:**

Some differences in priority critical issues between the literature scan and the donors’ perspectives started to lead some donors to observe that: (1) more work is needed to demonstrate how many critical issues can be addressed through integrated and holistic approaches to food and agriculture systems; and (2) there may be benefit in further exploring where and how donors are working on specific critical issues in order to support enhanced coordination and efficacy of donor interventions.

**6. Diversity in approaches and activities are all pieces of the puzzle toward enhancing sustainability of food and agriculture systems:**

Some donor activities focus on drivers of global change that have significant repercussions for food and agriculture systems; other donors focus on particular “pieces” of food and agriculture systems, such as supporting traditional varieties of seed or reducing the effects of agricultural pollution on human health; and still others emphasize the need to collectively address all of those issues through systems-based or integrated approaches. As previously noted, a majority of the donors interviewed for this assessment expressed great interest in learning from each other’s work. However, effectively fostering this exchange may benefit from finding ways to uncover the synergies and complementarities across the spectrum of donor activities, rather than focusing on the ways in which donor activities or even terminology might differ in their approaches and areas of emphasis. While different donors tended to emphasize some issues over others, or certain strategies and approaches, it is clear that multiple parallel, complementary, and collaborative approaches will be needed to address the complexities of transitioning our food and agriculture systems to a sustainable food future. The range of activities donors are supporting all along and on the margins of this space are quite diverse, ranging from rural women farmer cooperatives in West African communities, to reducing agriculture’s role as a driver of deforestation, to improving access to local, sustainable, and nutritious foods in poor neighborhoods and schools through supporting value chains and policy advocacy, to advancing global scientific research on agroecological approaches, to supporting marine conservation and fisheries management. While these are indeed diverse activities, they all strive toward sustainability, and they all form pieces of the puzzle—from local to global, from concentrated to integrated—across the world’s complex food and agriculture systems.

## POSSIBLE AREAS FOR FURTHER EXPLORATION

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During the donor interview process, each donor was asked if they had any suggestions for areas that might be valuable to further explore. Suggestions included the following:

- **Include a broader and more diverse set of donors:** This might include operational foundations, bilateral donors, and multilateral donors.
- **Provide more in-depth analysis of donor activities:** This could include identifying key areas of emphasis for donors and posing a set of topic-specific questions to further explore their activities in that area.
- **Evaluate changes in grantmaking over time:** Since many of the donors interviewed were part of the Global Alliance for the Future of Food and/or other donor alliances such as the Sustainable Agriculture and Food Systems Funders, it may be valuable to track whether and how donor grantmaking evolves over time as a result of participation and collaboration in these types of donor alliances and networks.
- **Create a tool to foster donor partnerships and collaboration:** Similar to a request-for-proposals database, some donors expressed interest in finding ways to more easily find and connect with potential donor partners in order to pursue joint projects.
- **Compare funding across different donor networks and alliances:** This type of assessment would provide a comparison of total donor funding within a diverse range of donor alliances while highlighting donors that are common across these networks.
- **Map donor support and activities within and across priority critical issues:** This would involve further exploring donor priorities in relation to the critical issues and how they are being approached and currently supported by donors, either individually or, more importantly, collectively.

## CONCLUSION

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This Landscape Assessment is intended to provide a high-level overview across a subset of donors working in the context of sustainable food and agriculture systems, and to outline a set of priority critical issues that emerged from the literature and from the donors themselves. The objectives of the project were to gather a consistent set of information across all of the donors that participated in order to provide a basis for better understanding where and how various donors relate to and support sustainable food and agriculture systems. In doing so, this report reflects substantive areas of emphasis, approaches, and activities related to food and agriculture, as well as relevant funding allocations across the donors; illustrates key geographies and funding; outlines a set of priority critical issues from the literature scan and the donors and provides insights on how those issues relate to sustainable food and agriculture systems; and provides case study examples of how many of those critical issues are being supported and addressed through donor initiatives. Finally, the Landscape Assessment provides some overall observations as well as donor insights on potential areas for further exploration.

Finding a path to sustainable food and agriculture systems is “as urgent as it is complex,” and it is among one of the greatest challenges facing the global community. We hope this report helps the participating donors and other key stakeholders learn about each other’s areas of emphasis and approach; deepens collective understanding on a range of critical issues; and provides the basis for ongoing exchange and dialogue ultimately leading to better-informed individual and collective action.

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# APPENDIX A | GLOBAL ALLIANCE FOR THE FUTURE OF FOOD PARTICIPATING FOUNDATIONS

Agropolis Fondation
The California Endowment
The Christensen Fund
Clarence E. Heller Charitable Foundation
Daniel et Nina Carasso Fondation
Fondazione Cariplo
Gordon and Betty Moore Foundation
GRACE Communications Foundation
Heinrich Böll Stiftung
J.W. McConnell Family Foundation
Kalliopeia Foundation
Mava Foundation
The McKnight Foundation
New Field Foundation
Oak Foundation
Owsley Brown II Charitable Foundation
Swift Foundation
Thread Fund
Tudor Trust
V. Kann Rasmussen Foundation
W.K. Kellogg Foundation

## APPENDIX B | LITERATURE SCAN MATRIX FOR TRACKING CRITICAL ISSUES

	IAASTD Global Report	WEF Global Risks	UNEP Emerging Issues	AGree Facing the Future	AGree International Development	UK Future of Food and Farming	WWF Sustainable Food for the 21 <sup>st</sup> Century	FAO Statistical Yearbook	WRI Creating a Sustainable Future	FAO Global Trends
Biodiversity	✓	✓	✓	✓			✓	✓	✓	✓
Changing Consumption Dynamics	✓		✓	✓	✓	✓	✓	✓	✓	✓
Climate Change	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Competition for Resources	✓	✓	✓	✓		✓	✓	✓	✓	✓
Environmental Conservation	✓			✓	✓	✓	✓		✓	✓
Global Population			✓	✓		✓		✓	✓	✓
Technology	✓		✓	✓	✓	✓	✓	✓	✓	✓
Water	✓	✓	✓	✓	✓		✓	✓	✓	

The checkmarks represent which of the 10 global reports discussed the eight priority critical issues, which are issues that were addressed in at least half of the global reports.

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### About Meridian Institute

Meridian Institute is a nonprofit organization whose mission is to help people solve problems, make informed decisions, and find solutions to some of society's most complex and controversial issues. Meridian's mission is accomplished through applying collaborative problem-solving approaches, including facilitation, mediation, and other strategic consultation services. Meridian works at the local, national, and international levels and focuses on a wide range of issues related to natural resources and environment, energy and climate change, agriculture and food security, sustainability, global stability, and health. For more information, please visit [www.merid.org](http://www.merid.org).



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