

STRATEGIC PLAN 2017–2025

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*The organic agent of change for true sustainability
in agriculture, value chains and consumption; working
on behalf of its membership, the global organic
movement in over 120 countries.*

LEADING CHANGE, ORGANICALLY.

OUR COMMITMENT

The world faces challenges: poverty, hunger and malnutrition are prevailing, the global society has unfair distribution of wealth and power, we lose biodiversity of life forever, the natural resources like soil and water are deteriorating and the planet's climate is changing.

Agriculture and related value chains, as presently practiced, are among the main causes of the above-mentioned challenges and are also responsible for bringing the planet to its limit. There is a wide consensus that we need to move towards more sustainable agriculture and food systems and that business as usual is not an option any more.

But agriculture, done differently, can also be part of the solution. If we get it right with agriculture and food systems, we get it right for people and planet! Organic agriculture, a dynamic and continuously developing farming system based on the science of agro-ecology, is a forerunner of truly sustainable agriculture and offers practical solutions to address major global challenges. Organic agriculture and equally sustainable systems produce healthy, nutritious food and other natural products for a growing population. They enable farmers to earn a fair living, regenerate and enhance soil fertility and biodiversity, safeguard and replenish scarce water resources, mitigate climate change and help people who have been negatively impacted on to adapt to it and become more resilient.

As an agent of change, IFOAM – Organics International - legitimized by its membership and in collaboration with its networks - facilitates and actively contributes to improvements towards true sustainability in agriculture, in its value chains and in consumption. It pursues the trifold goal of enhancing growth of the global organic sector, of making it more sustainable and of inspiring mainstream agriculture. In

order to fully utilize the potential of organic agriculture, we work on three key factors, or levers:

- Enhancing **Supply** with capacity development of operators and other value chain actors;
- Stimulating **Demand** with communication support and awareness campaigns; and
- Advocating for a **Policy and Guarantee** environment that is conducive to truly sustainable production and consumption.

OUR CONTEXT

IFOAM – Organics International has been the global organic umbrella organization since 1972:. From the early days of the pioneers (i.e. 'Organic 1.0') to the forming of the organic movement and the codification of standards and enforced rules that have established organic with a market value of over US\$80 billion per year (i.e. 'Organic 2.0').

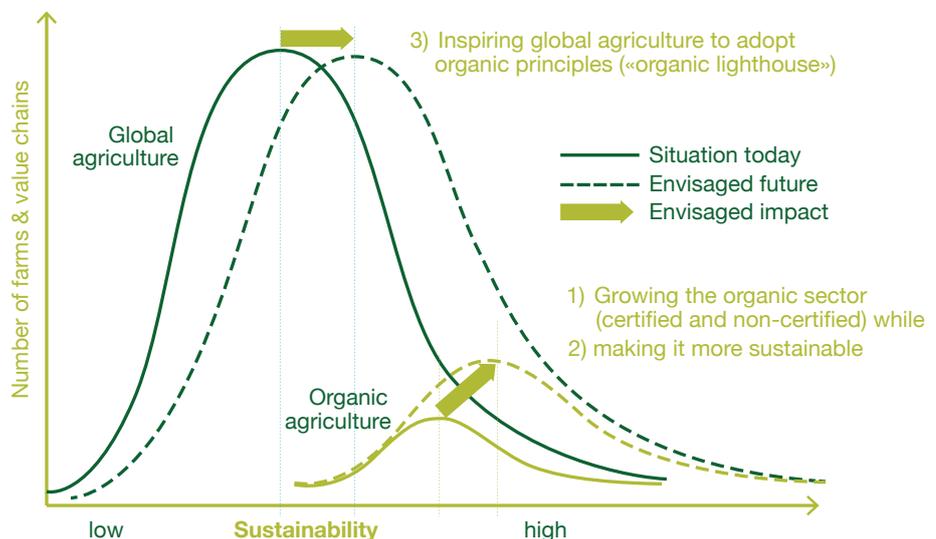
Now the organic movement is entering a new phase that we call 'Organic 3.0'. Organic 3.0 positions organic as a modern, innovative system that has positive impacts on global environmental and social challenges. It is the overall strategic plan of the global organic movement for further growth and sustainability in order to increase the positive impact on the planet and the people.

At the same time, we see an increased recognition of the need for a more sustainable agriculture. Citizens, consumers, companies, governments and the United Nations have started to act and call for change of agriculture policies. So far, our solutions have an uptake of only a few percent of the land and the market. Yet, we are fast growing and have the responsibility to support, facilitate and advocate for an acceleration of change.

OUR STRATEGIC PLAN

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| VISION | Broad adoption of truly sustainable agriculture, value chains and consumption in line with the principles of organic agriculture. |
| MISSION | Leading change, organically. |
| GOALS | <p>We contribute to an increased:</p> <ul style="list-style-type: none"> • Uptake of organic agriculture and similar approaches, certified or non-certified; • Number of organic operations that move from good practice towards best practice; • Number of agriculture operations that are becoming more sustainable and integrate organic principles and methods. |
| THE 3 PILLARS OF ACTION | <ol style="list-style-type: none"> 1. Supply: We facilitate capacity development for truly sustainable production; 2. Demand: We campaign to multipliers and act as a resource center for organic communications; 3. Policy and Guarantee: We advocate and provide competence for the creation of a favorable policy environment. |
| GOVERNANCE | A democratic, international association of organic and likeminded institutions, that is accountable to its members. We also facilitate a global action network of self-organized institutions that have 'IFOAM' in their name and we join forces with actors who share our vision. |

FIGURE 1 | Our goal for better and more organic agriculture and for a more sustainable global agriculture.



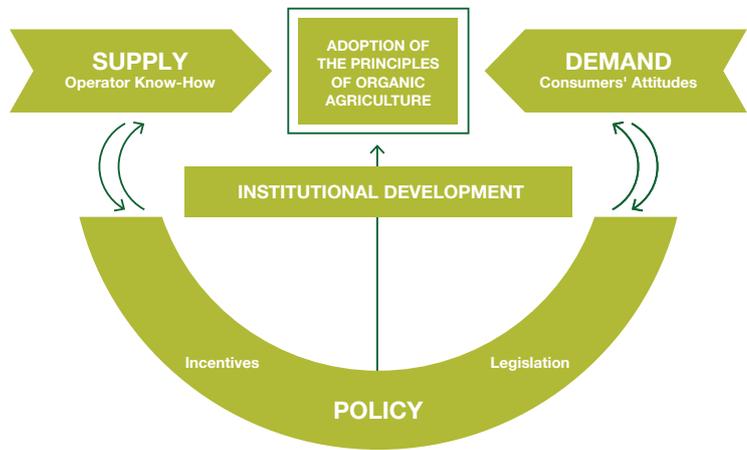
THE THEORY OF CHANGE

WE BELIEVE THAT

- If knowledge, skills and attitudes of operators, rural service providers and value chain actors are improved continually and targeted with innovation, organic operations will become more competitive and more sustainable. This will lead to an increase in supply.
- If multipliers targeted through communications effectively raise consumers' awareness and encourage stakeholders to support organic solutions, demand for organic products will be enhanced.

- If global and national policies integrate and support sustainable agriculture in general and organic agriculture in particular, an environment more conducive to the growth of organic agriculture will be created.

Figure 2 | The Theory of Change.



OUR INSTITUTIONAL CONTEXT

Acting in the **IFOAM Action Group**, the global organic umbrella with like-minded partners that share the vision.

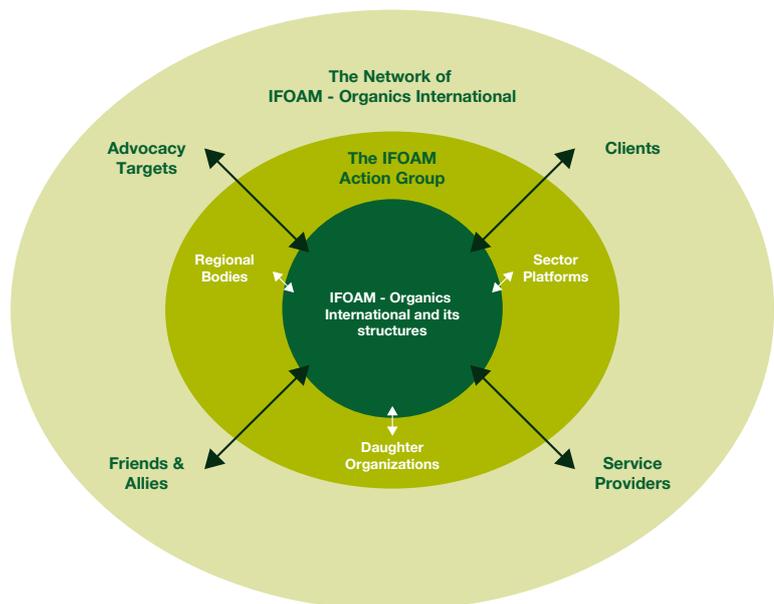


Figure 3 | Our Institutional Context.

● Self-organized Structures ● Network

SUPPLY PILLAR

IMPLEMENTED BY THE CAPACITY DEVELOPMENT DEPARTMENT

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| OBJECTIVE | <p>The Capacity Development department contributes to better know-how and improved systems that increase the uptake of farming, processing and marketing in a truly sustainable way.</p> <ul style="list-style-type: none">• Innovation and continuous improvement in operations.• Enhanced skills of rural service providers and value chain actors.• Transition of operators towards organic. |
| DIRECT TARGETS | <p>Development project partners and participating operators and supporting institutions with a focus on organic leaders and of rural service providers.</p> |
| INDIRECT TARGETS | <p>All organic and non-organic operators from farm to retailer.</p> |
| STRATEGY | <p>Identify, acquire, implement and evaluate development projects together with local partners based on the needs of the target groups, using approaches with a high and broad impact on the sector development.</p> <p>Offer and implement courses for organic leaders, committed of rural service providers or persons involved in an institutional development in the organic sector.</p> <p>Think tanking and knowledge-building for leadership, communication and organic sector strategy development.</p> |

DEMAND PILLAR

IMPLEMENTED BY THE COMMUNICATIONS DEPARTMENT

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| OBJECTIVE | The Demand department contributes to raising awareness of the potential of organic agriculture to help reach the sustainable development goals (SDGs). Multipliers effectively raise consumer awareness on the multiple benefits of organics and encourage consumers and businesses to support organic solutions. |
| DIRECT TARGETS | Communications-relevant stakeholders and media professionals (institutional and individual multipliers) inside and outside the organic movement. |
| INDIRECT TARGETS | Consumers, citizens and businesses. |
| STRATEGY | <p>Guide stakeholders' communication (includes operator, civil society organizations, government agencies, businesses, science and individuals) and media professionals through campaigns and the provision of information.</p> <p>Information and stories may be obtained through projects, awards, membership or other sources, and offer evidence-based messages by maintaining a close link to research and science.</p> |

POLICY & GUARANTEE PILLAR

IMPLEMENTED BY THE POLICY & GUARANTEE DEPARTMENT

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| OBJECTIVE | The Policy and Guarantee department contributes to policy environments that support true sustainability in agriculture, value chains and consumption at the global and national levels. Global, regional, national and sub-national policies and guarantee systems reflect the principles of organic agriculture and support organic value chains. |
| DIRECT TARGETS | Interested public and private sector policy makers and advocates of intergovernmental organizations, national and local governments, civil society organizations, multi-stakeholder platforms, private sector fora and academia. |
| INDIRECT TARGETS | All policy makers, businesses, advocates, private sector players and citizens linked to agriculture, value chains and consumption policies. |
| STRATEGY | <p>Support the development and revision of policies, regulations as well as public and private organic guarantee systems.</p> <p>To increase recognition of the multiple benefits of organic agriculture, the department develops advocacy content for our constituency to use. It advocates for the wider uptake of organic and similar agriculture systems, and it influences the agricultural science and research agenda, collaborating with likeminded organizations. Regulation and supporting policy toolkits are a core resource. National organic action plans are supported on a project/consultancy basis.</p> <p>To support the improvement of organic regulations and voluntary guarantee systems and reduce technical barriers to (international) trade, the department advocates and provides technical advice.</p> |

THE DEFINITION OF ORGANIC AGRICULTURE

Organic Agriculture is a production system that sustains the health of soils, ecosystems and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Organic Agriculture combines tradition, innovation and science to benefit the shared environment and promote fair relationships and a good quality of life for all involved.

THE PRINCIPLES OF ORGANIC AGRICULTURE

Organic Agriculture is based on the principles of health, ecology, fairness and care.

THE SCOPE OF ORGANIC AGRICULTURE

IFOAM - Organics International regards any system that is based on the Principles of Organic Agriculture and uses organic methods, as 'Organic Agriculture' and any farmer practicing such a system as an 'organic farmer'. This includes various forms of certified and non-certified Organic Agriculture. Guarantee Systems may be for instance third party certification, including group certification, as well as participatory guarantee systems.

STANDARDS & REGULATIONS

The IFOAM Family of Standards draws the line between organic and not organic. It contains all standards and regulations that have passed an equivalence assessment against a normative reference approved by membership of IFOAM - Organics International. IFOAM - Organics International encourages governments and standard users to recognize other standards in the Family as equivalent.

POSITIONS

IFOAM - Organics International has developed positions on a range of topics. These include: Use of Nanotechnologies and Nanomaterials in Organic Agriculture; The use of Organic Seed and Plant Propagation in Organic; The Role of Smallholders in Organic Agriculture; The Full Diversity of Organic Agriculture; The Role of Organic Agriculture in Mitigating Climate Change; Smallholder Group Certification for Organic Production and Processing; Position on Genetic Engineering and Genetically Modified Organisms; Organic Agriculture and Food Security; Organic Agriculture and Biodiversity.

POLICY BRIEFS

IFOAM - Organics International has policy briefs on 'How Governments Can Regulate Imports of Organic Products Based on the Concepts of Harmonization and Equivalence' and 'How Governments Can Support Participatory Guarantee Systems (PGS)'.

BEST PRACTICE GUIDELINE

The Best Practice Guideline for Agriculture and Value Chains is a contribution by the organic movement to the global discussion on sustainable agriculture.