



SAN

Sustainable Agriculture Network

Refreshed Strategic Plan 2019 - 2024



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Message from the SAN Board Chair and the Executive Director

At Sustainable Agriculture Network (SAN), we believe in and strive to build a world where sustainable agriculture is the foundation of thriving and resilient rural landscapes and livelihoods. SAN's mission of transforming agriculture to secure a sustainable future for food, nature, and rural communities is even more relevant today, than it was just a few years ago. There is a sense of urgency for humanity to address the biggest crises we have ever faced: climate change, biodiversity loss, and poverty. Data shows that conventional agriculture is a major driver of these three crises. But there is also mounting consensus that sustainable agriculture, which is climate smart, regenerative, and equitable, is one of the most effective tools available to effect radical change.

With a renewed commitment to restore our planet and society, we have refreshed SAN's 2019 – 2024 Strategic Plan to better align our short- and mid-term work in a more focused way to increase the scope and depth of our impact, while ensuring strong financial stewardship.

This strategic plan refresh outlines significant directions and choices we are making as an organization in line with our current strengths and comparative advantages, the trends in our sector, as well as building on some of the interesting programming possibilities that SAN has explored over the past two years. We have adjusted both the strategic goals and the objectives to be more coherent and to facilitate implementation, monitoring and learning.

All the while, the essence of our endeavor remains: to build a global collaborative network of independent organizations that work together, linking global presence and perspectives, with local action, based on adequate knowledge of the diversity of contexts and cultures. Building a strong and diverse membership in all geographies, is combined with a nimble, flexible, and efficient Secretariat, capable of adapting and responding to a constantly changing environment and paradigms.

SAN works to achieve three core goals:

1. Internally, we seek to expand and strengthen SAN as a global collaborative network of organizations that secures a sustainable future for people, food, and nature.
2. To advance our mission, we look to catalyze credible sustainability and climate commitments, through an expanded set of nature-based tools, partners, and delivery channels.
3. Regarding our approach, we aim to improve rural livelihoods through innovative, scalable, and locally adapted technological solutions in agriculture.



Building on our strengths as the basis for our innovation and change for the future of SAN, we have developed three comprehensive signature programs, which are a natural evolution of our expertise and a strong positioning for the necessary changes in our sector: TerraViva, Ecoasis, and NetZero.

Monitoring, evaluation, and learning are critical to these efforts to determine cost, replication, and sustainability dimensions of the three signature programs, as well as broadcasting to key stakeholders the lessons learned, and opportunities discovered. Through a smart collective impact approach, we seek to measure our impact using three key performance indicators aligned with major commitments from governments and private companies:

- Reduced greenhouse gas emissions by 10% in all programs by 2024
- Increased adoption of best practices for conserving and restoring biodiversity by 50% on all farms by 2024
- Improved rural livelihoods by 20% in all households by 2024.

We recognize that planning within such a growing and dynamic context will require regular analysis and re-examination of this plan and the directions we are taking, particularly with the very real resource constraints that exist in the sustainability and conservation field. However, we are confident that with SAN's collective work, we will contribute to feeding a growing global population in such a way that leads to restoring and protecting nature through climate-neutral, locally adapted, regenerative agricultural practices.

We invite all members, partners, and funders to join efforts with SAN to transform agriculture and deliver innovative solutions for people, planet, and prosperity.

Sincerely,

Eduardo Trevisan
President, SAN Board of Directors

José Joaquín Campos Arce
Executive Director, SAN

Humanity is facing an unprecedented challenge,

with three crises to address simultaneously to ensure our long-term survival and sustainability: climate emergency, biodiversity loss, and poverty.

Decades of increased use of fossil fuels, deforestation and increasingly intensive agriculture have pushed Earth's resources for sustaining humanity's development to an alarming state.

We have driven nitrogen and phosphorus flows to the biosphere and oceans, changes in land use, the extinction of thousands of species and accelerated climate change to high-risk levels, causing irreversible effects that will only intensify if we do not take immediate, collective, radical action.

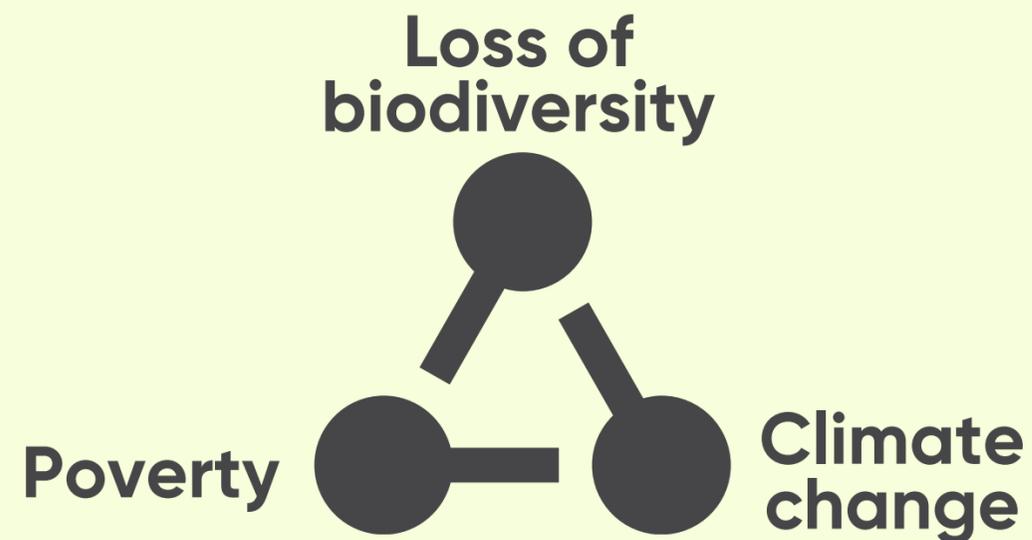
Conventional agriculture practices are responsible for 17% of the greenhouse gas emissions that are causing climate change, and for an additional 7-14% through land use changes.

Agriculture is linked to 80% of deforestation in the tropics, to meet the global demand for products like palm oil, coffee, soy, cocoa, rubber, and wood. Improper agricultural practices elevate concentrations of nutrients and pollute water sources for human and animal consumption.

Furthermore, agriculture is the main driver of biodiversity loss and desertification, through practices such as intensive farming, the indiscriminate use of agrochemicals, monocropping and farmland expansion.

Tied to these environmental issues are social imbalances that derive in poverty for rural livelihoods. A lack of access to education and labor rights can stunt economic development in agriculture settings. These problems are lived differently by women: a lack of equal access to productive resources can limit women's crop yields by as much as 30%, hampering family income and social mobility.

Three ongoing crises



Achieving Gender Equality in Agriculture (2015).USAID. <https://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/addressing-gender-programming/agriculture>

Agriculture and Climate Change: Towards Sustainable, Productive and Climate-Friendly Agricultural Systems. OECD Meeting of Agriculture Ministers. Background Note. 2016. https://www.oecd.org/agriculture/ministerial/background/notes/4_background_note.pdf

Benton, T., Bieg, C., Harwatt, H., Wellesley, L., & Pudasaini, R. (2021). Food System Impacts on Biodiversity Loss Three Levers for Food System Transformation in Support of Nature. London, UK: The Royal Institute of International Affairs, Chatham House, 2021-02.

Drivers of Deforestation and Forest Degradation; Gabrielle Kissinger, Principal, Lexeme Consulting, Vancouver, Canada, Martin Herold and Veronique De Sy of Wageningen University, The Netherlands.

Sustainable agriculture is a vital part of the solution.

It holds enormous potential to mitigate greenhouse gas (GHG) emissions and promote adaptation to climate change; to restore biodiversity, protect water sources and improve soil health; and to increase farm productivity.

SAN is a global collaborative network of diverse members committed to transform agriculture, to secure a sustainable future for food, nature, and rural communities.

We envision a world where sustainable agriculture is the foundation of thriving and resilient rural landscapes and livelihoods. We work through collaborative partnerships with local, national, and international organizations.

We develop and provide tools, methodologies, and training to support locally led development and adaptation to climate-resilient agriculture to support solutions to meet both food production and environmental goals.

SAN developed three signature programs to address the current global crises:

- TerraViva, to support multifunctional sustainable landscapes and smallholder rural livelihoods
- Ecoasis, to harmonize soil and plant health in agroecosystems
- NetZero, to be a partner of choice for companies, institutions, and governments to meet their sustainability commitments in agriculture.

It is urgent that we move forward in implementing sustainable agriculture solutions to address climate change, biodiversity loss, and poverty.

By promoting sustainable agricultural practices, we can increase crop production, create pollinator-friendly habitats, restore degraded lands, restore soil organic matter and biodiversity, improve the water cycle, and make supply chains more transparent and resilient.

Every person and organization on the planet can be a part of the solution by supporting sustainable food systems, and the time to do so is today.

Why a Refreshed Strategic Plan

Striving for effectiveness in our work and a pragmatic approach to achieve real impact, at SAN we have taken a necessary step to revise where we have been, how our context has evolved, and how we should adapt to better respond to these changes. As such, we collectively developed a refreshed version of our strategic plan, to make sure our work is aligned, both vertically and horizontally, to coordinately tackle the global challenges of climate change, loss of biodiversity and poverty, while delivering value for our network members, producers, corporate clients, and institutional donors.

Original Plan

Broad goals and objectives, including four goals and 26 objectives

Conceptual

Primary delivery channel not clearly defined

Narrative focused on internal business

Intended impacts on nature, food and people presented in an isolated way

Original set of six values

Refreshed Plan

Three focused goals and nine objectives with priority given to climate change, biodiversity loss and poverty

Smarter with metrics and targets

Primary delivery channel for disseminating SAN's tools and methodology is through collaborative partnerships and signature programs

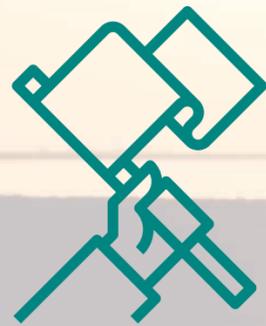
Strategic approach based on delivering impact for nature and people alongside our clients and donors

Our goals, objectives and approach are interconnected to achieve transformational systems change in agriculture

A refreshed set of seven values, including the value of appreciation

Our Strategic Framework

SAN is a global collaborative network of organizations focused on helping companies, producers, and donors to move forward with their sustainability agenda in a practical and efficient way. We are a powerful and effective ally to achieve and monitor impactful goals, to transform agricultural practices, and to create real, triple-bottom-line value on the ground.



Mission

To transform agriculture to secure a sustainable future for food, nature, and rural communities.



Vision

A world where sustainable agriculture is the foundation of thriving and resilient rural landscapes and livelihoods.

Our values



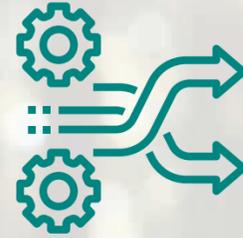
Innovation

We constantly strive to develop new ways to improve the sustainability of agriculture.



Collaboration

We seek to tackle today's sustainability challenges with the active contribution of the diverse people and organizations with which we work.



Flexibility

We believe that solutions need to be tailored to be meaningful to the broad range of cultures, socio-economic conditions and geographies found in agriculture.



Appreciation

We respect, value and celebrate the diversity and uniqueness of our team members and of those with which we interact. We promote inclusiveness within and through our work. We seek opportunities to improve upon our strengths.



Accountability

We deliver on our commitments and are transparent in our reporting.



Integrity

We are consistent in what we think, say, and do.



Self-Improvement

We learn from our work and actively seek opportunities to improve it.

Our Signature Programs

We deliver tailor-made solutions in sustainable agriculture through three major areas of work and knowledge. These signature programs allow us to co-design practical, realistic projects with each client and donor, and to advance best practices in agriculture globally, with a participatory approach that cultivates long-term change for value chains in the food industry.



Supporting rural landscapes to boost sustainable production

SAN's integrated TerraViva solution is a collective impact solution led by the communities to develop sustainable landscapes. It provides rural producers and their communities with access to knowledge, markets, and finance to balance production and conservation.



Creating habitats for bees, birds, and beneficial insects

SAN's Ecoasis signature program promotes habitat restoration for pollinators and beneficial insects. It empowers farmers to become effective decision-makers in growing healthy crops and creating agroecological farms.



Catalyzing climate commitments for a healthy planet

SAN has emerged as a partner of choice for major companies in pursuit of Corporate Social Responsibilities (CSRs). Through these partnerships, SAN implements the necessary actions to meet their sustainability commitments, and collectively achieve the global climate and biodiversity targets.

Operating Environment

Since 1998 Sustainable Agriculture Network (SAN) has remained committed to addressing agriculture transformation by helping farmers produce better crops, adapt to climate change, increase their productivity, and reduce costs.

Initially SAN's work included supporting Rainforest Alliance (RA) with certification standards built around the guiding principles of effective farm planning and management, protection of biodiversity and natural resources, and improved livelihoods. The SAN Standard was designed to enable more producers to embark and then continually progress on their journey toward sustainable farming.

During its joint history with RA, SAN has contributed to certify more than one million small, medium, and large farms and farming cooperative encompassing 3.5 million hectares of farmland, growing one hundred crops across forty-two countries.

Over the past several years, SAN's operating model has changed dramatically from a focus on certification standards to the creation of customized sustainable solutions for agricultural value chains that go beyond certification.

There has never been a more crucial time for innovation in sustainable agriculture as four of

nine 'planetary boundaries' have been breached, increasing the risk of destabilizing Earth's atmosphere, oceans, and ecosystems. SAN's range of products, services and channels has expanded and diversified with a greater understanding of the incredible pressure on Earth Systems to feed an estimated 10 billion people by 2050.

SAN is currently engaged in the development of innovative projects that fulfill a collective promise to create sustainable solutions that transform agriculture for people, food, and nature. Appropriate and digital technology is a major factor in SAN's growth and diversification. Digital technology has become ubiquitous in our space. Many are using digital technology as the solution to sustainable agriculture, and it shows promise as a tool for knowledge transfer to develop capacity and promote behavior change among producers, but much work remains to be done.

With a change in the operating model comes greater reliance on philanthropic support to fund innovative programming at regional and international level. The change in operating model has also brought new visionary leadership who recognize the value of collaboration and working in coalitions with network members to amplify impact and relevance, rather than compete.

Reliance on grant funding can be challenging and a limiting factor to SAN's growth especially if we are not able to communicate tangible outcomes of our work. Branding, tailored engagement strategies, and finding compelling ways to explain our work through storytelling will help SAN stand out and remain relevant in a crowded, ever-changing landscape.

The good news is that the past three years have brought meaningful change to the environmental sector. From 2016 to 2018, giving to environment/animal organizations increased at a higher rate than total charitable giving in the United States: 13.5 percent versus 7.9 percent in current dollars, respectively. Climate change is a rallying point for donors! Connecting SAN's impact to climate change can help us grow our funding portfolio. Today, grant funding in the environmental sector is thematic, episodic, and directed to "cutting edge" innovations and, increasingly, to technology solutions.

The environment in which SAN operates has changed. While we remain committed to addressing agriculture transformation, this Strategic Plan adjusts our objectives to respond to the heightened sense of urgency around SAN's mission.

Sustainable Development Goals and Human Rights

2 ZERO HUNGER



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



SAN's innovative programs and solutions, particularly TerraViva, optimize communities' wellbeing and livelihoods through a combined landscape and market approach following circular bioeconomy principles to ensure sustainable production, sourcing, and consumption patterns.

17 PARTNERSHIPS FOR THE GOALS



SAN serves as a backbone organization to this network, providing the tools, resources, and alignment opportunities that help propel collective efforts and impact among members and other partners.

13 CLIMATE ACTION



15 LIFE ON LAND



SAN provides strategic leadership and aligns its three signature programs - TerraViva, NetZero, and Ecoasis - to ambitious climate action from governments, corporations and foundations to promote best practices to harness nature-based solutions.



SAN's programs and initiatives have the goal of securing a sustainable future for nature, which is why our work contributes directly to the newly globally recognized human right of access to a clean and healthy environment.



We have an important mission

SAN has an increasingly important mission that is to transform agriculture; sustainable food systems are one of the most effective and available strategies to address the social and environmental crises humanity is facing.

Our nature as a global collaborative network of independent organizations working together is at the heart of our mission and one of our main comparative advantages. SAN and many of its members have worked together well over a decade to transform agriculture.

Collaborative partnerships are and will continue to be our primary channel for disseminating the tools and methodologies that SAN develops. We are skilled at linking global presence and perspectives with local action based on knowledge of the diversity of contexts and cultures.

We have experience in our sector

Experience in fostering & measuring sustainable agriculture in practical ways in many countries and crops.

SAN's experience in certification and standard development for a diversity of crops, countries and contexts helps us understand what needs to be done to achieve our mission.

We are nimble and flexible

We are living times of growing disruption and organizations need to respond quickly to changes; SAN has that capacity. Our culture embraces change as part of a necessary organizational value.

We are a nimble and flexible organization, capable of adapting and responding to changing environments and paradigms in times of growing disruptions.

We are driven and knowledgeable

SAN's staff demonstrate the highest level of passion and commitment to the mission. They are competent in sustainable agriculture and committed to client-centered approaches and to using what we learn in the field to develop and improve what we do.

SAN's most valuable asset is its employees. We are focused on maintaining and enhancing that asset to provide the highest level of service and support to organizations we work with around the globe.

Our Strengths and Comparative Advantages

SAN Today

- A global collaborative network of 16 members
- 14 staff members in Costa Rica, USA, Europe, and India
- A wide network of consultants and technical experts
- Experience on diverse crops such as spices, vegetables, rubber, fruits, honey, beeswax, wine, cocoa and livestock



Strategic goals and objectives

SAN has established an ambitious 3-goal strategy to deliver on its mission, building a set of SMART objectives around them. Goal 1 connects to SAN's nature as a global collaborative network and its internal priorities, while goals 2 and 3 align with our three signature programs and our key performance indicators. These goals are also linked to three cross-cutting themes that guide every project we undertake.

Key Performance Indicators



Reduced GHG emissions by 10% in all programs by 2024



Increased adoption of best practices for conserving & restoring biodiversity by 50 percent on all farms by 2024



Improved rural livelihoods by 20 percent in all households by 2024

Cross-cutting themes



Resilient communities



Gender Equity and Inclusion



Youth Engagement



GOAL 1

Expand and strengthen SAN as a global collaborative network of organizations that secures a sustainable future for people, food, and nature.

We are a global collaborative network, and our members are at the heart of what we do, as we work through them. We want to accelerate the growth of the network and increase our member count to fifty by 2024. Having a truly global network is a differentiating factor highly valued by corporate partners and donors. We aim to work with local members all over the world and leverage local capacities. SAN's expansion goes hand in hand with its strengthening. We aim to reinforce the organization by achieving financial sustainability and through new strategic alliances.



GOAL 2

Catalyze credible sustainability and climate commitments through an expanded set of nature-based tools, partners and delivery channels.

As an increasing number of planetary boundaries are being transgressed, fighting the climate and biodiversity crises becomes more relevant than ever. Promoting sustainable production and biodiversity conservation practices is key for SAN to be truly impactful and have a lasting influence wherever its projects are implemented. That is why, by 2024, we aim to reach 215,000 thousand hectares through our programming and an expanded set of tools, partners and delivery channels. Further developing our TerraViva, NetZero and Ecoasis programs will be instrumental in achieving this.



GOAL 3

Improve rural livelihoods through innovative, scalable, and locally adapted technological solutions in agriculture.

Confronting the climate and the biodiversity crises is not enough if we are to secure a sustainable future for people. Those crises are tightly connected to another global crisis requiring urgent action: the poverty crisis. Through its innovative programs and solutions, SAN aims to help build resilient communities and improve rural livelihoods for 1000 client households by 2024. Developing gender programming and optimizing data collection and tools will be pivotal in boosting the rural communities we work with.

Goals, objectives and targets

GOAL 1

Expand and strengthen SAN as a global collaborative network of organizations that secures a sustainable future for people, food, and nature.

- Build a global collaborative network of 50 actively engaged members, diversified by geographies and sectors.
Target: 80% of engaged members
- Meet long-term financial sustainability through a solid growth strategy, enhanced process productivity, and expert human capital resources.
Target: Maintain increased revenue and solvency through balanced budgets that continue to meet all financial obligations
- Increase SAN's brand recognition as a partner of choice to drive invitations for project proposal submissions from our stakeholders.
Target: 34 strategic alliances and clients

GOAL 2

Catalyze credible sustainability and climate commitments through an expanded set of nature-based tools, partners and delivery channels, contributing to reduced GHG emissions of 10%, enhanced sustainable production and biodiversity conservation practices for 215,000 hectares.

- Launch evidence-based programming for sustainable landscape initiative through SAN's signature program TerraViva.

Target: 200,000 hectares where TerraViva is implemented

- Increase the scope and depth of combatting climate change with global supply chains through SAN's signature programme NetZero

Target: 10,000 hectares of climate-friendly activities undertaken by supply chains

- Promote and enable evidence-based best practices for integrated pest management and less toxic pesticides for improved agroecosystems through SAN's signature program Ecoasis.

Target: 5,000 hectares with habitat area introduced for pollinators and beneficial insects (insect refugia)

GOAL 3

Improve rural livelihoods through innovative, scalable, and locally adapted technological solutions in agriculture.

- Advance gender programming in a more deliberate way, including adding "gender minimum standard" of practice for project management.

Target: 8 minimum standards adopted by SAN and its programs

- Systematically collect production and operational data to assist farmers in sustainable farm investment via insights about production and business performance.

Target: 10 projects using the iHub for systematic data collection

- Develop new and/or optimize existing tools and methodologies to support sustainably sourced commodities and supply chain transparency.

Target: A newly developed or optimized methodology or tool

Creating Value for our Stakeholders



Farmers

SAN's global collaborative network supports farmers to reduce production costs and negative impacts while increasing resilience and sustainability, through improving access to knowledge, finance, and markets.



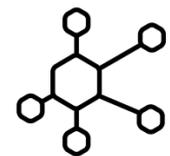
Corporate clients

SAN drives positive changes along agricultural value chains by designing and implementing customized, flexible, and cost-effective technical solutions to address sustainability challenges related to risk reduction, security of supply chains, and increased resilience and transparency.



Institutional donors

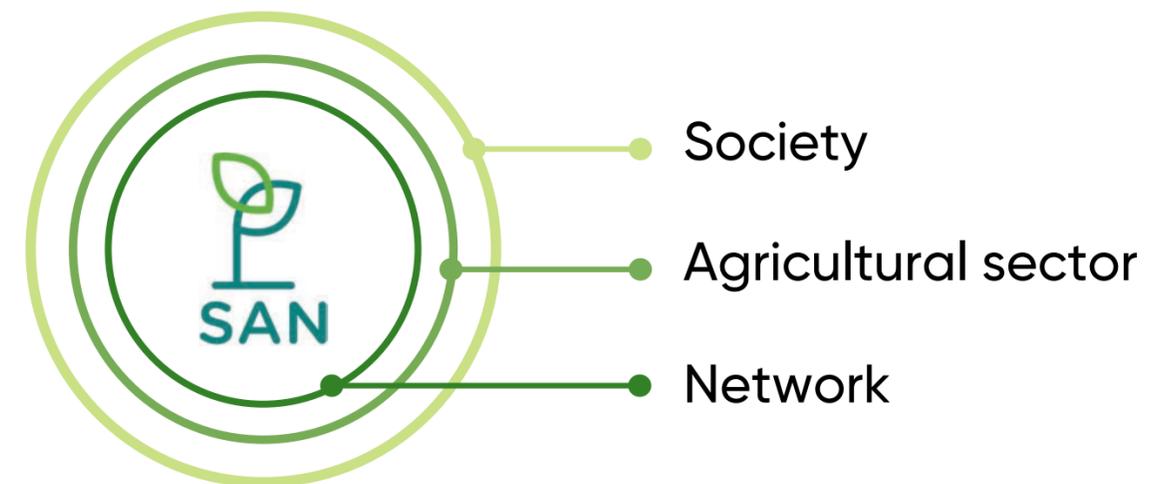
SAN's global collaborative network is the right partner for facilitating access to knowledge and technological tools aiming at increasing resilience and transparency of agricultural activities and demonstrating impact.

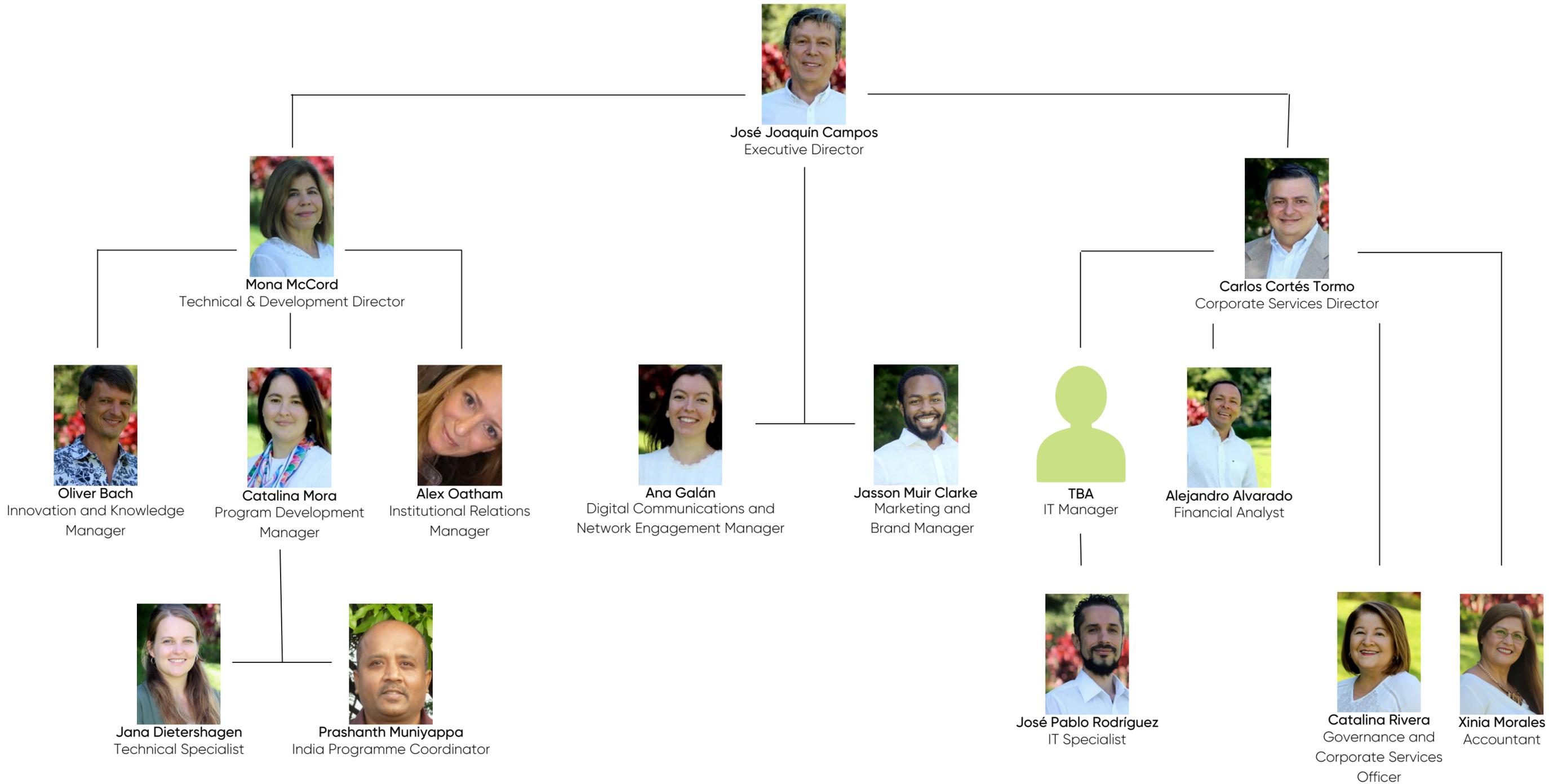


Network members

SAN's global collaborative network strengthens and empowers its members by enabling access to projects, funding, knowledge and technological tools, and by enhancing visibility and credibility.

Scope of influence





Our Secretariat Structure



By 2024, we aspire to



Build a strong global collaborative network in sustainable agriculture that actively engages diverse member organizations in partnerships to collectively advance learnings and agriculture transformation for sustainable agriculture and food systems production.



Leverage our global reach with local presence and capacity that results in a diverse set of skills and expertise, effective quality control and long-term ownership of interventions.



Collaborate with all Members and strategic partners to provide practical solutions that transform agriculture and rural landscapes for the benefit of people and the planet.



Work supported by a global collaborative knowledge platform jointly built by all Members, partners, and farmers, which provide the intelligence for the sustainable management of lands and landscapes.



Be a resilient organization based on high performing teams at the Secretariat and Members, supported by healthy and growing finances from diverse sources.



SAN

Sustainable Agriculture Network