



2025-2030 Strategic Plan

Transforming agriculture for a
sustainable and equitable future

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A MESSAGE FROM THE EXECUTIVE DIRECTOR

As the Executive Director of the Sustainable Agriculture Network (SAN), I am thrilled to present our 2025-2030 Strategic Plan, a roadmap that charts our course towards a sustainable and resilient future for agriculture. Alongside the President of SAN's Board of Directors, Eduardo Trevisan, we recognize the paramount importance of having a strategic plan that is both timely and relevant, especially as we approach the 2030 milestone of the Sustainable Development Goals.

In recent years, SAN has experienced remarkable growth and evolution. We have tripled our membership, expanded our reach, and increased our revenue tenfold. This growth has translated into a growing number of collaborative and transformational projects that strengthen livelihoods, enhance biodiversity, and support climate-smart solutions in agricultural ecosystems. It is a testament to the dedication and commitment of our network members, partners, stakeholders, and the Secretariat staff, who have embraced our shared vision of sustainable agriculture. Alongside this growth, we are strengthening a collaborative culture and fostering a network mindset focused on achieving impact. We have witnessed firsthand the transformational power of collaboration, and we are committed to further cultivating this spirit of partnership as we embark on the next phase of our journey.

This Strategic Plan is not just a document; it is the culmination of a participative and collaborative effort involving SAN's network members, strategic partners, clients, donors, and the Secretariat staff. Their invaluable contributions have propelled SAN to new heights of impact and responsibility. We extend our deepest gratitude to each stakeholder who has played a role in shaping this plan.

As we embark on this journey, we call upon our stakeholders and anyone who engages with our strategic plan to continue working alongside us. Together, we envision a promising future where agriculture is transformed for the betterment of both people and nature. With unwavering dedication and collective action, we can turn this vision into reality. Let us seize this opportunity to create a world where agriculture thrives sustainably, leaving a lasting legacy for generations to come.

In closing, we invite you to explore this Strategic Plan with a sense of optimism and purpose. Together, let us seize this moment to catalyze meaningful change, advance sustainable agriculture, and leave a lasting legacy of stewardship for future generations. The journey ahead will not be without its challenges, but with determination, innovation, and collective action, we can turn our shared vision into reality. Thank you for your ongoing support and partnership as we embark on this transformational journey together.

José Joaquín Campos Arce
Executive Director,
Sustainable Agriculture Network

Executive Summary

The Sustainable Agriculture Network (SAN) stands as a force for transformational global impact, uniting 38 cross-cutting organizations from six continents. With an annual mobilization exceeding US\$500 million, SAN has transformed over 40 million hectares across 120 countries. Our expertise encompasses all staple commodities and over 300 crops within the food and fiber industries. Amid today's polycrisis of climate change, biodiversity loss, poverty, and inequality, SAN aims for radical collaboration to make agriculture a force for positive climate action, thriving landscapes, and resilient communities.

Our Mission and Vision

SAN is passionately committed to transforming agriculture towards a sustainable and equitable future. Our vision is of agriculture healing and nourishing our extraordinary planet. We strive to ensure profitable production while restoring ecosystem balance, benefiting communities and nature alike.

Our Approach

As a global impact network, SAN's model thrives on member-driven collaboration. Our regional hubs stimulate productive interactions and foster localized impact through knowledge-sharing and cross-pollination, facilitating sustainable projects.

SAN's innovative signature programs include TerraViva, supporting sustainable landscapes; Ecoasis, empowering farmers through biodiversity hotspots; and CoAmbition, aiding companies and institutions in meeting sustainability commitments. These programs are pillars of our collaborative approach, addressing key challenges and offering transformative solutions.

GOALS AND OBJECTIVES



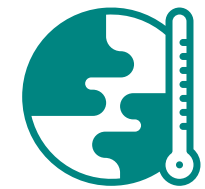
Elevate SAN as the Global Impact Network for Agriculture

- Diversify** funding and deepen commitments.
- Foster** a collaborative ecosystem for collective impact.
- Ensure** long-term financial sustainability and brand leadership.
- Position** SAN through effective communication and marketing.
- Enhance** monitoring, evaluation, and knowledge capabilities.



Enhance Biodiversity and Ecosystem Services

- Champion** nature-based solutions and integrated pest management.
- Scale** M&E systems for nature-based interventions.



Advance Climate Mitigation and Adaptation

- Promote** climate-smart agriculture and technological innovation.
- Strengthen** adaptive capacities using ICTs.
- Implement** scalable M&E systems for climate-smart solutions.



Empower Farming Communities

- Implement** Gender Equality and Social Inclusion (GESI) approaches.
- Strengthen** resilience and bottom-up approaches.
- Scale** M&E systems for GESI-focused programming.

Ensuring Sustainability

SAN's long-term sustainability hinges on collaboration with corporations, institutional donors, and individual advocates. Our governance model ensures transparent, stakeholder-driven decision-making, while our operational backbone—the Secretariat—ensures efficient global implementation.

Becoming a Global Impact Network

The Sustainable Agriculture Network (SAN) is committed to becoming a Global Impact Network through a strategic framework rooted in the Five Cs: Clarify, Convene, Cultivate, Coordinate, and Collaborate. This approach prioritizes a shared purpose, member engagement, trust-building, and coordinated actions among diverse organizations. SAN employs a robust evaluation framework and a variety of tactics, including commodity platforms, regional hubs, and collaborative tools, to facilitate knowledge exchange and drive collective impact in sustainable agriculture. Coordinated by the Network Strategy and Engagement team, each department within SAN contributes crucially to executing this comprehensive strategy, aiming to lead the transformation of global agriculture sustainably and equitably from 2025 to 2030.

Implementation and Metrics

Our 2025–2030 Strategic Plan is a catalyst for transformative change, backed by detailed annual operational plans. Success will be measured through tangible impact metrics, including:

SAN stands at the forefront of sustainable agriculture, guided by values of integrity, collaboration, and adaptability. Our Strategic Plan 2025–2030 charts a path towards a resilient, equitable, and regenerative agricultural future. We invite stakeholders—from corporations to nonprofits, and governments to individual advocates—to join us in this transformative journey, ensuring agriculture heals and nourishes our extraordinary planet.



SAN operates as a global impact network, empowering members to build, test, and implement sustainable solutions tailored to diverse agricultural contexts. By fostering curiosity, collaboration, and adaptability, SAN drives collective action towards long-lasting impacts for people and the planet.

Leading the Transformation of Agriculture for a Sustainable Future

In the dynamic landscape of sustainable agriculture, the Sustainable Agriculture Network stands out as an organization with extraordinary potential, uniquely positioned to lead the transformation of agriculture and food systems towards a more sustainable and equitable future for communities and nature. As we embark on the development of our Strategic Plan for 2025-2030, a reflection on the accomplishments and areas of improvement from the execution of the 2019-2024 plan reveals the exceptional strides made by SAN.

One of the pivotal elements contributing to our success has been the comprehensive refresh of our 2019-2024 Strategic Plan in 2021. This strategic realignment played a key role in the growth SAN has witnessed in terms of membership, multi-stakeholder partnerships, and the effective delivery of impact. This foresighted approach allowed us to stay ahead of the curve, ensuring that our goals remained aligned with the evolving landscape of sustainable and regenerative agriculture.

Central to SAN's success has been our proficiency in execution, innovation, and value creation. We have consistently excelled in catalyzing sustainable solutions for our stakeholders, demonstrating that our commitment to action is not merely aspirational but deeply ingrained in our organizational DNA.

A distinguishing factor for SAN is our global impact network, which has evolved into our most valuable asset. This network, comprised of diverse and committed stakeholders with a proven track record in SAN's pillars of sustainability, sets us apart in the realm of sustainable agriculture. Our potential for impact lies in harnessing this network even further. We envision enhancing collaboration and engagement among members, capitalizing on the power of regional hubs and commodity platforms. By connecting members based on geographic proximity and crop knowledge, we aim to create a vibrant ecosystem where ideas flourish, partnerships bloom, and opportunities for impactful change multiply.



SAN believes in the potential of smallholder farmers and civil organizations, especially in tropical regions and the Global South, to drive forward the transformation of the world's food systems.

At the heart of SAN's success is the nimble and flexible nature of the SAN Secretariat. Understanding our role as orchestrators of multi-stakeholder partnerships and solutions, we leverage our expertise and global vision of sustainable and regenerative agriculture. This combination of strengths positions SAN as a powerful force for enabling an ecosystem of radical collaboration among our members and stakeholders.

By SAN diligently implementing its 2025-2030 Strategic Plan, the world and agriculture could undergo a transformative positive impact by 2030. SAN aims to lead as a global impact network, fostering regenerative, resilient, and equitable agriculture.

SAN aims to diversify multi-stakeholder partnerships, enhance collaboration, ensure sustainability, and position itself as a leader. Success will drive a shift toward regenerative farming practices, fostering resilience and equity in agriculture. By building capacity, implementing innovative monitoring systems, and promoting climate-smart solutions, SAN seeks to lead in mitigating and adapting to climate change through agricultural solutions. This will result in a more resilient and sustainable agricultural industry.

SAN's focus on nature-based solutions, participatory approaches, and capacity building intends to enhance biodiversity and ecosystem services, improving productivity and profitability while restoring environmental balance. Empowering farming communities through a Gender Equality and Social Inclusion approach, collaborative programs, and tailored monitoring systems will build resilience and equity, serving as a model for inclusive and sustainable development worldwide.

In summary, SAN's success will contribute to a world where agriculture is regenerative, resilient, equitable, and environmentally sustainable, addressing global challenges and fostering harmonious coexistence between agriculture and the environment.

As we set our sights on the future, SAN is not just an organization – it is a movement. A movement that envisions a world where agriculture is not just a means of sustenance but a force for positive change, promoting environmental stewardship and social equity. With a new Strategic Plan, enhanced network engagement, and commitment to radical collaboration, SAN is poised to lead the way in transforming agriculture into a force for good, shaping a sustainable and equitable future for all.



SAN's experience with key commodities and crops, throughout its history and thanks to the knowledge of its member organizations, adds to its potential to lead agricultural transformation.

Working towards sustainable development

In the pursuit of a more sustainable and equitable world, the United Nations has set forth the Sustainable Development Goals (SDGs) to address global challenges such as poverty, hunger, and environmental degradation. Agriculture, being at the intersection of economic, social, and environmental concerns, plays an important role in advancing these goals. SAN's mission and delivery is thought and executed through the lens of the SDGs.

The Sustainable Development Goals exhibit profound interconnections, particularly evident in the realm of sustainable and regenerative agriculture. For example, Goal 2, which focuses on zero hunger, is intricately tied to Goal 15, aiming to protect and restore terrestrial ecosystems. Agriculture that depletes soil quality or contributes to deforestation undermines both goals. Conversely, adopting regenerative agricultural practices, such as agroforestry or agroecological farming (aligned with Goal 12 on responsible consumption and production), can enhance food security while promoting biodiversity and soil health, aligning with multiple SDGs simultaneously.

Advancing sustainable and regenerative agriculture demands collaborative efforts across various sectors. Governments play a crucial role in creating policies that incentivize sustainable farming practices and discourage environmentally harmful ones. Businesses, especially those in the agricultural and food sectors, can contribute by adopting sustainable supply chain practices, reducing waste, and investing in research and development of eco-friendly technologies. Civil society is a major player in raising awareness, promoting responsible consumer choices, and advocating for policies that support sustainable agriculture. Academic institutions contribute through research on innovative and sustainable farming techniques.

In essence, achieving sustainable agriculture involves recognizing and addressing the interconnected nature of the SDGs. Success in one aspect, such as sustainable farming, not only contributes to ending hunger but also supports environmental conservation, poverty reduction, and climate action. This underscores the need for coordinated efforts among stakeholders in diverse sectors to navigate the complex web of interdependencies inherent in the pursuit of sustainable and regenerative agriculture.



The SDG diagram used here is an adaptation of the one developed by the Stockholm Resilience Centre of Stockholm University.

SAN's Approach

Amid a critical and challenging time for the world due to an unprecedented polycrisis – climate change, biodiversity loss, poverty and inequality– the Sustainable Agriculture Network endeavors to become a global ecosystem of impact through radical collaboration, transforming agriculture into a powerful tool to advance evidence-based climate action, encourage thriving landscapes, and empower resilient, equitable communities.

Mission for sustainability

SAN is on a mission to transform agriculture towards a sustainable and equitable future for communities and nature. This mandate calls for concerted, coordinated action across sectors and borders, to build the solutions that will change farming practices and food systems in a way that both restores the balance of ecosystems and guarantees profitable production, securing and supporting the livelihoods that depend on agriculture.

Our model of work – the global impact network

As a global impact network, SAN's member organizations are essential to build, test and implement the knowledge, evidence and solutions that can truly change agriculture as we know it and for the better. We aim not only for a growing network, but an engaged and dynamic one as well –a network that is curious, proactive, pioneering, resourceful, synergistic and adaptable, eager to take on challenges in a collective and collaborative way, looking for the best possible outcomes and long-lasting, beneficial impacts for people and the planet, and willing to reach outside its sphere to incorporate new players and perspectives that can add even more value to an already fruitful space.

SAN members' local and regions expertise and experience are an unmatched resource to facilitate localized impact. By establishing regional hubs with a biome approach, we seek to stimulate productive interaction among neighboring members that deeply understand the issues, complexities and potentials of their proximities and ecological challenges. Knowledge-sharing, collaborative and sustainable projects, and cross-pollination through the exchange of experiences are just some of the benefits we envision coming out of these spaces. Regional hubs are also a way of applying SAN's overall strategy to a variety of regional contexts. Our goals and strategic objectives have the potential to gain new layers of specificity through regional adaptation, with the involvement of local stakeholders.



Our global technical expertise is paired with local knowledge and a passion for community development and empowerment: a truly holistic approach for collaborative change in agriculture.

Signature Programs and Member Contributions

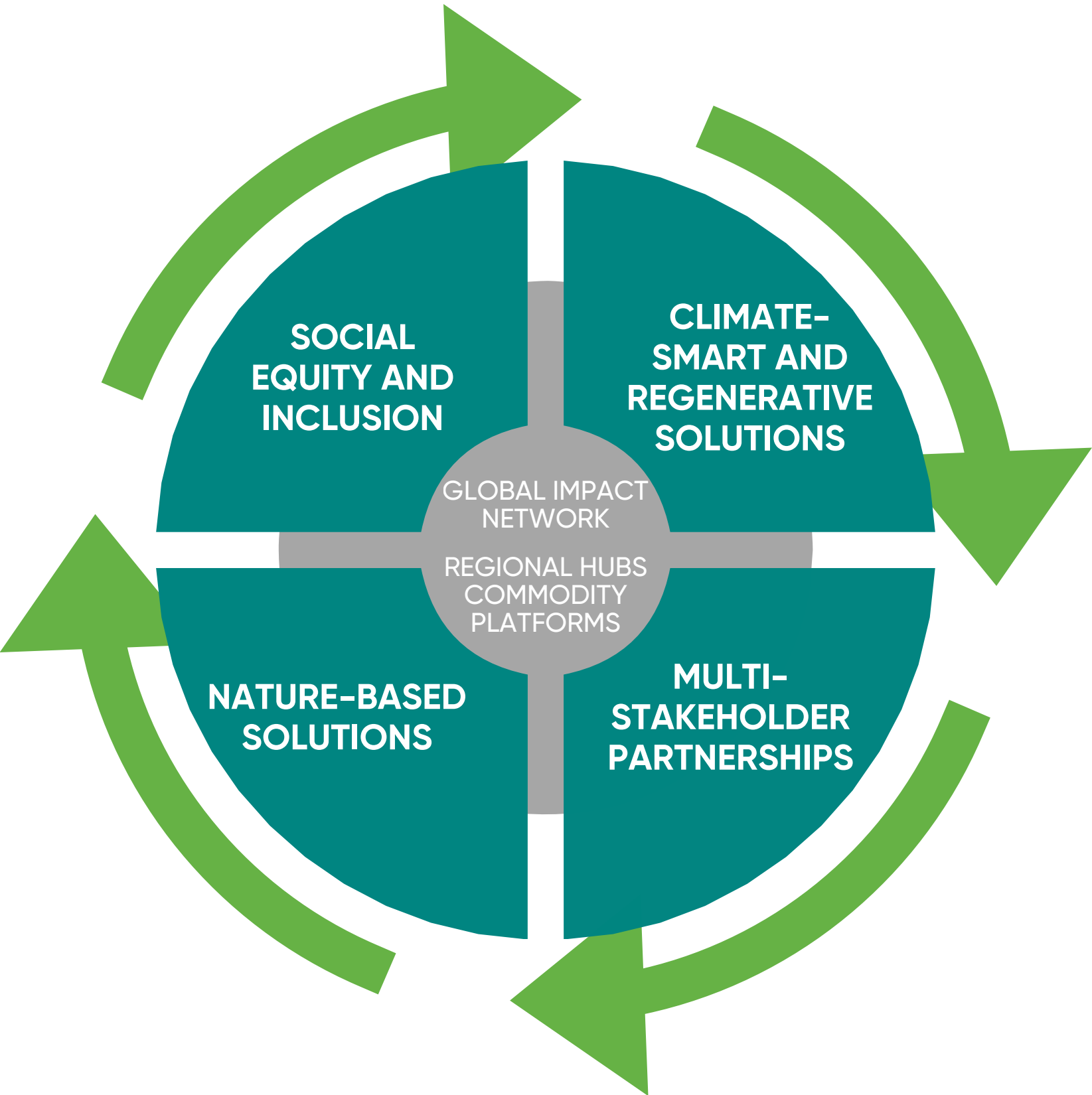
SAN has created and launched three timely, innovative signature programs that aim to provide solutions in three key aspects of global agriculture: TerraViva, an initiative designed to support sustainable landscapes; Ecoasis, which empowers farmers to partner with nature by converting farms into local biodiversity hotspots for pollinators and other beneficial species, fostering ecosystem services that enable more resilient, sustainable production.; and CoAmbition, to help companies, institutions and governments meet their sustainability commitments in agriculture.

Collaboration with local members, partners, clients, and donors, facilitated by the Secretariat, is a key approach to addressing major agricultural challenges. SAN is also an excellent platform for members’ programs to contribute to the network’s mission, thanks to the possibility of sharing, testing and even improving the tools and methodologies that are already creating beneficial change in our members’ home countries.

SAN is committed to collaborating closely with its member organizations to analyze emerging trends and developments in agriculture. By leveraging the local and technical knowledge and expertise of its diverse membership, the network aims to offer valuable insights, innovative solutions, and best practices to address the complex challenges facing agricultural sustainability. This collaborative approach enables the network to identify opportunities for improvement, share successful strategies, and support policy changes that promote sustainable agricultural practices at both the public and private levels. Through these collective efforts, the network strives to drive positive change, foster resilience, and build a more sustainable and environmentally-friendly agricultural sector for the benefit of present and future generations.

Strengthening capacities for transformational change

SAN aims to enhance its global expertise and capacity in key commodities through commodity platforms, enabling large-scale impact. The Secretariat is committed to strengthening Monitoring, Learning, and Evaluation capacities for a Knowledge Management System, fostering collaborative engagement, and improving SAN's potential for co-creating, implementing, assessing, and communicating critical initiatives.



Through SAN signature programs and SAN members’ own initiatives, we provide impactful solutions in sustainable and regenerative agriculture for corporations, public and private institutions, and communities.

Key Partnerships for Impactful Change

SAN collaborates with a diverse range of stakeholders—corporate clients, impact investors, financial institutions, institutional donors, foundations, and individuals through our sister organization, Friends of Sustainable Agriculture (FSA). This collaborative effort reinforces our ability to deliver impactful solutions for the transformation of agriculture.

Coaching plays a transformative role in sustainable agriculture by providing farmers with personalized guidance, knowledge, and support to adopt and implement sustainable practices effectively.

Through hands-on training and mentorship, farmers develop the necessary skills to implement these practices on their farms.

Coaching extends its transformative impact beyond individual farmers to a larger, more diverse audience in sustainable agriculture, including farm cooperatives, agricultural organizations, and community groups. By scaling coaching initiatives, a broader range of stakeholders can benefit from personalized guidance and support in adopting sustainable practices.

Furthermore, coaching helps build strong networks and partnerships among stakeholders, enhancing communication and collaboration across the agricultural sector. It empowers communities to work together towards common sustainability goals, driving collective action and fostering a culture of environmental stewardship.

We take on these challenging times with curious optimism and a profound commitment to transforming agriculture for a sustainable and equitable future. We envision agriculture healing and nourishing our extraordinary planet, and this is only possible through the radical collaboration of a global impact network and its partners and allies. We eagerly anticipate the positive changes SAN and agriculture can bring to our world.



Coaching empowers farmers to take ownership of their sustainability journey, fostering a deeper connection to the land and a commitment to preserving natural resources for future generations.

Eight Factors that Set SAN Apart

Partnering with the Sustainable Agriculture Network (SAN) opens doors to a multitude of invaluable benefits, positioning your organization at the forefront of sustainable agriculture and environmental stewardship. Here's how our value propositions can enhance your operations and impact.

1

ORCHESTRATING COLLECTIVE EFFORTS TOWARD IMPACTFUL INITIATIVES

By collaborating with SAN, you tap into a network of like-minded organizations and individuals dedicated to driving meaningful change in agriculture. Through collective efforts, we amplify the impact of sustainability initiatives, reaching farther and achieving more together.

2

COST EFFECTIVENESS FOR IMPACTFUL SUSTAINABILITY

SAN offers cost-effective solutions designed to maximize sustainability outcomes. By leveraging shared resources and expertise within our network, partners can achieve significant sustainability gains while optimizing financial investments.

3

FRAMEWORKS TO MEASURE PERFORMANCE - PROVE IMPACT, MANAGE RISK AND MEASURE ROI

Our robust frameworks empower partners to measure the performance of sustainability initiatives effectively. By demonstrating impact, managing risks, and quantifying return on investment (ROI), organizations can enhance accountability and credibility while attracting further support.

4

IMPLEMENT INNOVATIVE AND IMPACTFUL PROGRAMS EFFECTIVELY IN LINE WITH YOUR PRIORITIES

Partnering with SAN provides access to innovative and impactful programs aligned with your priorities. Our expertise in program design and implementation ensures that initiatives are strategically aligned, maximizing effectiveness and partner satisfaction.

5

IMPLEMENTING REGENERATIVE PRACTICES AND ACCESS TO MARKETS

SAN specializes in implementing regenerative agricultural practices that not only promote environmental restoration but also open doors to sustainable markets. By adopting these practices, partners can access premium markets and enhance long-term viability.

6

IDEAL PARTNER TO MANAGE SUPPLY CHAINS - ESG PERFORMANCE - COMPLY WITH REGULATION - LOWER RISK

SAN serves as the ideal partner for managing supply chains, enhancing ESG (Environmental, Social, and Governance) performance, and ensuring compliance with regulations. By partnering with us, businesses can mitigate risks, strengthen reputations, and build resilience in an increasingly complex global landscape.

7

NETWORK SUPPORT, COLLABORATION OPPORTUNITIES, KNOWLEDGE EXCHANGE:

As a SAN partner, you gain access to a supportive network offering collaboration opportunities and knowledge exchange. Engage with peers, share best practices, and stay informed about the latest trends and innovations in sustainable agriculture.

8

TECHNICAL ASSISTANCE THAT REDUCES RISKS

SAN provides tailored technical assistance to partners, reducing risks associated with sustainability initiatives. Whether navigating regulatory requirements or implementing new practices, our experts offer guidance and support every step of the way, enhancing project success and impact.

Joining forces with SAN not only accelerates progress toward sustainability goals but also unlocks a wealth of resources, expertise, and opportunities for growth and collaboration. Together, we can create a more resilient and sustainable future for agriculture and beyond.

MISSION STATEMENT

Transforming agriculture towards a sustainable and equitable future for communities and nature.

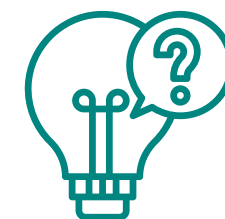
VISION STATEMENT

Agriculture healing and nourishing our extraordinary planet.



Integrity

We prioritize a strict ethical code, sustainability, and transparent reporting. We commit to consistent actions, values, and principles, taking responsibility for impacts on communities and nature.



Curiosity

We value a culture of inquiry, creativity, and learning. We are driven to seek new knowledge and experiences for the advancement of sustainable agriculture, promoting continuous improvement and transformational change.



Radical Collaboration

We are dedicated to breaking away from traditional silos, promoting inclusivity, and fostering a proactive, network mindset. We actively collaborate across boundaries to find innovative solutions to complex agricultural problems.



Empathy

We emphasize understanding and appreciating the experiences and perspectives of others. This is crucial when working with diverse communities and ecosystems, fostering a culture of respect and shared commitment to sustainable agriculture.



Inclusivity

We intentionally create a welcoming environment, recognizing the worth of all individuals and communities in agriculture. We strive for fair treatment, access, opportunity, and advancement while actively identifying and removing barriers for traditionally excluded groups.



Adaptability

Taking inspiration from nature, we value adaptability. We seek to adjust to new conditions, responding effectively to change in socio-economic needs, environmental challenges, and cultural landscapes. This adaptability underpins the development of tailored and relevant solutions across different geographies and communities.

GOAL 1

Elevate SAN as the foremost global impact network that makes agriculture regenerative, resilient and equitable.

- Enhance SAN's funding portfolio by diversifying sources and deepening existing funding commitments for sustainable and regenerative agriculture.
- Enhance the network's reach and maturity to foster a collaborative ecosystem that bolsters collective impact.
- Strengthen long-term financial and operational sustainability through a solid revenue growth strategy, enhanced process productivity, and expert human capital resources.
- Position SAN as a leader and a partner of choice for impactful sustainable agriculture solutions among stakeholders through the implementation of comprehensive communications, marketing and brand strategies.
- Demonstrate collective impact through the development of strong monitoring, evaluation, knowledge and communication capabilities within the network.

GOAL 2

Advance solutions for climate mitigation and adaptation to improve ecological, economic and social sustainability.

- Build capacity among agricultural industry stakeholders and their supply chain to support and implement climate-smart and regenerative agriculture solutions.
- Strengthen the agricultural stakeholders adaptive capacity (and its value chain) for the prevention and minimization of climate impacts through the use of technology for data recording, tracking, analysis, and sharing (ICTs)"
- Scale tailor-made M&E Systems for SAN's programming for implementing climate-smart and regenerative agricultural solutions.



STRATEGIC GOALS AND OBJECTIVES

GOAL 3

Enhance biodiversity and ecosystem services to improve productivity and profitability, promote sustainable farming and restore environmental balance

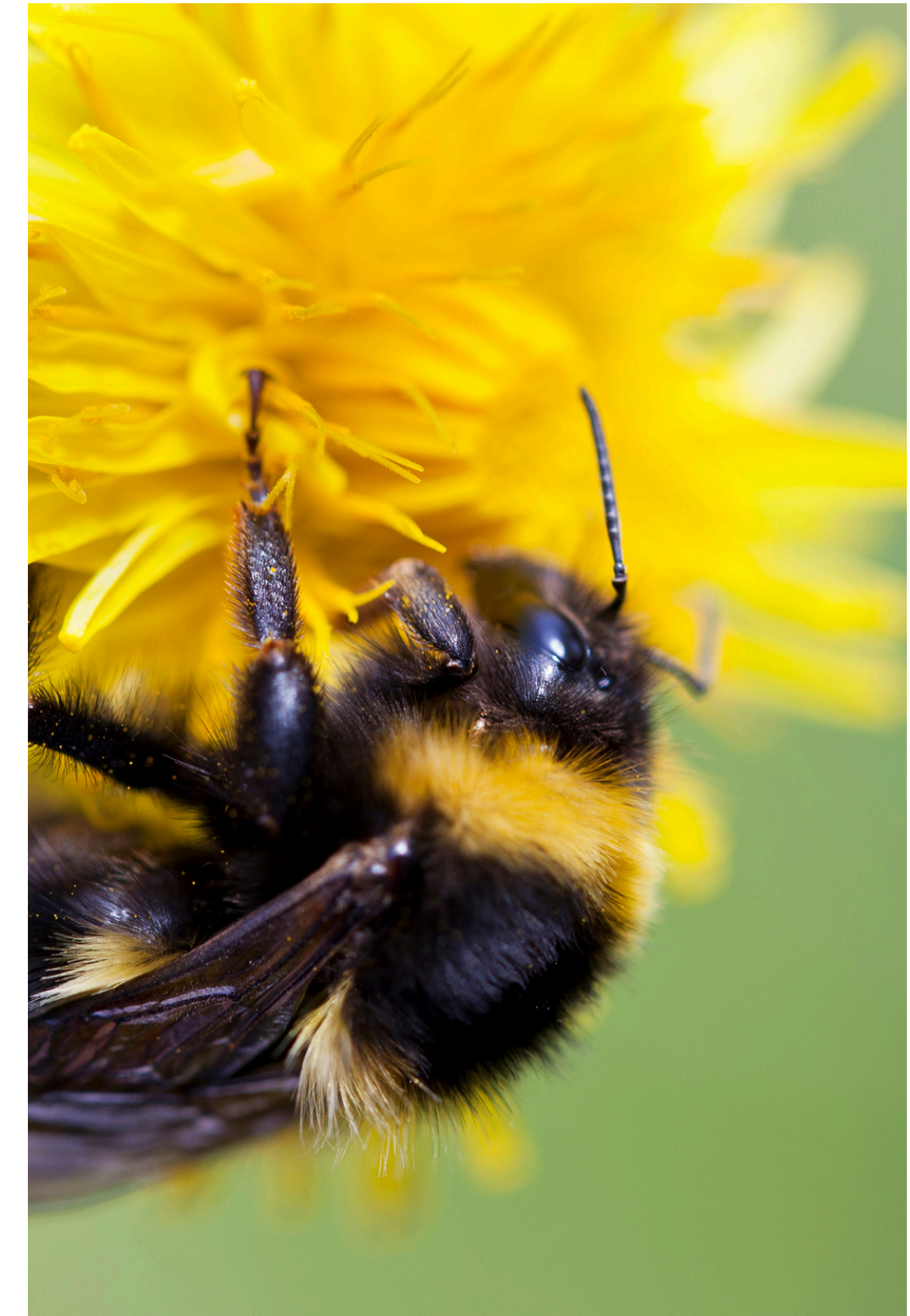
- Promote nature-based solutions for key crops/productive systems for intervention through a collective and participatory approach across SAN Members.
- Promote nature-based solutions for key landscapes through a collective and participatory approach across SAN Member interventions.
- Build capacity among agricultural industry stakeholders for the implementation of IPM and pesticide-use risk mitigation approaches.
- Scale tailor-made M&E Systems for SAN's nature-based solutions and programming.

GOAL 4

Empower farming communities to build resilience and equity, through collaborative and inclusive programming that secures and enhances rural livelihoods.

- Build the capacity of agricultural industry stakeholders for supporting and implementing interventions through a Gender Equality and Social Inclusion (GESI) approach
- Strengthen agricultural stakeholders' adaptive capacity for the prevention and minimization of climate impacts and market shocks through collaborative and inclusive program design
- Strengthen resilience in farming communities using bottom-up approaches.
- Scale tailor-made M&E Systems for SAN's programming for advancing GESI

The SAN Secretariat acknowledges that the accomplishment of these four strategic goals cannot be successfully undertaken working in isolation. Orchestrating collective action and promoting collaborative work with members is paramount in reaching SAN's goals and objectives.



Becoming a Global Impact Network

In our pursuit of consolidating ourselves as a Global Impact Network, the Sustainable Agriculture Network (SAN) commits to a strategic framework based on the Five Cs - Clarify, Convene, Cultivate, Coordinate, and Collaborate. This strategy is rooted in fostering a collective sense of purpose, trust, and coordinated action among our diverse member organizations.

I. Clarify the Network's Purpose and Principles

To lay a strong foundation, SAN prioritizes the joint definition of vision, mission, and values, starting with the incorporation of like-minded and mission-aligned member organizations, and through the active involvement of said members in the strategic planning process. This collaborative approach ensures a shared understanding of our common purpose.

II. Convene the People

Building on the foundation of a shared purpose, SAN focuses on member engagement. Through targeted membership prospecting initiatives, workshops, AgroTalks, and communities of practice, we seek to create meaningful moments where members envision and build their future together. Creating meaningful opportunities for interaction further enhances the personal connections that underpin a thriving network.

III. Cultivate Trust

Trust forms the bedrock of effective collaboration. SAN commits to transparent communication channels, ensuring the free flow of information, and involving members in decision-making processes. After all, SAN is governed by its members. By nurturing a culture of openness and commitment, trust becomes ingrained in our network's DNA.

IV. Coordinate Members' Actions

SAN recognizes that effective networks go beyond relationships; they are about facilitating the flow of information, knowledge, and resources that can lead to collaborative action. As orchestrators, we commit to streamlining these flows, enabling members to coordinate their actions seamlessly.



SAN believes in the unique contributions of each of its members as valuable to build the solutions for the challenges that agriculture and food systems face today.

V. Collaborate for Change

The path to system impact involves guiding SAN members through the stages of connection, communication, coordination and collaboration. By bringing diverse perspectives together and stimulating co-creation, SAN seeks to address agricultural challenges comprehensively and make decisions that benefit the entire system.

SAN's membership growth strategy should also facilitate co-creation by ensuring that critical expertise areas are covered throughout the network. Membership acquisition must be a meaningful and intentional process aimed at building a more resourceful network, keeping a healthy balance between growth and active engagement.

Framework for Evaluation

To ensure the effectiveness of our strategy, SAN employs a robust framework for evaluation. Administrative enhancements, participant surveys, social system mapping, and collaborative activity dashboards enable us to gauge network health, understand member experiences, and measure the impact of our collective initiatives.

Tactics Implemented

SAN employs a variety of tactics to bring the strategy to life, creating the enabling conditions for joint action and collective impact. SAN's network ecosystem is made of collaborative structures, such as commodity platforms and action labs, that facilitate knowledge exchange and catalyze collaborative projects in sustainable and regenerative agriculture. Regional hubs are also central in the structure of SAN's network ecosystem as a generator and booster of collective action.

Face-to-face meetings, social network analysis, and capacity inventories also facilitate stronger connections. Integration into alliances and the development of tools like the iHub and SAN-SAF drive effective collaboration. Co-creation is realized through joint project proposals and the development of impactful methodologies like the community-based monitoring system.



Through radical collaboration, SAN combines the global perspective of the Secretariat and global members with the grassroots expertise and capacities of its local members for truly impactful and sustainable programs and projects.

Role of SAN's Teams

Coordinated by the Network Strategy and Engagement team, each department within SAN plays a crucial role in executing the strategy. The Institutional Relations & Technical units focus on inventory creation, tool development, and member integration. Communications & Marketing ensures visibility through a new website and annual report, along with fostering co-creation through joint publications. Corporate Services introduces collaborative membership tokens and knowledge management systems, encouraging participation and resource sharing.

Monitoring, Evaluation and Knowledge ensures that impact data is adequately and consistently captured, interpreted and communicated throughout the network, and that relevant technical information is readily available.

By steadfastly following this comprehensive and holistic strategy, SAN endeavors to be the leading impact network in agriculture, contributing significantly to the sustainable and equitable transformation of global agriculture from 2025 to 2030.



The diversity of the SAN global impact network enriches the potential of each of our member organizations, by enabling new perspectives to address pressing challenges in agriculture thanks to knowledge sharing, collaboration and a shared purpose for an improved future for nature and people.

Our Organizational Sustainability Model

The Sustainable Agriculture Network (SAN) is committed to the profound transformation of the agricultural landscape, recognizing that a collaborative effort involving a diverse array of stakeholders is paramount to achieving sustainable and regenerative agriculture. Our organizational sustainability model strategically engages corporations, bilateral and multilateral institutions, foundations, philanthropists, and passionate individuals, each playing a crucial role in advancing this shared mission.

Corporations in the Agricultural Sector:

Corporations within the agricultural sector serve as key catalysts for transformative change. Their decisions ripple across intricate value chains, influencing the sustainability of raw material production. The vast hectares and numerous farmers involved in their sourcing practices make them linchpins in the shift towards sustainable agriculture. By collaborating with SAN, corporations gain access to a dynamic network of like-minded organizations, fostering innovation and knowledge exchange, ultimately enhancing their commitment to sustainable sourcing and production practices.

Institutional donors:

Bilateral and multilateral institutions, as well as philanthropic foundations, are instrumental in shaping global agricultural solutions. Their support for innovation, research and education, environmental stewardship, and collaboration is essential for achieving overarching global goals and targets. By partnering with SAN, these institutions leverage a powerful network that amplifies the impact of their initiatives. The diversity within the network provides a comprehensive understanding of regional challenges and solutions, enabling institutions to navigate complex agricultural landscapes more effectively.

Individual Advocates for Regenerative Agriculture:

Individuals who passionately advocate for regenerative agriculture constitute a growing and influential alliance for SAN. Their belief in the importance of sustainable solutions is a driving force for social change.



Diversifying the scope of partnerships is key to achieve a collaborative global movement that puts sustainable and regenerative agriculture at the forefront of global conversations and solutions.

Collaborating with SAN provides these advocates with a platform to amplify their voices, connect with like-minded individuals and organizations, and contribute meaningfully to the advancement of regenerative agriculture. In turn, SAN benefits from the invaluable insights and grassroots support these individuals bring to the network.

SAN's partnership with Friends of Sustainable Agriculture, a like-minded 501(c)3 nonprofit organization, aims to provide these individual advocates with an additional avenue to participate in accelerating transformational change in agriculture through education and innovation initiatives.

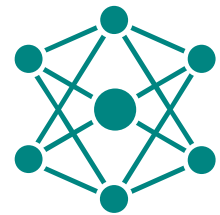
The Global Impact Network:

At the core of SAN's organizational sustainability model lies the global impact network, a unique amalgamation of like-minded organizations united by the common goal of transforming agriculture. This network, diverse and dynamic, serves as SAN's most significant contribution to addressing pressing global issues. Corporations benefit by gaining exposure to innovative practices and solutions. Philanthropic foundations, as well as bilateral and multilateral institutions, leverage a consolidated force for achieving global goals, and individual advocates find a collaborative platform to amplify their impact. The network acts as a nexus for knowledge exchange, fostering collaboration, and facilitating joint initiatives, creating a synergistic environment where each stakeholder benefits from the collective expertise and shared purpose.



SAN's global impact network is a unique asset for partners looking to access a breadth of unmatched knowledge, experience and international reach for sustainable and regenerative agriculture solutions.

Creating Value for Our Stakeholders



NETWORK MEMBERS

SAN's global impact network orchestrates and scales multi-stakeholder collaboration for transformational change at multiple levels, strengthening and empowering its members by enabling access to data, knowledge, technological tools, and projects that involve local actors and global insights.



FOUNDATIONS

SAN amplifies the impact of foundations' philanthropic efforts by offering a network-based approach to address the systemic causes of sustainability problems in agriculture while strengthening local civil society in developing countries. The network's commitment to radical collaboration among diverse organizations and stakeholders enables foundations to dynamically co-create innovative solutions.



BILATERAL INSTITUTIONS

SAN's network model serves as a conduit for impactful collaboration among a curated network of organizations and initiatives, that align with bilateral donors' development objectives, ensuring that donor resources are strategically deployed to address pressing challenges on the ground while shifting power to local civil society actors. Commitment to translating local knowledge into collective action offers bilateral donors a pathway to support projects that are contextually relevant and globally impactful.



Innovation, collaboration, a network approach and collective action powered by local knowledge are just a few of SAN's value commitments to the stakeholders with which it connects.



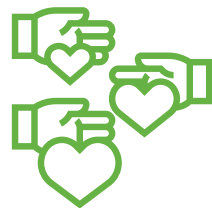
SUSTAINABLE FINANCE INSTITUTIONS

SAN increases the long-term financial, environmental, and social returns on agricultural investments by providing technical support for the execution of regenerative and sustainable agribusiness ventures, while achieving scale through a collaborative network approach.



CORPORATE PARTNERS

Through a multi-stakeholder partnership approach, SAN leads collaborative processes with corporate partners to co-design and implement tailor-made, cost-effective and scalable-impact interventions that enable the sustainable, restorative, and equitable transformation of their agricultural supply chains, while ensuring delivery of regulatory and voluntary commitments and effective communication towards their respective shareholders and audiences.



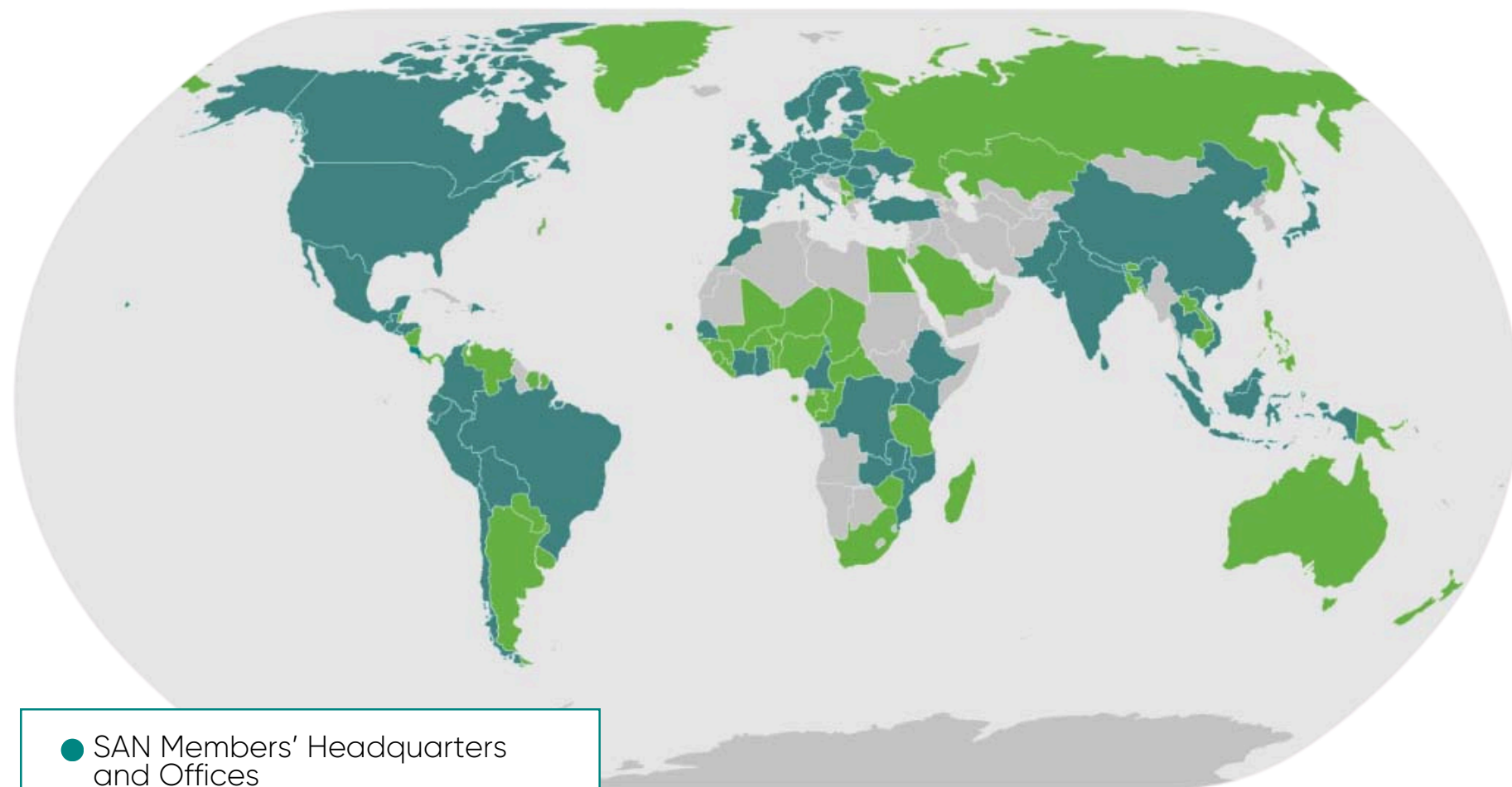
INDIVIDUAL ADVOCATES

SAN harnesses the enormous potential of agriculture and “the power of the fork” to heal and nourish our extraordinary planet. We promote regenerative agriculture to not just grow food but to build richer soils, healthier water ways, restore biodiversity, build climate change resilience, and stronger and harmonious farming communities. We're empowering people with tools to shape better lives, healthier environments, and stronger communities. By amplifying local knowledge and tapping into agriculture's vast potential, we're growing nutritious food and fostering thriving agroecosystems. Join us in making a hands-on impact for our planet's well-being.

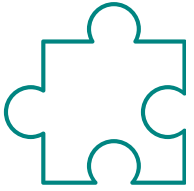


Smallholder farmers reap great benefits from the joint efforts of SAN multi-stakeholder partnerships with a wide range of actors and decision-makers.

Extending SAN's Reach Through the Global Impact Network



- SAN Members' Headquarters and Offices
- Extended reach through projects and programs

 **38**
DIVERSE
MEMBERS

 **US\$500**
MILLION

 **40+ MILLION**
HECTARES

 **120+**
COUNTRIES

300+
CROPS 

SAN is a force for transformational global impact through local specialization and grassroots empowerment. Our growing and diverse membership of 38 cross-cutting organizations from across six continents mobilize over US\$500 million annually.

We are transforming more than 40 million hectares in over 120 countries. Our combined expertise spans all staple commodities and over 300 crops within the food and fiber industries.

SAN's global perspective and deep understanding of community empowerment ensures that our work in tailoring sustainable and regenerative solutions in agriculture has lasting impact.

A Governance Structure for Collaborative Transformation

The Sustainable Agriculture Network stands as a beacon of collective impact, uniting organizations worldwide under a shared vision. SAN's unique structure fosters collaboration, inclusivity, and transparent decision-making, making it a formidable force in shaping the future of sustainable agriculture.

Joining Forces for Positive Change

Being a part of SAN means aligning with a global network that envisions agriculture as a catalyst for rural prosperity while safeguarding biodiversity, the atmosphere, and natural resources. With a commitment to collective impact, SAN members contribute to a shared goal: reshaping agriculture for a more sustainable and equitable future.

Governance for Collective Decision-Making

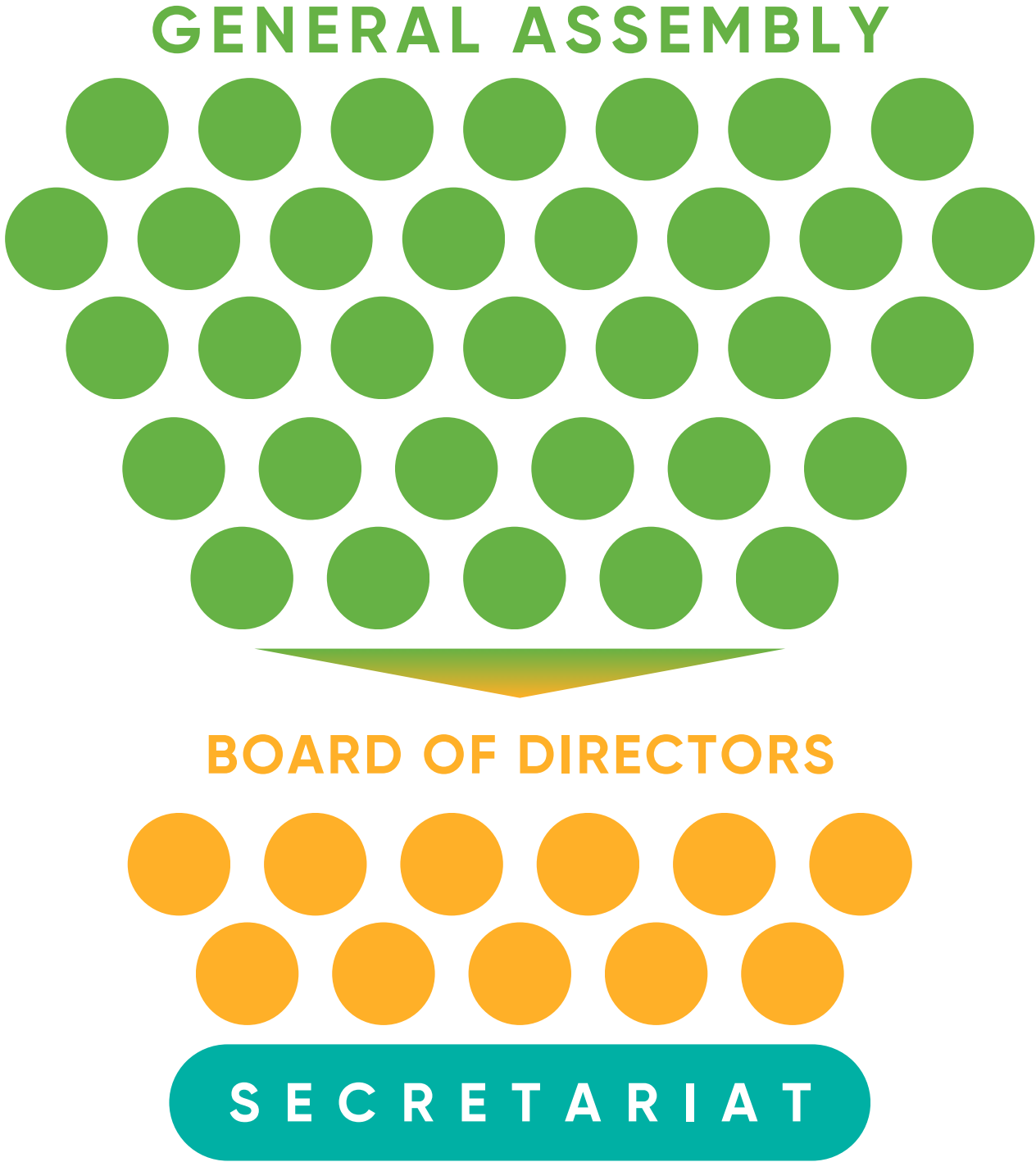
At the heart of SAN's structure is a participatory, stakeholder-driven decision-making process. This framework ensures credible consensus building, democratic discussions, and inclusivity in shaping the organization's strategies and objectives.

General Assembly

The General Assembly serves as the supreme authority within SAN, consisting of representatives from all member organizations. This assembly, through democratic processes, elects the SAN Board of Directors, approves strategic plans, and actively shapes the direction of the organization.

Board of Directors

Comprising a maximum of 11 representatives elected by the General Assembly, the Board of Directors oversees SAN's operations. This governing body plays a pivotal role in approving annual plans, setting goals, and crafting overarching strategies for the organization, ensuring alignment with SAN's vision and mission.



Elected by the 38 organizations of the General Assembly, the 11 representatives of the Board of Directors are tasked with the direct oversight of SAN's operations, including the approval of annual plans, goal-setting and strategic alignment.

Operational Backbone: The Secretariat

The Secretariat, led by the Executive Director, serves as the operational backbone of SAN. Responsible for executing decisions made by the Board of Directors, the Secretariat administers daily operations, facilitates communication, and promotes collaboration with existing initiatives. Moreover, it coordinates support activities and ensures the efficient implementation of SAN services and projects on a global scale.

A Collaborative Path to Sustainable Agriculture

The Sustainable Agriculture Network's structure exemplifies the power of collaboration in steering agriculture towards a more sustainable and positive future. By embracing inclusivity, transparency, and collective decision-making, SAN is not only shaping the agriculture of today but also sowing the seeds for a more prosperous and sustainable tomorrow. As a global network, SAN's impact reverberates across continents, showcasing the strength that comes from shared vision and concerted effort in the realm of sustainable agriculture.



Our governance structure promotes transparency and accountability, ensuring that we fulfill our mission with efficiency and incorporating a wide range of perspectives as we build the path ahead.

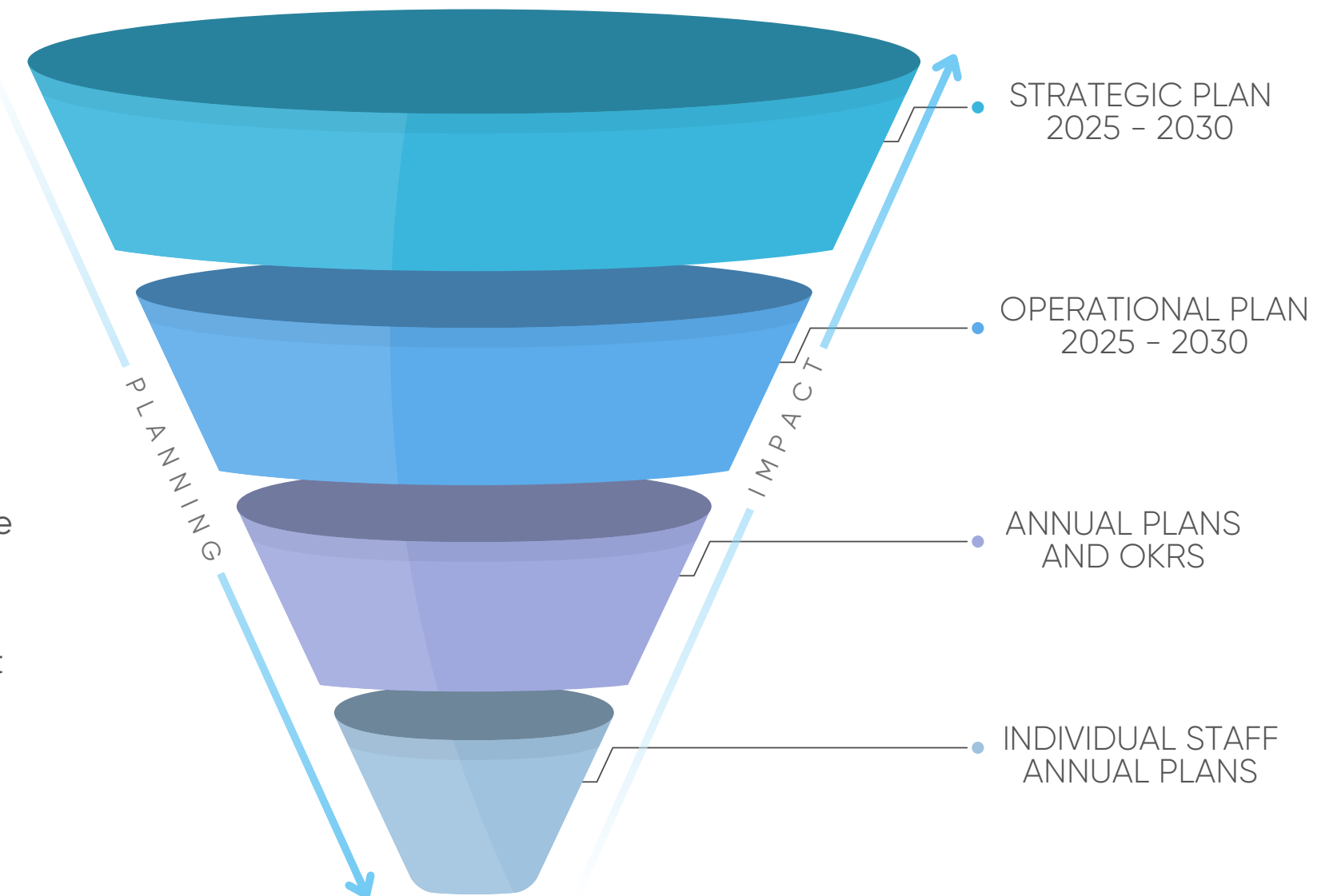
Implementing this Strategic Plan

SAN's ambitious 2025–2030 Strategic Plan is not just a roadmap for the organization's future but a catalyst for transformational change in the realm of sustainable agriculture. To ensure the effective execution of this strategic vision, a comprehensive internal companion operational plan will be developed in tandem. This operational plan will serve as the detailed blueprint, breaking down the overarching goals of the strategic plan into actionable steps, timelines, and resource allocations.

By the end of each year, SAN will have crafted the coming year's annual plan that aligns with the strategic vision for that specific period. This annual plan will be a dynamic document, reflecting the evolving landscape of sustainable agriculture and adjusting course as needed. It will encompass a set of Objectives and Key Results (OKRs) and a budget tailored to meet the goals outlined in this strategic plan. The annual plan serves as a vital tool for both guiding and evaluating the organization's progress on a yearly basis.

For the SAN Secretariat staff, this strategic and annual planning cascade becomes even more granular. Each staff member will be tasked with developing an individual annual plan that aligns with the organization's annual objectives and OKRs. These individual plans become the cornerstone for monitoring and evaluating the performance of each staff member throughout the year. By aligning personal OKRs with the broader annual plan, the Secretariat staff ensures that their efforts contribute directly to the realization of SAN's strategic goals.

This cascading structure, from the strategic plan down to individual staff plans, fosters a sense of ownership, accountability, and alignment within the organization. It transforms SAN's overarching vision into actionable steps, ensuring that every member of the Secretariat plays a crucial role in the successful implementation of the 2025–2030 Strategic Plan. Through this meticulous planning and execution process, and with a conscientious monitoring, evaluation and learning system, SAN can navigate the complexities of sustainable agriculture with agility and purpose, ultimately driving positive change on a global scale.



From Our Partners and Beneficiaries

We are proud to present a collection of quotes from project beneficiaries and stakeholders, including producers, community leaders, business leaders, and more. These insightful quotes have been graciously provided by individuals who actively participated in the various projects and programs implemented by the Sustainable Agriculture Network (SAN). Their voices offer valuable perspectives on the impact of our initiatives and the positive changes witnessed within their communities. Through their experiences and feedback, we gain a deeper understanding of the significance of our work and the transformative power of sustainable agriculture.

“Many times organizations come and bring ready-made solutions, but **you are here working on our own needs, what we want, and what we need to improve our living conditions.**”

Carlos Javier Ramírez, coffee farmer of El Jordán, Gaitania, Colombia

“SAN challenges us to think globally while acting locally, ensuring that our efforts contribute to a greater goal. **This interaction between the network's global vision and our local actions creates a much broader and significant impact,** demonstrating that together, we can advance towards a sustainable future.”

Clara Solano, Executive Director of Fundación Natura Colombia

“The #1 strength of SAN is its **Global Network.**”

Alain Nguyen, Global Sustainable Sourcing Lead. Nestlé

“Alongside Nestlé, SAN, Preferred by Nature, and the Global Nature Foundation, we have **achieved significant milestones in regenerative agriculture:** reducing CO2 emissions through the transformation of fertilization into organic, studying cover crop mixtures, and the efficient use of water through new sensorization techniques.”

Pablo Da Rold Rossi - General Director of Monliz, Spain

“It is very important for our company to participate in the Sustainable Sourcing Programme, to help us **not only to understand our customer's sustainability requirements but also in contributing to achieving the Sustainable Development Goals (SDGs).** Community assessments as part of the programme are helping us to evaluate and focus on priority areas with a clear action plan for capacity building and infrastructure requirements for our growers. By combining the efforts of all stakeholders, **we believe that we can create a positive impact in our spices supply chains at scale.**”

S. Chandrasekhar, Business Head, Olam India-Spices

“It is so important to **have these spaces for us women who are in the coffee industry, and who often cannot feel confident to ask questions.** And here we are for all of us, to support each other and learn together.”

Ana Catalina Solis Ureña, coffee producer from Dota, Costa Rica

“

It was an adventure and a journey to learn that we can improve from the previous year and from other processors.

The most important issue for me personally is biodiversity, and we've started to have significant impacts with planting hedgerows and flower strips. It is the main issue that we addressed in this program, and we hope that we can scale it up in the future. I'm quite happy with the work we've done.

Aline Hoareau - Local Partner of the Sustainable Sourcing Program, Nestlé France

“

The process has helped us understand the assets we have in the community and the practices we can implement on the farms.

How to take care of nature and our environment for the future of our children.

And to think not only about the present but also about the future.”

Martha Quimbayo. President of the Women's Association and member of the Victims' Association of Gaitania, Colombia

“

We have been in this project for three years. It is a short time, but we have gained a lot of knowledge and have many plans for the future. We are not using fertilizers but are using nature's products such as compost. We are using the sun to power robots and drones for spraying, so that we can reduce the doses of pesticides.

Technology in agriculture is the right way.

Mark Bojin - Head of Agriculture, Geneza - Serbia

WHO ARE WE? THE SAN MEMBERS





SAN

Sustainable
Agriculture
Network

sustainableagriculture.eco

