



2021 Annual Report

Fostering global collaboration
to regenerate our planet



Sustainable
Agriculture
Network

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A Message from our Executive Director

Amid a global new normal and increased attention to urgent challenges for the future of humanity and the planet, 2021 has been a very positive year for SAN when we consider three fundamental elements that drive our mission:

First, we were able to consolidate our existing projects and relationships with our valued customers, funders, and partners, and at the same time, we designed three innovative signature programs that will guide SAN's future work. Our efforts to transform agriculture resulted in fieldwork in 31 countries in 4 continents, impacting more than 1,200 farmers producing 69 crops, from vegetables, spices, palm oil, bananas, berries and maize.

Second, SAN membership continued growing, increasing to 19 members with presence in Asia, Africa, Europe, Latin America, and North America.

And third, the Secretariat team was reinforced with competent people located in different geographies in three continents.

These are positive steps towards continuing building SAN as a global collaborative network that provides innovative and sustainable agricultural solutions to the three interrelated planetary crises: poverty, climate change, and biodiversity loss.

We closed the year with a thoughtful exercise to refresh our strategic plan, which served as the guiding document for developing the 2022 workplan and budget, and the individual performance evaluation plans. All these efforts have been carefully designed to align our short and mid-term work to build a fit for purpose and ready to grow organization that can achieve its mission to transform agriculture to secure a sustainable future for people, nature, and food.

During 2021 we developed three innovative signature programs that build on the need to provide integrated social and agroecological solutions to restore the natural, human, and social capital. These programs are described in SAN's Refreshed Strategic Plan 2019-2024.

The first signature program is TerraViva, which is an integrated landscape governance model that uses participatory approaches and multi-stakeholder platforms to identify a desired future for the landscape - through the development and joint implementation of a Common Territorial Agenda.

Ecoasis provides habitat restoration for pollinators, natural enemies, and beneficial insects in agricultural dominated landscapes.

And NetZero helps to drive impactful action around climate change and other sustainability commitments, while meeting the internal goals of multinational companies.

With these signature programs, SAN is better equipped to support businesses, governments, investors, NGOs, communities, and other stakeholders, to move forward with their sustainability agenda in a practical and cost-effective way.





We continued to design and implement sustainable and regenerative agriculture and landscape tools, methodologies and training customized to collaboratively deliver specific commitments tailored to local conditions and urgent global challenges. These are focused on sustainability outcomes, particularly enhancing sustainable livelihoods, reducing GHG emissions, and restoring biodiversity as the key component for nature-based solutions.

Collaboration, flexibility, constant learning, and adaptive transformation are at the core of SAN's work philosophy and culture. To support this, we have pushed for true digital transformation in a way that simplifies our technical and administrative processes and supports efficient delivery of our mission.

At SAN we are committed to support collective impact efforts and hence global collaboration through projects and knowledge-sharing continues to add value to our work. And through the new value of appreciation, we aim to foster an organizational culture of motivation and high performance within our Secretariat, across projects and throughout the Network.

Clients and donors, including new ones, continue to trust SAN as an ideal, reliable partner to deliver on commitments in sustainable and regenerative agriculture. SAN will continue to innovate through collaboration in high-impact projects that transform agriculture to bring prosperity and sustainability.

On behalf of the SAN Secretariat, I would like to express our gratitude to our Board of Directors and General Assembly of Members, our valued customers and funders, our key partners, and all farmers and agribusinesses, for the support we have received during last year. Our promise is to continue improving the work with which you have trusted us, to build a safer, more equitable and prosperous world, where sustainable food systems are a key part of the solution to restore our planet.

José Joaquín Campos Arce
Executive Director



About SAN

OUR MISSION

We are a global collaborative network with the mission to transform agriculture to secure a sustainable future for food, nature, and rural communities.



OUR VALUES

Integrity

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



Appreciation

We respect, celebrate, and value the diversity and uniqueness of our team members and of those with which we interact.



Innovation

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



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.

Collaboration

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



Accountability

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



Self-improvement

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

Our Network Members

SAN is committed to the principles of collaborative work to deliver collective impact. It is clear that the union of shared forces and visions is the key to accelerating the positive changes that the world requires.

SAN's work would not be possible without the support and participation of its members, who in many cases have acted as local experts and implementers in the field.

In 2021, SAN welcomed three new members: Consorcio Ambiental Dominicano (Dominican Republic), PELUM (Uganda) and Rural Education and Economic Development Society (Pakistan)



Signature Programs



NetZero is a timely program that helps Corporate Social Responsibility policies and programs operationalize their commitments and meet their environmental goals. As the expectations on corporate responsibility increase, and as transparency becomes more prevalent, companies are recognizing the need to act on sustainability and sustainable sourcing.

Specific actions for reducing carbon emissions and the ecological footprint of food production, and providing good working conditions and better livelihoods, are rising demands from every market sector.

SAN is a powerful and effective ally to drive impactful action around global climate, livelihood and biodiversity targets by transforming agricultural practices for specific crops, supply chains and local contexts.

SAN counts on field-tested toolsets (Sustainable Agriculture Framework and SAN's Intelligence Hub) and communication skills to operationalize public commitments and meet the internal goals of multinational companies.



Ecoasis is an important agroecological program that harmonizes soil and plant health through field edge habitats (pollinator strips, hedgerows). SAN co-designs with local producers multi-functional areas of native flowers and shrubs to provide important habitats for pollinators, natural enemies and beneficial insects.

SAN creates environmental awareness of the benefits of field edge habitat for wildlife, soil and climate change, and provides training on establishing of and monitoring insect habitats. In doing so, SAN converts producers to local biodiversity conservation champions.

This program is replicable and scalable to many other crops and regions in need of these nature-based crop production services using the practical guide developed by SAN on how to establish insect habitats.

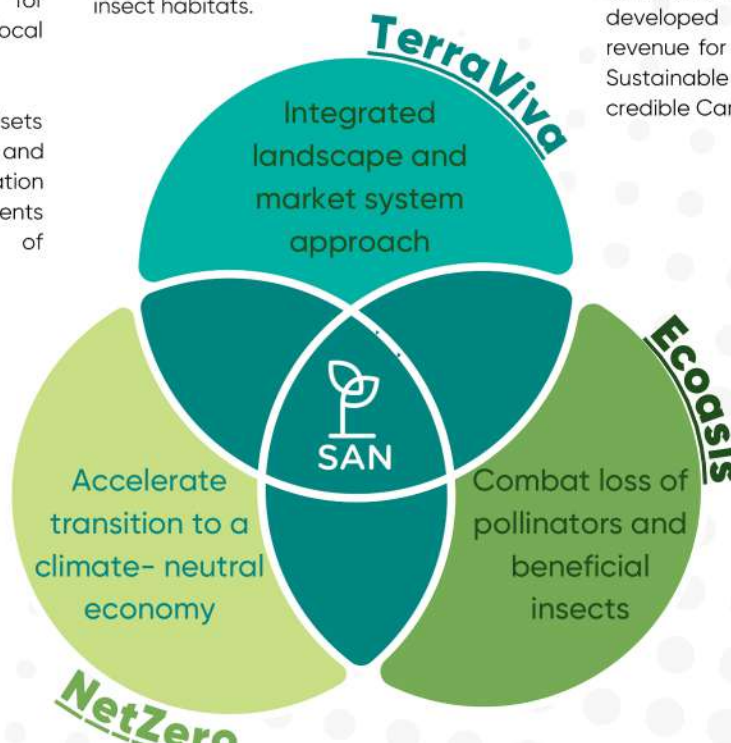


TerraViva is an emerging landscape governance approach that supports small scale producers and their communities adapt to climate change, enhance biodiversity, and strengthen ecosystem services.

TerraViva is unlike other landscape approaches in that it recognizes local capacities and a strong base of governance as important assets for the targeted landscape. It embraces a community-led approach in which a common vision and purpose built from the perspective of local stakeholders leads to collective solutions that balances social, environmental, and economic goals.

A multi-stakeholder platform that includes strategic alliances with private sector, local government, civil society organizations, and communities provides fertile ground to allow systemic interventions so that sustainability is not found on a farm here and there, but across an entire region.

TerraViva is designed to make a significant contribution to combined objectives of reduced GHG emissions, improved rural livelihoods, and increased social and environmental benefits to rural communities. Financial models are developed to identify new sources of revenue for communities that may include Sustainable Commodity Sourcing and credible Carbon Credit Protocol.



OUR THEMATIC PRIORITIES



2021

Our Year in Review



Sustainable
Agriculture
Network

Our Impact In Numbers



+50K 
Hectares impacted

26 
Communities
and states

252 
Farmers trained



31 
Countries



69 
Different crops



+1200 
Benefited
farmers





Nestlé

Sustainable Sourcing Programmes

Nestlé

Sustainable Sourcing Programmes

Delivering positive impacts for farmer communities and the environment at the origins of Nestlé's spices and vegetables.

Sustainable Sourcing means ensuring the respect of ethical standards, enhancing biodiversity, and reducing the environmental impact of agricultural practices, along supply chains. It supports advancements in the human and environmental health of farming communities, while improving their livelihoods and contributing to GHG emissions reduction.

The Sustainable Sourcing Programmes have been created to support Nestlé in achieving its commitments towards net-zero emissions, enhanced livelihoods and mitigated environmental impact in the communities that are directly connected to its business activities, fostering a better future for us all.



SAN's role within the Spices Programme includes:

- Supporting the traceability assessment for Nestlé's spices upstream supply chain.
- Co-designing of the program's framework and monitoring system, outcome, and performance indicators.
- Undertaking the data collection activities.
- Supporting suppliers to achieve the programme's outcomes.

Within the Vegetables Programme, SAN:

- Conducts the traceability assessments for Nestlé
- Provides technical support to processors who need advice on how to close mandatory compliance gaps
- Works with suppliers and processors taking part in the Creating Shared Value pillar

Note: The COVID-19 pandemic hindered SAN's ability to work with the spices farming communities, due to the Indian government's restrictions on gatherings and movement between states. "Normal" activities only resumed after October 2021.

Implementing partners

Spices Programme



Spices Programme Participant Suppliers



Vegetables Programme



Nestlé: delivering positive impact for spice farmers and the environment

The Sustainable Sourcing Programme for Spices, funded by Nestlé, is designed and implemented by SAN and its members and local partners to progressively deliver positive impacts for farmer communities and the environment at the origin of Nestlé's spices.

In its most recent implementation cycle, the program has achieved positive results across its four goals: resilient livelihoods, biodiverse and sustainable farms, safe living and working conditions, and worker rights and child labor.

Goal 1. Resilient Livelihoods

 **74%** of farmers grow secondary crops for commercial purposes.



Goal 2. Biodiverse & Sustainable Farms

 **83%** of farmers implement best soil management practices

 **26%** of farms participate in safe pesticide container disposal initiatives


Goal 3. Safe Living & Working Conditions

 **85%** of farmers are now trained on best practices for health and safety.

 Access to sanitary and bathing facilities in the field has increased by 15% in one year.

Goal 4. Worker Rights & Child Labor

 **2%** of communities have received training on legal rights and benefits.

 **NO** child labor reported in 2020, but most farms are at high risk due to economic consequences of COVID-19.

Sustainable Sourcing Programme for Spices

Geographic scope	India (Karnataka, Rajasthan, Telangana, Andhra Pradesh and Madhya Pradesh)
Farmers impacted	+1000 small and medium farmers
Communities impacted	+30
Crops	Cumin, coriander, chilli and turmeric
People trained	+150

Nestlé: ethical, responsible sourcing for the vegetable supply chain



The Sustainable Sourcing Programme for Vegetables, funded by Nestlé, is designed and implemented by SAN and Fundación Global Nature to ensure that vegetables are produced with respect for people and the environment.

The program has three main pillars: traceability, to map the supply chain of vegetables being delivered to Nestlé factories; compliance, to ensure that crops are produced under the basic expected sustainability and ethical conditions; and sustainable sourcing, to support the implementation of best practices at field level, promoting the reduction of GHG emissions and carbon sequestration, the enhancement of in-farm biodiversity and the transition towards regenerative agriculture.

For the latest implementation cycle, all participant food processing companies are implementing practices to promote biodiversity restoration and conservation within their farmer's base.

Key Results



Successful supply chain mapping for +50 raw materials from 26 countries.



On-boarding of seven food processing companies during 2021 for the Sustainable Sourcing pillar of the programme.



Successful implementation of +2M USD in field projects to reduce GHG emissions, promote in-farm biodiversity and support farmers implement regenerative agriculture practices.

Sustainable Sourcing Programme for Vegetables

Geographic scope	26 countries across the Americas, Europe, Africa, and Asia
Participating suppliers	+60 companies and +120 processing plants in Traceability and Compliance; 22 suppliers in Sustainable Sourcing
Crops	+50
Farms implementing projects	+200



SAN Projects

Driving scalable impact in one of the world's most biodiverse regions



In collaboration with UK Embassy in San José and with the support of Global Giving donors, SAN delivered trainings to more than 100 farmers of the OsaCoop cooperative in Costa Rica's Osa Peninsula. The two-phase 'trainer of trainers' approach covered topics such as integrated pest management, investment in biodiversity, and promotion of ecosystem services, with complementary workshops in finance and marketing for agricultural businesses.

The trainings provided farmers with practical and actionable tools that will enable them to operate more efficiently, diversify their production to increase resilience, and reduce the cost and usage of fertilizers and pesticides. We also distributed flower seed starter kits to the participants that include local plant species that attract beneficial insects and pollinators.

“ What I learned in these trainings, I can share with others, without any fears of sharing this knowledge. The trainings helped me see the potential of my farm in a new light ”

Elieth, palm oil producer in the Osa Peninsula



British Embassy
San Jose



GlobalGiving

OSAN Project

Geographic scope	Costa Rica's Osa Peninsula
Farmers impacted	111 farmers (82 men, 29 women)
Communities impacted	7
Crops	Oil palm, cacao, vanilla, bamboo and plantain
Number of supply chains	2 - Oil palm and cacao
People trained	25

Improving landscape management with community leadership



The Blueprint for a Sustainable Landscape is a set of tools that identify and measure priority sustainability issues at the landscape level, including the entire range of land uses, natural ecosystems, and local stakeholders. Using the Blueprint, standards systems can strengthen their capacity for catalyzing resilient landscapes, and support improvement pathways for farmers who need more support and incentives.

“ You don't come to bring us money, but valuable information that serves as a basis for formulating projects. Others don't listen to us, but thanks to you, we can move forward.”

Community Action Board presidents of the Zona Bananera Municipality, Colombia

Implemented in the Magdalena region in Colombia, an area of both high biodiversity and high poverty, where small-scale and plantation-based bananas and oil palm are grown, Blueprint includes a participatory process of local and international stakeholder engagement to set key outcome indicators and targets specific to the region, as well as progress assessments and a landscape monitoring framework that combines different datasets and verification methods.

 Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO



Blueprint for Sustainable Landscapes

Geographic scope	Magdalena region, Colombia
Participating farmers	74 farmers
Communities impacted	2
Crops	Banana, oil palm, papaya, lemon, zapote, mango, bovine cattle
Number of supply chains	The main export products of the municipality are bananas and palm oil.
Hectares impacted	14,501 ha

Enhancing farm ecosystems to promote thriving pollinators



Operation Pollinator is a project designed to evaluate the diversity of native plants and the beneficial insects associated with proposing a comprehensive design of multifunctional areas of natural vegetation on berry and corn farms in Mexico.

With the support of a Costa Rican entomologist and SAN partner ABC Mexico, the SAN team has carried out monitoring activities of natural vegetation and beneficial insects in blueberry, raspberry and blackberry farms in Jalisco and corn and beans in Puebla.

By conserving and create patches of natural vegetation, plant strips of wildflowers near pollinator-dependent crops and applying good integrated pest management practices, SAN has helped farmers' ability to decrease the pressure that habitat loss, climate change, and pesticide use are exerting on the populations of pollinators and other beneficial insects for agriculture. The project includes a general description of farm management concerning practices that currently favor local biodiversity.

“ I feel satisfied with the flower strip, as it contributes against climate change and reduce the use of pesticides. Insects are helping us control plagues, This is business: the better the flowers, the better the income. ”

Pablo Rodriguez Colex, Farmer

syngenta

Operation Pollinator

Geographic scope	Jalisco and Puebla, Mexico
Crops	Maize, raspberry, blueberry and blackberry
People trained	73
Hectares impacted	1,200 ha

Other SAN Projects



Ferrero

Geographic scope:	Malaysia
Crops:	Oil Palm
Number of supply chains:	1
Hectares impacted:	3,500 ha



Pecsa

Geographic scope:	Brazil
Main product:	Cattle
SAN Technology users:	3
People trained:	2
Hectares impacted:	31,359 ha



Imaflora

Geographic scope:	Brazil
Systems impacted:	1
Main products:	Cattle, fruit trees, agroforestry with cocoa, silvopastures
SAN Technology users:	3
People trained:	2

Secretariat Staff

LEADERSHIP



José Joaquín Campos
Executive Director



Mona McCord
Technical and Development Director



Carlos Cortés
Corporate Services Director

TECHNICAL TEAM



Catalina Mora
Project Development Manager



Oliver Bach
Innovation and Knowledge Manager



Jana Dietershagen
Technical Specialist



Prashanth Muniyappa
India Program Coordinator



Rolando Zamora
Technical Coordinator Europe

BUSINESS DEVELOPMENT



Alex Oatham
Institutional Relations Manager



Sascha Tischer
Stakeholder Relations Representative, EU



Andrew Hermann
Institutional Relations Coordinator



Ana Galán
Digital Communications and Network Engagement Manager



Jasson Muir Clarke
Marketing and Brand Manager

COMMUNICATIONS AND MARKETING

CORPORATE SERVICES



Catalina Rivera
Governance and Corporate Services Officer



Alejandro Alvarado
Financial Analyst



Xinia Morales
Accountant



José Pablo Rodríguez
IT Specialist

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Fiscal



New Beginnings



As an evolving organization, at SAN we are proud to have undergone a collaborative process of refreshing our Strategic Plan for 2019-2024. This plan boldly reflects the urgency of acting upon the world's most pressing crises: climate change, biodiversity loss and poverty, through focused goals and objectives that make sustainable agriculture a crucial part of the global solution.

We are also a growing organization, with a team of professionals from very diverse backgrounds. Our Secretariat staff is located in various countries around the world, and bring to the table their expertise, diversity and passion for impactful change. Although not all staff members have been physically together yet, we have made international and interdisciplinary collaboration an effective way to deliver impact and results.



SAN is now registered as a nonprofit in Costa Rica, a country that is globally known for its leadership and commitment in sustainability and environmental protection.

SAN is a proud member of:



Financial Information

	2021	2020
Assets		
Current Assets		
Cash and cash equivalents	\$ 1 257 306	\$ 2 758 853
Accounts receivable	2 902 620	160 206
Prepaid expenses	26 201	31 550
Total current assets	4 186 127	2 950 609
Noncurrent assets		
Total noncurrent assets	\$ 139 802	\$ 31 695
Total assets	4 325 929	2 982 304
Liabilities		
Total liabilities	\$ 1 739 067	\$ 70 906
Net Assets		
Accumulated net assets	\$ 3 428 269	\$ 3 651 524
Effect of translation	(841 407)	(740 126)
Total net assets	2 586 862	2 911 398
Total liabilities and net assets	4 325 929	2 982 304





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