SAI PLATFORM

REGENERATING TOGETHER

Transition support guide

February 2024

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INTRODUCTION

PURPOSE AND SCOPE OF THE TRANSITION SUPPORT GUIDE

Regenerative agriculture is crucial to maintaining the productivity of farming systems whilst reducing or even reversing the negative impact of farming on the environment. This is achieved through the adoption of regenerative management practices by farmers, enabled and supported by other actors along agricultural value chains. Widespread adoption of such practices has yet to be achieved, and farming remains a main contributor to environmental resource degradation globally.[1]

The purpose of **SAI Platform's Regenerating Together global framework for regenerative agriculture** is to align the food and beverage industry behind a shared definition of regenerative agriculture and a shared set of outcomes to facilitate the transition to regenerative agriculture. To ensure the framework is actionable, we have created this Transition Support Guide. The document follows the implementation process of the framework from context analysis to outcome selection, principles and practice adoption, monitoring and assessing progress (**Figure 1.2**).

The Transition Support Guide is intended to serve as a lean, living document that will evolve. It aims to provide actionable, step-by-step advice to implement SAI Platform's Regenerating Together global framework for regenerative agriculture. Each chapter highlights a task to be performed and the goal to be achieved, the main steps to be taken to achieve the goal, and the key success factors to be considered when doing so.

Throughout the document, links to reference material are provided, such as framework documentation, case studies from SAI Platform members and external organisations, and the latest research is provided. These resources can be accessed through **My SAI Platform.**

[1] [1] OECD. (2023). Environmental Sustainability in Agriculture 2023. *Food and Agriculture Organization of the United Nations (FAO)*. November 2023.

ABOUT SAI PLATFORM'S REGENERATING TOGETHER PROGRAMME

WHAT IS REGENERATIVE AGRICULTURE?

An expected increase in the global population, reaching ten billion people by around 2050, as well as shifting dietary patterns towards more animal-based protein will increase the demand for food and animal feed in the mid-term future by at least 30%. Moreover, climate change will negatively impact the productivity of many farming systems due to an increased frequency and severity of extreme weather events. On the other hand, agriculture is already the main driver of environmental resource degradation. It is the biggest consumer of freshwater sources, the main cause of biodiversity loss, and contributes to 25% of global greenhouse gas emissions, mostly through land-use change.

A focus on regenerative agriculture can decrease, or even reverse the negative environmental impact of farming, storing carbon in soils, reducing freshwater use, and providing habitat for biodiversity. To achieve this, widespread adoption of regenerative agriculture practices is required.

Regenerative agriculture has its origins in the 1980s, when the first definition of the term was coined to be "regenerative-organic", increasing the productivity of farming systems without the use of biocides or other external inputs.[2] Since then, there has been a plethora of definitions from diverse stakeholder groups, such as NGOs, the private sector and academia. This has led to a blurred understanding of what regenerative agriculture is, which causes confusion for farmers and hinders the adoption of regenerative farming practices.

PURPOSE AND SCOPE OF SAI PLATFORM'S REGENERATING TOGETHER PROGRAMME

In the absence of an agreed definition, many businesses have developed their own definitions of, and frameworks for, regenerative agriculture. The purpose of SAI Platform's framework is to create a shared definition of regenerative agriculture, as well as an alignment on regenerative agriculture outcomes across the food and beverage industry. [3] This mutual understanding makes it possible to tackle barriers to adoption and facilitate the transitions by limiting the multiplication of efforts at the farm level and across the value chain. It is critical to limit the confusion related to data collection and reporting while improving credibility in disclosure. This will make it easier for farmers to adopt appropriate practices that qualify against agreed-upon outcomes.

SAI Platform defines regenerative agriculture as an outcome-based farming approach that protects and improves soil health, biodiversity, climate, and water resources while supporting farming business development with the premise to improve, or at a minimum, maintain farmer livelihoods. To be explicit about the framework's intent to cover all environmental outcomes, we segmented our outcomes into the four impact areas of water, soil, biodiversity, and climate. The definitions of these four impact areas follow the definitions of SAI Platform's Sustainable Agriculture Principles and are listed in **Table 1.1** below.

[2] Rodale, R. (1983). Breaking new ground: The search for a sustainable agriculture. *Futurist*, *17*(1), 15-20.

[3] Giller, K. E., Hijbeek, R., Andersson, J. A., & Sumberg, J. (2021). Regenerative agriculture: an agronomic perspective. *Outlook on agriculture*, *50*(1), 13-25.

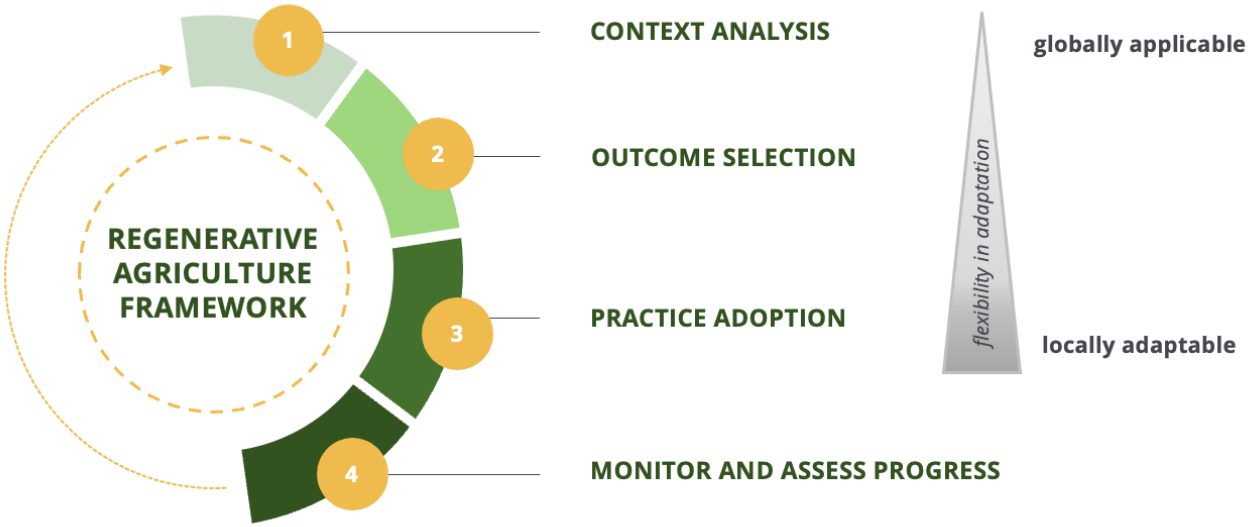
Table 1.1
The Definition of the Four Environmental Impact Areas Covered by Regenerative Agriculture.

Impact area	Description
Soil Health	An agricultural sector that ensures land use is appropriate given the characteristics of the terrain, maintains soil fertility and health, prevents. damage and provides benefits to the surrounding environment, and, whenever possible ensures the land acts as greenhouse gas sink.
Water	An agricultural sector that ensures water resources are optimally managed; water balance is maintained for the catchment, water runoff and pollution is minimised, water is managed for economic benefit, and equitable access to water is assured for all users (human and wildlife)
Biodiversity	An agricultural sector that maintains and enhances the biodiversity of the area as well as surrounding ecosystems, promotes the health of pollinators, ensures diversity of genetic material (commercial and wild) and hinders invasive species.
Climate	An agricultural sector that minimises greenhouse gases and air pollution, acts as a greenhouse gas sink (when possible), enables adaptations to a changing climate and supports the resiliency of farmers and farming communities.

SAI Platform's definition of regenerative agriculture underlines farmer profitability and crop yield as foundational decision criteria when developing regenerative agriculture transition plans and acknowledges that thriving farming communities and workforces are critical in supporting regenerative outcomes. Moving forward, we will collaborate with relevant stakeholders and experts in the field to determine the best method to include the livelihood and social elements into our framework.

To support the adoption of regenerative agriculture at farm level, the framework intends to be applied in a flexible, context-specific, and farmer-centric way, which is based on creating an understanding of a given farming context and its production and environmental risks. This, in turn, guides the selection of globally standardised outcomes to report performance against. Upon selecting outcomes, farmers can choose practices to improve their performance against prioritised outcomes (**Figure 1.2**). This approach allows for translating the globally applicable framework for regenerative agriculture into transition plans that are actionable at farm level.

Figure 1.2
Process flow of the framework to translate globally applicable approaches to the local extent.



REGENERATING TOGETHER MODULES

SAI Platform's Regenerating Together framework is a set of modules supported by tools and guidance materials. The use of these modules and tools is governed by normative documents to ensure users can demonstrate that they have used the tools to communicate the results correctly and confidently.

The framework needs to be completed at the farm- or supply- shed level and contains quantitative questions on the adoption of regenerative farm practices. It can be implemented, using SAI Platform's Regenerating Together assessment tool, which can be accessed on **My SAI Platform**.

GETTING STARTED

The first section is targeted at the organisation which plans to implement a regenerative agriculture initiative. It sets the foundations for success, guiding the process to scope the initiative to align with internal needs, and simultaneously establish a compelling value proposition for farmers and other participating stakeholders.

CONTEXT ANALYSIS

The Context Analysis module is meant for the supply shed coordinator, farm advisor and/or the farm to perform a high-level screening of environmental risks for the farms in the supply shed. This informs which outcomes to prioritise when selecting and adopting practices to work towards regenerative agriculture.

OUTCOME SELECTION

Selecting and measuring outcomes is foundational to demonstrating a transition towards regenerative agriculture. The module provides guidance on linking measurement tools to individual regenerative agriculture outcomes, how to select the right tool, how to capture a baseline, and how to use the results in communicating outcomes.

PRINCIPLES AND PRACTICE ADOPTION

The framework aims to help farmers establish and monitor transition plans to document farmer decisions and timelines as they transition towards regenerative agriculture. Transition plans are developed by selecting and implementing appropriate practices to address material risks and work towards improved performance on selected outcomes. To do so, the framework process suggests practices for improved performance against selected outcomes, based on existing evidence.

A set of guidance materials and templates is provided to help the supply shed coordinator develop, implement, and monitor a continuous improvement plan.

MONITOR AND ASSESS PROGRESS

This module allows farms or supply sheds that have implemented the framework to monitor and report their performance. Verification by independent, third-party verification bodies may be needed to report Regenerating Together performance claims at an engaged or advanced level.

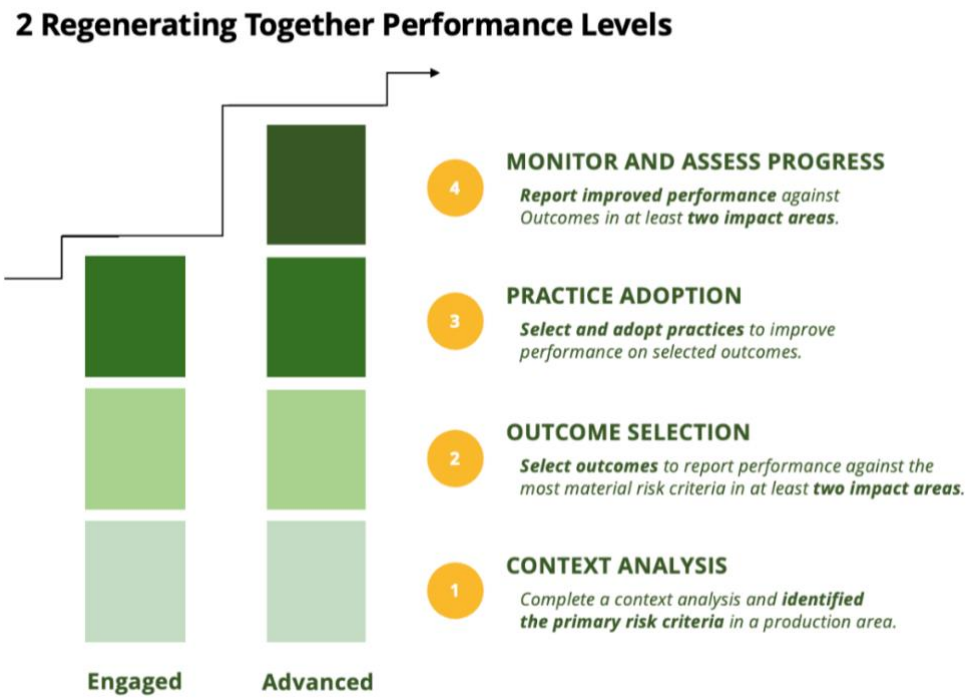
PERFORMANCE LEVELS

In contrast to other forms of sustainability standards, the aim of SAI Platform's Regenerating Together global framework for regenerative agriculture is not to provide a one-off evaluation of a production system against threshold scores across selected sustainability dimensions, but a commitment of growers to continuously improve their production system towards regenerative agriculture outcomes. This requires a different system for qualifying farmers as part of a regenerative journey. To capture the distinct levels of farmer engagement and progress, the current version of SAI Platform's Regenerating Together global framework for regenerative agriculture proposes two performance levels. These performance levels may be updated based on user and stakeholder feedback we collect after the release of the assessment tool.

To be considered **engaged in regenerative agriculture**, the farm follows the first three steps of the framework implementation. The farmer first conducts a context analysis and identifies the primary risk criteria in their production area. Thereafter, the farm selects appropriate outcomes to report performance against the most material risk criteria in at least two impact areas. Once outcomes are selected, practices that improve the performance of selected outcomes are chosen and implemented. This status can be retained for 5 years without reporting improvement on prioritised outcomes.

To be considered **advanced in regenerative agriculture**, the farm has completed the 'engaged' requisites, measured baselines and reports on improved performance against outcomes in at least two impact areas. There will be a time requirement to move from an engaged level to an advanced level (i.e., demonstrating improved performance against the selected outcomes), which is to be decided. The level of improvement will be context-specific and will be set at a local level by agronomist and/or technical subject matter experts and externally verified (**Figure 1.3**).

Figure 1.3
Performance Levels – Systems for the regenerative agricultural journey



REGENERTATING TOGETHER WITH SAI PLATFORM: A TRANSITION SUPPORT GUIDE

KEY MILESTONES IN REGENERATIVE AGRICULTURE

Diagram: Building blocks of a successful regenerative agriculture journey

- Module 1 – Getting Started
- Module 2 – Context analysis
- Module 3 – Outcome selection
- Module 4 – Principles and practice adoption
- Module 5 – Monitor progress and assess progress

MODULE 1 – GETTING STARTED

Goal	Steps			
Establish a value proposition for your key internal stakeholders, farmers, and partners	**Set scope & project goals** to align internal needs and commitments	**Create your business case** to activate people, secure funding & resources	**Develop a value proposition** for farmers and refine project goals and approaches	**Select & engage** participating farmers and stakeholders
Key success factors	 Align the organisation's objectives	 Engage early with farmers	 Secure sufficient resources, funding, and support	 Create context specific incentives

The goal of Module 1 is to secure the buy-in and resources from your most important stakeholders. We recommend doing this through a concise and convincing value proposition, which is shaped based on an understanding of, and alignment with, stakeholder needs and goals. Two key stakeholder groups include:

- Decision makers within your organisation (i.e. upper management and investors, procurement teams, and finance departments)
- Farmers that you want to engage with in a transition towards regenerative agriculture.

To mobilise stakeholders within your organisation, it is best to articulate how the initiative will align with existing commitments and needs. This can be linked to sustainability goals, securing existing or future supply chains, or responding to emerging regulations or investor requirements. A clear narrative on the "why" and "how" of the planned transition will help create internal buy-in, alongside a clear plan for how the initiative will be financed and resourced.

On the other hand, farmers need to see tangible value from transitioning to regenerative agriculture, especially as a transition often includes risks and up-front costs that need to be considered. It is therefore important to have a strong narrative demonstrating what they can expect from a transition, how they will be supported during the process, and how they will be rewarded for engaging in it.

For both target audiences, we recommend creating a concise value proposition in the format of an elevator pitch (max 1-page document) early in the process. We will share examples through our Regenerating Together learning centre.

Lastly, it is important to keep an open mind and treat this as an iterative process. You may need to adjust your aspirations based on the perspectives or needs of key stakeholders, and the learning points that come through implementing the framework.

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
1. Set scope & project goals		
• Align project goals with your organisation's priorities, commitments, legislative, and commercial requirements. • Prioritise and clarify which geographies, crops, and farmers are in scope. • Design the initiative to fit the structure and needs of the value chain and/or landscape context. • Tailor the approach by considering attainable objectives for both your organisation and farmers in your supply chain. Customisation of the approach may be necessary based on these considerations. • Identify options to map, sample, and engage your supplying farmers (and other stakeholders) to gather insights for your project design.	• Clarify the purpose of your project early to ensure long-term commitment of your organisation's management team. • Have a clear understanding of the required measurement and reporting needs. • Leverage existing data, insights, and relationships to inform your project design. • Understand whether variations between farmers (such as farming system or their capacity to engage in a new project) warrants segmentation within the selected geography. • Do not overcommit on timelines and deliverables. • Explore potential collaborations with external partners, recognising that the feasibility of these objectives may vary across markets.	• An understanding of project scope and the objectives in terms of targeted value chains, geographies, and expected outcomes from a shift to regenerative agriculture.

Helpful Guidance & Examples

- A clear and shared understanding of goals across diverse stakeholders will be vital for mobilising resources and creating commitment to the transition. It will be vital for mobilising resources and creating commitment to the transition. For instance, it can be difficult to impose practices to reduce GHG emissions at farm level if farmers do not see a need to do so or a tangible benefit.
- Be as clear and as specific as possible about the scope of your intervention and the goals you want to achieve. For instance, the statement, "we scale regenerative agriculture in our supply chain to reduce our scope 3 emissions" can create unnecessary ambiguity and expectations. It is unclear whether the priority is to scale regenerative agriculture or to reduce scope 3 emissions, and therefore, whether reporting will be qualitative (i.e., reach regenerative agriculture status) or quantitative (CO_2 emissions avoided)?
- Depending on your level of influence with farmers, a partnership with intermediaries and/or other buyers may help to drive farmer engagement.
- Transitioning to regenerative agriculture is a long-term process and needs a long-term commitment and plan (at least 5-7 years). Setting a rigid track for adopting KPIs may lead to under delivery of progress or sacrifice long-term retention for short-term success.

Refer to following initiatives to see how they developed their own regenerative strategy scope and goals and to inform yours:

PepsiCo – Positive Ag. Playbook (**p. 15-18**)
Textile Exchange – Regenerative Agriculture Outcome Framework (**p. 8-11**)
Sustainable Food Lab report – Scale Lab 2023: Will regenerative agriculture be the new normal? (**p. 12-13**)
It's Now for Nature – Nature Strategy Handbook: A practical guide for business (**p. 4-6**)
FAIRR Initiative – The Four Labours of Regenerative Agriculture: Paving the way towards meaningful commitments (**p. 11**)
Syngenta Foundation for Sustainable Agriculture – Ag Venture case study: Overcoming water limitations through conservation agriculture in Kenya's rift valley (**Link**)
Refer to the **Sustainable Livelihoods Framework** as a lens through which to understand farmer needs and priorities (**Link**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
2. Create your business case		
• Estimate the cost of transition at the farm level and extrapolate to scale the transition across the supply shed. • Identify potential benefits to the business and align them to existing commitments, goals, and relevant initiatives. • MobiliseMobilize the resources and financing required to ensure farmer participation, capture the necessary on-farm data, and implement the transition.	• Create an understanding of resources needed (time, people, funding, knowledge). • Identify a business model to operationalise the project. Leverage existing resources and explore the potential to partner externally where internal resourcing gaps exist. • Identify financing mechanisms and sources of funding to improve the internal business case and identify opportunities to multiply available resources. • Favour a lean approach to resourcing that can be expanded over time.	• Internal agreement and leadership approval on project purpose, scope, and cost.

Helpful Guidance & Examples

- A shared understanding of the benefits to be achieved through a transition to regenerative agriculture, as well as transition costs, and potential mechanisms for resourcing and financing the project, will help you communicate the project to various stakeholders and mobilise resources, internally and externally. This business case should be based on a thorough understanding of the costs of a transition to regenerative agriculture in your context and include an in-depth analysis of a farming system (**Figure 1.5**).
- While you may not know the exact requirements for each participating farm before the context analysis and baseline module have been completed, an informed estimate based on existing data is critical to manage expectations and mobilise resource.
- Common friction points for scaling regenerative agriculture within corporations include different KPIs between procurement (volumes, quality, price) and sustainability teams (sustainably sourced raw material) or between finance and sustainability. Identifying and acting on these friction points early can help scale initiatives later in the process.
- Costs of measurement and reporting are often underestimated, especially as many outcomes require quite intense sampling protocols (i.e., soil quality or biodiversity). A lean approach that can be expanded over time has the biggest chances of succeeding.
- Existing literature predominantly refers to medium term yield reduction as the primary cost of transition. However, transitions often also impose immediate expenditures (i.e. for new equipment or training) that need to be financed. It can help determine what types of financing and support are needed to make it possible. Frequent forms are premiums on sourced raw material, but financing could also include access to credit (especially in case of up-front capex), patient capital, or risk mitigation solutions (i.e., crop insurance).

Refer to following initiatives for additional information:

Sustainable Markets Initiative report which includes different types of financing for transitions to regenerative agriculture (**p. 18-29**)

OP2B – Cultivating farmer prosperity report to see the farmer business case for transitioning to regenerative agriculture (**p. 10-13**)

Walmart Project Gigaton Nature Pillar Guidance for submitting goals and reporting progress document (**p. 5-10**)

FAIRR Initiative – The Four Labours of Regenerative Agriculture: Paving the way towards meaningful commitments (**p. 10 and 16**)

The **Proxima** Scope 3 Benchmark to compare your company's approach and resourcing to others (**Link**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
3. Develop a value proposition		
• Identify trusted farmers and influencing partners to test your initial project design and farmer value proposition. • Clearly articulate and define the value proposition for farmers. Maximise the potential benefits and cost-sharing opportunities. These could include support, knowledge, peer learning, technology, funding, and other incentives. • Clearly articulate the expectations and contractual implications of participation in the project to the farmer. Include: project timeframe, time and skill required, ability to enter or exit, how farmer data will be owned, shared, and managed. • Shift cost and risk of the transition away from the farmer by putting in place de-risking mechanisms.	• Share your value proposition with farmers and other stakeholders in a concise way. Frame it as a basis for discussion rather than a final plan. • Identify the environmental, economic, and social value of the regenerative initiative for the farmer(s) in a way which is regionally and agroecologically relevant. • Identify whether the value proposition needs to be differentiated for different farmer archetypes. • Focus on producers / supply sheds for which you have an opportunity to make the greatest impact (e.g., high environmental risk) or to deliver results effectively (e.g., producers certified under a recognised standard). • Identify the necessary resources and systems (people, funding, tools, knowledge) to ensure an optimal farmer experience throughout the project.	• A clear narrative for farms, customers, and partners about why and how you want to implement the framework is established. • A mutual understanding of the value proposition is created for the farmer to take part and adopt new practices.

Helpful Guidance & Examples

- A transition to regenerative agriculture is typically a decision that is taken at farm- and not at crop-level. Partnering with other processors and traders to create a market for regeneratively sourced raw material across crop and livestock rotations from a given region will facilitate adoption at farm-level.
- Sharing a clear and concise value proposition (1 page max) for your intervention with growers and other stakeholders will help them see the potential of changing practices.
- Treating this as an iterative process, with room for stakeholder feedback, will increase long term endorsement from stakeholders.
- In instances where your organisation requires an outcome to be included as 'non-negotiable' e.g., GHG emissions, make sure to clearly state this up front, and ensure that the benefit of including this is clear to the farmer and other stakeholders.

Refer to following initiatives for additional information:

PepsiCo – Positive Ag. Playbook (**p. 16**)

Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 75-87**)

Syngenta Foundation for Sustainable Agriculture – Getting Down to Earth (and Business): Focus on African Smallholders' Incentives for Improved Soil Management (**Link**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
4. Select & engage participating farmers and stakeholders		
• Define the supply shed. This is the group of farms implementing SAI Platform's Regenerating Together global framework for regenerative agriculture. • Select and onboard participating farmers. • Present the business case and value proposition developed to the selected farmers.	• Engage farmers with a similar starting point on their journey to regenerative agriculture, as well as similar expectations and motivations. • Focus on explaining the "why" (i.e., why a transition to regenerative agriculture is important), both for internal teams and external partners. Demonstrate tangible business benefits to farmers. • Investing in trusted farm advisors to support farmers on the ground will create approval with farmers. • Creating a supply shed will be the most efficient way to organise farmer engagement, achieve farm improvements, and perform Regenerating Together performance level assessments.	• The foundation of a strong relationship and cooperation among all project stakeholders is established. • A mechanism is established to support farmers to initiate the transition (i.e., ambassadors and mentors for farmers that are less experienced are identified and mobilised).

Helpful Guidance & Examples

- It is important to engage with farmers and other relevant stakeholders as early as possible in the process of designing and executing a regenerative agriculture initiative to create endorsement and shared project ownership. Having an adequate Regenerating Together Management System in place is a key requirement for implementing the framework and is a key verification requirement. This is to ensure the framework is implemented in accordance with the Transition Support Guide as well as to enable the supply shed coordinator or farm to take accountability for the results.
- Engaging with farmers and motivating the adoption of new regenerative practices requires time and personal interactions. Proven approaches include demonstration farms, lead farmers, anonymous benchmarking, and peer-to-peer learning from farmers to farmers.
- Engaging farmers at the 'right time' in their annual business cycle will aid engagement and allow for sufficient time to prepare for any data capture and practice adoption later in the project.

Refer to following initiatives for additional information:

Sustainable Markets Initiative report – Scaling Regenerative Farming: An Action plan (**p. 17-45**)

Sustainable Food Lab report – Farmer Support: A systems view, lessons learned, support mechanisms, and future work (**p. 3-8**)

SAI Platform – Practitioner's Guide 'Partnering with Farmers towards Sustainable Agriculture' (**Link**)

MODULE 2 – CONTEXT ANALYSIS

Goal	Steps	
Contextualise your initiative based on environmental risks faced by farmers and their geographic, ecological, and socio-economic contexts	**Define the scope of the assessment** to collect relevant farming data (supply shed or farm level)	**Conduct a context analysis** to build a shared understanding of risk exposure and mitigation opportunities

Key success factors

- Have a shared understanding with farmers of the most material risks
- Collaborate closely between value chain actors
- Access relevant data

The context analysis module aims to provide a structure to align your regenerative agriculture initiative to the local context of the targeted production system. The first step focuses on creating an understanding of local realities by collecting data from targeted farms and/or supply sheds in terms of socio-economic (farm size, focus production systems) and agro-ecological indicators. This then guides the context analysis where a relative prioritisation of environmental and production risks is established. This prioritisation will then guide the selection of outcomes to report progress against (see Module 3).

The context analysis can either be performed at farm- or supply shed-level. In either case, we strongly recommend performing this analysis in collaboration with the targeted farmers. This will create a shared understanding of priority risks to be mitigated through regenerative agriculture practices. Focusing on risks that farmers perceive material and that they can relate to will increase their willingness to engage in a transition.

The SAI Platform's Regenerating Together global framework for regenerative agriculture includes 12 criteria to be evaluated in the context analysis. They are clustered into the framework's four impact areas of water, soil, biodiversity, and climate (**Table 1.2**).

By tailoring the assessment to the unique challenges faced by farmers in different contexts, this module aims to ensure a targeted and effective response to local risks, enhancing the resilience of agricultural practices in varied environments.

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
1. Define the scope of the assessment		
• Establish the level of assessment (i.e., supply shed or, farm level) based on heterogeneity of the group and supply shed structure (i.e. small vs. large farms). • Provide farm and/or supply shed level information required in the assessment tool (i.e., types of crops or livestock production, yields, soil type, rotations, etc.). Use the most current data available.	• Start progressively: one field at a time. Start with the field or the production that is the most representative of your farm and for which you have the most reliable data. • Farmers are often reluctant to share data on their operations up-front. Focus on must-have data and be ready to explain why it is needed.	• The contextual information for the targeted farm or supply shed is collected.

Helpful Guidance & Examples

- Scope an intervention around as homogeneous a farming system as possible, i.e., type of production system (e.g., perennial tree crops, livestock housed), what agro-ecology (climate, soil, pest, and disease pressure) and socio-economic context (farm size, access to capital, training). This will make it easier to identify approaches and practices relevant to most participating farms.
- As supply sheds are rarely homogenous, it is more advantageous to conduct the context analysis at farm level. This allows a farmer to express the greatest environmental concerns and risks as they perceive them. It allows for a more tailored approach to select appropriate outcomes and practices to adopt.
- The decision to conduct the context analysis at supply shed or farm level will be based on several factors including farm size, farmer heterogeneity, and resource availability. A more heterogeneous group, or one with very large-scale farming operations may warrant a context analysis at farm level. On the other hand, a more fragmented supply shed with many smaller-scale farms may indicate that a supply shed approach is more feasible. Make sure that the context analysis is as applicable to all participating farms as possible.

Refer to following initiatives for additional information:

Textile Exchange – Regenerative Agriculture Outcome Framework (**p. 8-11**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
2. Conduct a context analysis		
• Complete the analysis at supply shed and/or farm level by providing a relative score between 1 – 3 for each criterion.	• The assessment is based heavily on expert knowledge. Wherever possible present relevant reports or documents depicting events that have occurred in the last three to five years relating to the 12 criteria. • There is no one-size-fits-all answer; expert judgment should be exercised according to highly regionalised contexts. • Have a supply shed coordinator or a subject matter expert complete the farm-level assessment together with the farmers.	• A shared understanding of all major project stakeholders on greatest environmental risks in the targeted farming system is created. This will help create endorsement from farmers and manage expectations on project priorities and outcomes.

Helpful Guidance & Examples

- A common denominator of successful projects to motivate farmers to adopt sustainable, or regenerative, farming practices is a shared understanding of what the priority outcomes are. We therefore recommend a transparent dialogue with farmers in the context analysis and to avoid a top-down imposition of priorities.
- The purpose of the context analysis is to create a relative ranking of priority risks to guide the selection of outcomes. It is therefore important to evaluate the relative risk and not the absolute risk for each criterion.

Refer to following initiatives for additional information:

Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 19**)

Sustainable Markets Initiative report – Scaling Regenerative Farming: Levers for Implementation (**p. 22-23**)

MODULE 3 – OUTCOME SELECTION

Goals	Steps		
Select outcomes & set a baseline relevant to the farm system, which are based on the results of the context-analysis	**Select outcomes** to address priority risks	**Select the right metrics & methods** to measure progress against prioritised outcomes	**Establish a baseline** to serve as a starting point for continuous improvement
Key success factors	Good data quality control and availability	Match the correct outcome to the most material risks	Use the right metrics and method to measure the outcomes

The outcome selection module is guided by the context analysis described in Module 2. Outcomes are prioritised based on the strength of their connection to the most material risk criteria identified in the context analysis. Currently, SAI Platform's Regenerating Together global framework for regenerative agriculture includes 10 outcomes, which are clustered against the framework's four impact areas. These outcomes were selected to serve as meaningful and measurable indicators of environmental impact.

Based on the ambition for the regenerative agriculture claim ("engaged" or "advanced"), progress on outcomes is either measured directly on outcomes and/or through the adoption of practices that lead to improved performance against selected outcomes. In cases where the direct measurement of outcomes is difficult, practice uptake can be measured and reported to claim "advanced" status.

After the selection of outcomes, appropriate metrics and measurement methodologies must be selected. The SAI Platform outcome measurement handbook can guide the selection process to make sure that the selected measurement process is credible, verifiable, and scalable.

Independently of the ambition for the regenerative agriculture status to be claimed, baselines need to be established as they allow for reporting continuous progress (either in terms of practice uptake or progress on outcomes). These baselines can also be set retrospectively if data for past years is available to do so. Importantly, claims for being advanced in regenerative agriculture can only be made if evidence is available for progress on outcomes. It is therefore important to decide the desired status claim early in the process and to establish baselines accordingly.

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
1. Select outcomes		
• Jointly, subject matter experts and farmers prioritise the outcomes to report progress against, based on the context analysis. A minimum of two outcomes across two impact areas are required to qualify as engaged in regenerative agriculture.	• The context analysis calculates the risk score by multiplying the strength of the connection between material criteria and regenerative agriculture outcomes. It is suggested to select the two highest scoring outcomes to prioritise. This should be agreed on jointly by a supply shed coordinator or a subject matter expert and the farmers.	• A minimum of two outcomes are selected to be addressed in the transition plans. They inform regenerative practices to be adopted.

Helpful Guidance & Examples

- Selected outcomes should be relatable to the ambitions of all stakeholders because outcomes that are only focused on one level of the value chain may lack approval from other stakeholders.
- If the two highest scoring outcomes do not align directly with your business needs and any 'non-negotiable' outcomes e.g., GHG emissions, carefully review this with the subject matter experts and farmers to ensure all stakeholders agree with the final outcomes selected.
- As a rule of thumb, the number of outcomes to be reported on correlates with the amount of effort required by the farmer to monitor progress on them.

Refer to following initiatives for additional information:

PepsiCo – Positive Ag. Playbook (**p. 17-18**)

OP2B – Cultivating farmer prosperity report (**p. 8**)

Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 20**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
2. Select the right metrics & methods		
• Select metrics for reporting on outcomes either based on available data and/or metrics proposed by SAI Platform's Regenerating Together assessment tool.	• Metrics should be relevant and applicable to the regional context. The exact definition and metrics selected for some outcomes may therefore be adapted accordingly. • Using "universal/common metrics" can allow for global reporting and facilitate comparison of commitments and progress across farms, crops, and regions. • Some outcomes can also be proxied by practice adoption, which can make monitoring easier and more cost-efficient. • Leverage data that is already collected and reported against to streamline efforts.	• Metrics that are relevant to, and applicable in, regional contexts are selected to baseline and measure progress on the selected outcomes.

Helpful Guidance & Examples

- To report progress on prioritised outcomes, appropriate metrics must be selected. This section aims to guide you through the selection of locally relevant, yet globally applicable metrics. Most of them are automatically suggested by SAI Platform's Regenerating Together assessment tool. However, local deviations can be accepted to simplify reporting.
- Not all outcomes and metrics require the same effort and sampling density to measure progress against. Depending on the context, some outcomes can also be proxied by practice adoption, which can make monitoring easier and more cost-efficient. Our Regenerating Together programme offers decision-making support tools for this.
- It will be useful to check what data is already collected and reported against (e.g., for regulatory purposes, other certification/verification standards, etc.,).) to avoid duplicating data collection and offer quick wins for farmers in reporting against regenerative agriculture outcomes.
- Partnerships across the value chain can help monitoring and measuring progress. For instance, many input providers have experience in and solutions to measure progress on environmental outcomes. Agreeing and collaborating to measure outcomes across rotations can also increase the efficiency of the approach.

Refer to following initiatives for additional information:

Our regenerative agriculture resource library accessible on **My SAI Platform** for all SAI Platform members

SAI Platform – FSA Outcomes Measurement Handbook that outlines 7 key factors to consider in selecting a tool or measurement approach (**p. 45-47**).

Sustainable Markets Initiative report – Scaling Regenerative Farming: Levers for Implementation (**p. 30-39**)

Textile Exchange – Regenerative Agriculture Outcome Framework (**p. 31-73**)

PepsiCo – Positive Ag. Playbook (**p. 29-33**)

Danone – Regenerative Agriculture Scorecard (**2022**)

McCain – Regenerative Agriculture Framework (**p. 6-7**)

Nestlé – The Nestlé Agriculture Framework (**p. 32-35**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
3. Establish a baseline		
• Answer the list of questions related to the selected outcomes in the base year. It is possible to indicate past data with necessary evidence. • To qualify as advanced in regenerative agriculture, baselines for the selected outcomes must be established. • For engaged in regenerative agriculture performance claims, we strongly recommend establishing baselines for practice adoption.	• Collect current-season data or the average of up to four years of historical data to establish the baseline of a given outcome (if sufficient records exist). • The credibility of the baseline depends on the data collection process and the quality control measures including ensuring data accuracy, completeness, consistency, and relevance (**Figure 1.4**).	• Baselines are established that can be used for monitoring progress on the adoption of regenerative practices, as well as progress against selected outcomes (if advanced in regenerative agriculture performance level is desired).

Helpful Guidance & Examples

- Depending on the farming system, historical data might allow for setting baselines for past seasons. This will allow for potential “quick wins” in engaging with farmers and reporting progress on regenerative agriculture outcomes.
- The cost of collecting and processing data tends to be underestimated. We therefore recommend focusing on only collecting data that will be used for reporting purposes, i.e., against regenerative agriculture outcomes or the regenerative agriculture status of a given farm. Focus on must-haves and be lean on nice-to-haves.
- All farmer data captured must be managed and utilised in accordance with relevant legislative requirements. Make sure that the approach taken to data collection and management is understood by all participating stakeholders.
- Selecting tools and/or service providers who can streamline data collection and ensure data quality is upheld will save time and resources in the longer term.

Refer to following initiatives for additional information:

Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 33-37**)

Danone – Regenerative Agriculture Scorecard (**2022**)

PepsiCo – Positive Ag. Playbook (**p.64**)

Textile Exchange – Regenerative Agriculture Outcome Framework (**p. 11**)

MODULE 4 – PRINCIPLES AND PRACTICE ADOPTION

Goal	Steps			
Select & implement appropriate practices to improve performance on prioritised outcomes	**Select the right practices** to improve performance against outcomes	**Develop a transition plan** to guide and document practice adoption	**Mobilise resources** to enable practice adoption	**Implement practices & principles** to initiate the transition
Key success factors	Identify locally relevant practices and principles	Share risk and plan for technical and financial support	Align with drivers in the value chain to encourage regenerative farming	Make the short-term economic case compelling enough for farmers to engage

The purpose of this Module is to guide the development of a regenerative agriculture roadmap. It includes the identification of appropriate practices to achieve progress on prioritised outcomes and the transition plan to roll-out the adoption of these practices at farm- or field-level. The presence of a transition plan is a precondition for claiming both the engaged and advanced in regenerative agriculture performance levels.

Based on archetypes of farming systems, SAI Platform's Regenerating Together global framework for regenerative agriculture provides suggestions for practices to be implemented to achieve progress against prioritised outcomes. These lists are suggestive and not exhaustive. The final selection of appropriate, context-relevant practices should be agreed between farmers and local subject-matter experts.

Selected practices are then included in a transition plan. This ensures transparency in terms of (aspired) practice uptake and serves as a guide for the implementation process. An example of a transition plan is shared in the reference documentation.

Depending on the selected practices, resources need to be mobilised to support farmers in their implementation. This may include resources for farmer training, new inputs (such as seed for rotation crops), equipment, and solutions to manage the transition risk. An overview of categories of potential resource needs is provided in **Figure 1.6**.

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
1. Select the right practices		
• Assess practices, technologies, and innovations to drive progress against selected outcomes. • Prepare a "menu" of options (a diverse list of principles and practices) that consider both the outcomes and priorities of the participating farmers adopting the regenerative agriculture ethos.	• Work with local SMEs (i.e., conservation agronomists) that understand the farming systems. • Align with actors along the value chain and/or landscape for practice implementation. This is especially important when introducing new practices that could increase risks or additional costs for farmers.	• Appropriate practices are selected based on prioritised outcomes and local context of the targeted farming system.

Helpful Guidance & Examples

- The list of practices provided by the regenerative agriculture framework is suggestive, we strongly recommend working with farmers to identify and test best solutions, which may not be part of the framework.
- While favouring collaboration between farmers and multiple experts, it is vital to maintain farmer decision-making authority in implementing the management changes and practices in their operation.

Refer to following initiatives for additional information:

PepsiCo – Positive Ag. Playbook (**p. 19-28**)

Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 21-32**)

Danone – Assessment of Regenerative Agriculture Practices: Environment Handbook V3.1 (**p. 7-47**)

Nestlé- The Nestlé Agriculture Framework (**p. 10-19**)

Wageningen University & Research – Ground Zero? Let's Get Real on Regeneration. Report 1: State of the Art and Indicator Selection (**Link**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
2. Develop a transition plan		
• Develop a regenerative agriculture transition plan by selecting appropriate principles and practices or management changes to address material risks and work towards improved performance on selected outcomes. • Visualise the plan and associated costs in a digestible way for the farmer to best inform the action that they will take (e.g.,. Waterfall charts, mitigation cash flows, marginal abatement cost curves).	• Identify opportunities for risk-sharing, among other incentive structures. • Systems change is best achieved through fostering an environment of cooperation between actors at all levels. • The agency of all actors needs to be constantly enhanced to be future-fit, resilient and on a path of regeneration.	• Participating farms have created a transition plan, identified practices to introduce or remove, and understand the cost and risk to transition.

Helpful Guidance & Examples

- A transition plan is a documentation that allows farmers and SMEs to report on the planned actions to achieve progress on regenerative agriculture outcomes, such as increased adoption of regenerative practices. As it mostly focuses on actions that are on-farm, it is important that it is tailored to the local, on-farm context, and developed in collaboration with implementing farmers.
- Growers that are resistant to change tend to send a stronger message than enthusiastic growers. Be prepared by having tools ready to diffuse the situation.

Refer to following initiatives for additional information:

PepsiCo – Positive Ag. Playbook (**p. 18-28**)

Sustainable Markets Initiative report – Scaling Regenerative Farming: An Action plan (**p. 25-45**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
3. Mobilise resources		
• Identify what resources, capabilities, and expertise you need to achieve your goals (**Figure 1.6**). • Identify what financial mechanisms are available to multiply your available funding (e.g., government funding, partnerships within or across value chains, etc.,).) • Build a support network of technical experts around your project to help you succeed.	• Have a clear understanding on the costs and resource requirements for a transition and share burdens of this shift equitably amongst actors. • Farmer-to-farmer networks create safe spaces for peer learning and opportunities for farmer advocates to be recognised and celebrated.	• Financial and technical assistance is in place to overcome barriers to adoption. • Opportunities to enable adoption of selected regenerative agriculture practices are realised. • Mechanisms are established to improve or maintain farmers' incomes and to mitigate risks from transitioning to regenerative agriculture.

Helpful Guidance & Examples

- Clarity on costs and resource requirements for a transition will help avoid negative surprises and resource constraints during implementation. It will also clarify what types of resources are required and guide the selection of partnerships and interventions.
- Partnerships with other stakeholders in the value chain and/or landscape are one effective way to pool private sector resources to support farmers to adopt the selected practices.

Refer to following initiatives for additional information:

Blended Finance Taskforce report – Better Finance, Better Food: Investing in the new food and land use economy (**p. 12-22**)

Sustainable Markets Initiative report – Scaling Regenerative Farming: An Action plan (**p. 25-45**)

Sustainable Food Lab report – Farmer Support: A systems view, lessons learned, support mechanisms, and future work (**p. 15-33**)

State Street Financing the Agricultural Transition report – Driving institutional investment in regenerative agriculture at scale (**p. 24-25**)

FAIRR Initiative – The Four Labours of Regenerative Agriculture: Paving the way towards meaningful commitments (**p. 27 and 30-31**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
4. Implement practices & principles		
• Start the transition to regenerative practices by adopting the new practices selected in **Step 4.1**. • Connect participating farmers with local SMEs with local knowledge of each farming system's social and cultural contexts to support the adoption of practices. • Have a clear farmer engagement and change management plan in place to encourage and enable widespread adoption of practices by participating farmers.	• Host (you or other project partners) kick-off meetings, educational events, and field days, and provide ongoing technical and financial assistance. • Practice adoption and continuous improvement over time is documented (i.e., increase in percentage of soil cover).	• Participating farms implement transition plans and adopt selected regenerative agriculture practices.

Helpful Guidance & Examples

- It is difficult to get everything ready right at the start. Continuously monitor practice adoption and follow an agile approach to substitute or adapt practices that do not work.

Refer to the following initiatives for additional information:

PepsiCo – Positive Ag. Playbook (**p. 34-35**)

OP2B Cultivating farmer prosperity report – Cultivating farmer prosperity: Investing in Regenerative Agriculture (**p. 8**)

Nestlé'- The Nestlé Agriculture Framework (**p. 20-26**)

Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 21-32**)

MODULE 5 – MONITOR AND ASSESS PROGRESS

Goal	Steps		
Measure progress & drive continuous improvement against outcomes and practices	**Monitor & assess progress** against outcomes and practice adoption	**Verify progress** and report outcomes	**Allow for learning & continuous improvement** to adapt the transition plan
Key success factors	Encourage peer-to-peer learning	Favour progress over success	Allow time before seeing actual progress Provide technical support

As regenerative agriculture focuses on improving and maintaining environmental outcomes across the different impact areas, monitoring progress is a key element. The purpose of this Module is to guide the process of assessing and verifying progress and fostering continuous improvement.

To be qualified as engaged in regenerative agriculture, it is required to monitor and assess progress against the practices selected in the previous module. This can be done through a simple questionnaire in SAI Platform's Regenerating Together Assessment Tool. To be qualified as advanced in regenerative agriculture, the additional requirement is to set baselines, measure and monitor progress against the selected outcomes. This can be done using credible measurement tools that have been verified by SAI Platform and provided in the Outcome Measurement Handbook found in **My SAI Platform**. The utilisation of tools and resources identified in earlier modules aims to ensure a standardised and comprehensive approach to monitoring progress.

To make Regenerating Together claims, the provided data must be verified by a qualified third-party auditor. The purpose of a verification audit is to validate that the framework has been implemented correctly, and hence that the result of the implementation is accurate and applicable to the farm, or the entire supply shed. A successful verification audit results in a Letter of Attestation confirming the performance of the farm or supply shed. An Assessment Protocol is currently being developed and will be shared through **My SAI Platform**.

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
1. Monitor & assess progress		
• Establish a process to monitor practice adoption (annually) and/or progress on prioritised outcomes (every 3-5 years).	• Allow for time before seeing actual progress on outcomes. • For farmers, accept ambiguity and make decisions based on the balance of evidence, not precise costs, and valuations. • The evidence of improvement against outcomes often takes up to ten years or more. It is important to ensure that a variety of aligned actions in the field are scheduled based on the application and farmers decisions. • Report progress on outcomes using credible measurement and calculation tools. These tools can be selected using SAI Platform's tool vetting criteria on **My SAI Platform**.	• A mechanism for measuring and reporting progress and identify opportunities for improvement is established. • The adoption of regenerative agriculture practices is monitored and reported annually and performance against outcomes in regular longer-term intervals, if desired.

Helpful Guidance & Examples

- Monitoring and verifying practice adoption tends to be simpler than directly measuring progress on outcomes.
- A focus only on measuring progress on outcomes may risk farmers being punished "despite doing the right thing" as practice adoption might not always lead to improved performance on outcomes. Monitoring and incentivising practice adoption can avoid disappointment.

Refer to following initiatives for additional information:

Regrow -**Regrow's** MRV platform to measure, report and verify the impact of regenerative farming practices (**Link**)

Danone – Assessment of Regenerative Agriculture Practices: Environment Handbook V3.1 (**p. 7-47**)

Nestlé- The Nestlé Agriculture Framework (**p. 20-26**)

Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 19-37**)

PepsiCo – Positive Ag. Playbook (**p. 36-39**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
2. Verify progress		
• Ensure all required reporting for selected outcomes is completed and the relevant data/information is readily available. • Farm or supply sheds can have their results independently verified by an approved verification body. Auditors will follow audit guidance and requirements by SAI Platform. • The verification body will complete a risk assessment prior to the audit to inform the amount and type of evidence required at farm level during the audit.	• Supply shed coordinators and/or famers will select a verification body to conduct the audit. • The audit consists of a management audit, followed by an on-farm audit where the auditor reviews the performance level for each farm (includes a document review, management interview and field visit based on a random sample). • Farms and supply sheds are encouraged to close any gaps that may have been identified during the audit. However, corrective actions are not allowed to change the audit findings.	• The regenerative agriculture status of a farm or supply shed can be claimed and verified.

Helpful Guidance & Examples

- A dialogue between the verification body and the subject matter expert is a key step when planning an audit. The topics to be covered should include guidance about the audit requirements and the audit process, timing and desired outcomes, and address any questions. There must also be a clear contract in place covering the audit, fees and terms to ensure roles and responsibilities are well understood. The contract should be very clear about the agreements around disclosure of information between parties.
- It is recommended that the verification body is engaged early in the process of implementing SAI Platform's Regenerating Together global framework for regenerative agriculture. This allows the subject matter expert time to prepare for the audit, allowing for a smooth and efficient audit.
- It is also recommended for the subject matter experts to perform a pre-audit before the actual audit. This will reveal how well-prepared the supply shed is for the audit and where additional effort may be needed. It is also an opportunity to sensitise and prepare farmers for the audit experience.

Refer to following initiatives for additional information:

Regrow – **Regrow's**MRV platform to measure, report and verify the impact of regenerative farming practices (**Link**)
Nestlé – The Nestlé Agriculture Framework (**p. 20-26**)
Unilever – The Unilever regenerative agriculture principles with implementation guides 2021 (**p. 19-37**)
PepsiCo – Positive Ag. Playbook (**p. 37-38**)
It's Now for Nature – Nature Strategy Handbook: A practical guide for business (**p. 10**)

Steps *What to do*	Success factors *How to do it*	Outcomes *The result*
3. Allow for learning & continuous improvement		
• Reflect on the Regenerating Together programme: determine whether adjustments are needed to scale it up. • Identify what does and does not work. • Implement your adjustments.	• Transparency when adjustments or modifications are made to your regenerative agriculture strategy.	• Progress is measured and opportunities for improvement are identified. • Findings are shared to inspire a scaled-up adoption of Regenerative Agriculture.

Helpful Guidance & Examples

- Continuous research on the impact of practices on outcomes – and productivity – in your context, is an effective way to continuously improve agronomic interventions. A potential approach is to establish a 'demonstration' or 'lead' farm that is representative of the farming system in scope, to research and demonstrate innovative approaches to regenerative farming.

Refer to following initiatives for additional information:

PepsiCo – Positive Ag. Playbook (**p. 39-40**)

Sustainable Food Lab - Farmer Support A systems view, lessons learned, support mechanisms, and future work (**p. 18**)

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SAI Platform's GHG Learning Journey and Crops Advisory Group Members

Brian Nash	Ingredion
Andrew Utterback	Ingredion
Dennis Bakx	Heineken
Hannes Van Eynde	Danone
Anke Kwast	Yara International
Stella Tommaso	Yara International
Marc Rakoczy	Suntory
Guido Rutten	Döhler
Geert Van Aelst	Südzucker
Christine Crosby	Hero Group

SAI Platform's Regenerating Together 2024 SteerCo Members

Yves Leclerc	McCain Foods
Iver Drabaek	Nordzucker
Sarah Lockwood	Danone
Rebecca Thompson	Kepak
Joanna Lawrence	Arla
Lucas Urbano	Unilever
Pascal Chapot	Nestlé
Margaret Henry	PepsiCo
Marina Henry	Kraft Heinz

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Author	Dominik Klauser	SAI Platform
	Robyn Cooper	SAI Platform
	Julia de Candido	SAI Platform
Editor	Brigid McAleer	SAI Platform

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APPENDIX

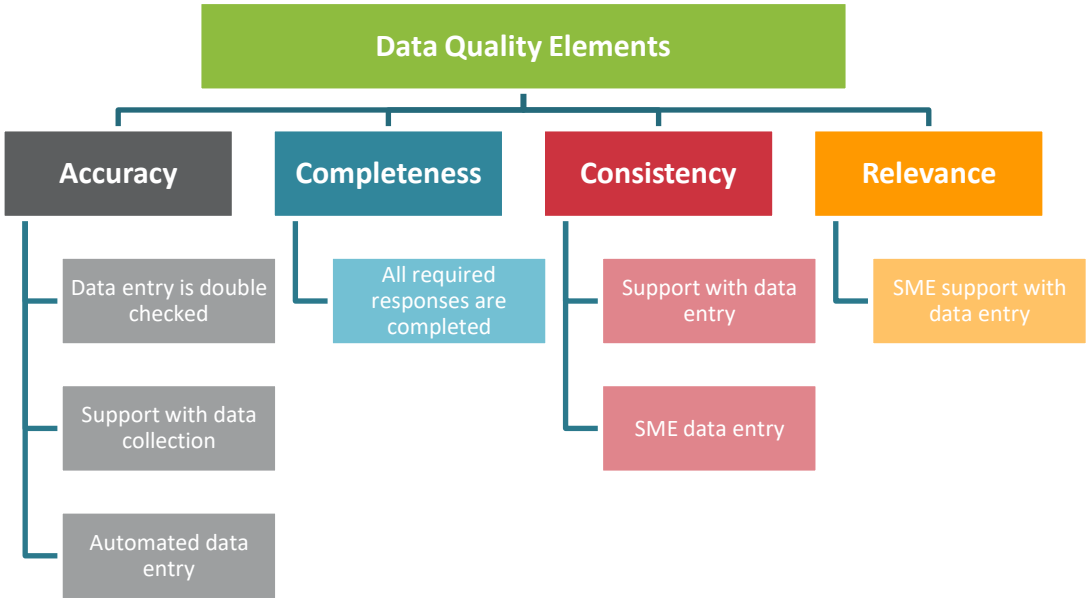
LIST OF IMPACT AREAS AND RISK CRITERIA

Table 1.2
List of impact areas and risk criteria

Impact Area	Material Criteria
	Soil erosion
	Soil fertility
	Soil salinity
	Soil compaction
	Air pollution
	Groundwater depletion
	Surface water depletion
	Crop and/or animal diversity loss
	Land use change
	Pesticide leaching
	Nutrient leaching
	Non-renewable energy use

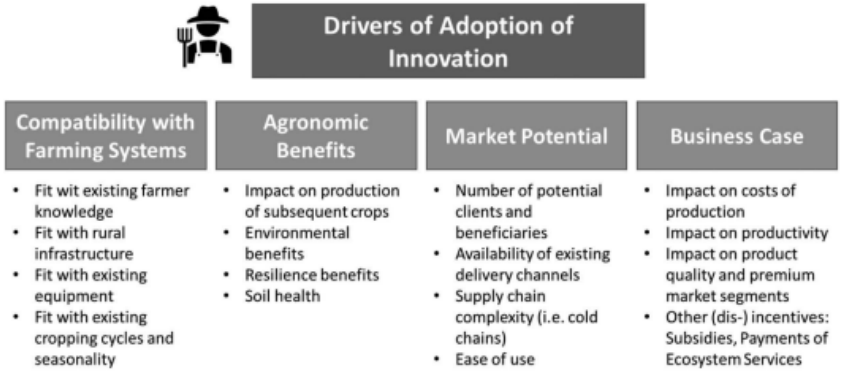
DATA QUALITY ELEMENTS

Figure 1.4
Data quality elements



THE THREE BASIC ELEMENTS FOR ADOPTION OF SUSTAINABLE PRACTICES

Figure 1.5
The basic elements for adoption of sustainable practices



Source: Rakshit, et al., 2022[4]

[4] Rakshit, A., Chakraborty, S., Parihar, M., Meena, V. S., Mishra, P. K., & Singh, H. B. (Eds.). (2022). *Innovation in Small-Farm Agriculture: Improving Livelihoods and Sustainability*. CRC Press.

ELEMENTS REQUIRED TO ENABLE ADOPTION OF SUSTAINABLE PRACTICES

Figure 1.6
Elements required to enable adoption of sustainable practices.

Source: Syngenta foundation for sustainable agriculture, 2021[5]

[5] Syngenta foundation for sustainable agriculture. (2021). Overcoming water limitations through conservation agriculture in Kenya's rift valley – Farmer-centered, market-led crop diversification. AGVenture Case Study. https://www.syngentafoundation.org/sites/g/files/kgtney976/files/media/document/2021/12/23/agventure_case_study.pdf