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Regenerative Business Models (RBM)

CONCEPTUAL FRAMEWORK

Regenerative Business Models (RBM)

This conceptual framework defines a regenerative business model, providing guiding principles for companies and individuals operating within agricultural value chains. It delivers added value through a practical toolkit designed to apply the core principles of RBM.



Contents

PAGE 05
Introduction



PAGE 07
Key Questions
about Regenerative
Business Models
(RBM)



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PAGE 08 ●
Definition of a Regenerative
Business Model (RBM)



PAGE 10 ●
Diversity of
Regenerative
Business
Models (RBM)



PAGE 12 ●
Principles of the
Regenerative
Business Model

PAGE 22
Framework Toolkit

PAGE 26
References

What is the Regenerative Business Models (RBM) Framework?

In recent years, **the regenerative business model has emerged as a promise of transformation within agri-food systems.** Its potential to reverse environmental damage, generate income, and strengthen networks has attracted growing interest. However, the lack of a clear and shared definition of what constitutes a “regenerative business model” makes adoption, monitoring, and evaluation across different contexts challenging. Therefore, **it is essential to establish a conceptual framework that clearly defines the elements of a model applicable to agricultural and livestock value chains before implementation.**

The current framework was developed with the support of the **Gordon and Betty Moore Foundation and The International Climate Initiative (IKI)**, based on agroecological principles developed by the Nature Conservancy’s (TNC) Regenerative Agriculture & Ranching strategy in Latin America (R2A-LAR) and was validated with the support of the **Orinoquía Foodscape** and the **Future Landscapes** team in Colombia.

This approach goes beyond traditional sustainability, which focuses on reducing negative impact. We propose a model in which the activities of these entities contribute positively to the ecosystem. **Its purpose is to create systems that restore and strengthen the ecological and social foundations of production,** promoting practices that regenerate soil, preserve biodiversity, maintain the health of water resources, and **enhance the resilience of rural communities and ecosystems.**

The conceptual framework of the regenerative business model provides specific principles for companies and individuals within value chains, offering significant **added value through a practical toolkit to apply the core principles of the RBM framework.**



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The goal of the Regenerative Business Models Framework is to support the agricultural value chain in adopting regenerative practices that:

- **Promote improved management and restoration of ecosystems** by implementing soil and ecosystem management practices that enhance their health, productivity, and resilience, while conserving or restoring ecosystem services and biodiversity.
- **Prevent the degradation of natural ecosystems by avoiding their conversion** to uses that could deteriorate or destroy them, such as intensive agriculture, urbanization, mining, or unplanned grazing, protecting existing ecosystems through the avoided conversion strategy.

This framework presents a vision in which business activities in the sector not only aim for economic profitability but are also actively committed to the restoration and strengthening of the natural and social systems on which they depend.

Key Questions about RBM

1. WHY RBM?

Social and environmental challenges can no longer be addressed separately from economic ones. We need models that integrate profitability, well-being, and regeneration.

2. WHAT DOES RBM AIM TO SOLVE?

RBM seeks to address the disconnect between economic, social, and environmental value by including key stakeholders in production decisions and tackling the depletion of non-renewable resources.

3. WHAT DOES RBM PROPOSE?

It provides guidance for applying a model that creates, delivers, and captures economic, environmental, and social value equally. Development that restores ecosystems.



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4. WHAT MAKES IT DIFFERENT?

It is a living, flexible, adaptable, and open tool that enables multiple pathways of collaboration with stakeholders. It makes regenerative business models possible by recognizing local realities, valuing territorial knowledge, and proposing an adaptable pathway with clear criteria and practical principles.

5. HOW DOES IT CONNECT TO PROFITABILITY?

It demonstrates that caring for and regenerating resources can be profitable. It reduces risks, diversifies income, and improves efficiency in resource use.

6. WHY NOW?

Because it is both urgent and possible, since there are already learnings, tools, and conditions in place to move from sustainability to regeneration.

Definition of a Regenerative Business Model (RBM)

To speak of regeneration is to speak of a more efficient way of producing and caring for business and natural resources, thereby improving outcomes.





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“For us, this is also about efficiency. It demonstrates that good production is possible and has value in the market.” *Juan Pablo, Grupo Moriche*

BUSINESS MODEL

A business model is the organized set of activities a company carries out to create, deliver, and capture value; leveraging its relationships with customers, partners, suppliers, and other relevant entities. This concept explains how internal processes are structured, how products or services are offered, and how resources are managed to generate revenue and maintain economic viability.

REGENERATIVE RANCHING AND AGRICULTURE

An approach to managing agri-food systems that integrates scientific and local knowledge to actively conserve and restore ecosystems and biodiversity in and around production areas, to reduce the footprints, build resilience, and improve productivity, while enhancing social inclusion, human health, and livelihoods.

RBM

A regenerative business model can be implemented across **one or multiple links of the value chain**, whether in the provision of inputs and services, production, or transformation. Its objective is to create, deliver, and capture value, ensuring **equitable participation and benefit distribution** for both communities and nature. It seeks to ensure that economic development generates **net positive impacts on social well-being** while contributing to the **restoration and conservation** of the business’s area of influence, promoting long-term prosperity. This approach requires the **participation of all relevant stakeholders**, including consumers, who collaborate collectively to achieve shared goals of regeneration and collective well-being.

Diversity of Regenerative Business Models (RBM)

A white cow with brown ears is looking directly at the camera through a dense field of tall green grass. The cow's face is partially obscured by the blades of grass in the foreground.

Regeneration is not just environmental. It is also economic and social.

In the agricultural and livestock sector, at different links of the value chain, business models take different forms and therefore face different challenges in being regenerative. The following describes business models at each link:

01. INPUT / SERVICE LINK

These models aim to ensure the efficient use of resources, making sure that inputs are free from contaminants and do not pose risks to the environment or the health of those involved. Their function goes beyond the simple sale of products, as they also manage appropriate logistics and promote the adoption of clean and safe inputs. Additionally, they act as nodes connecting different chains and links, facilitating the exchange of knowledge and good practices.

02. PRIMARY LINK

These models aim to use resources at their disposal (e.g., forest, water, soil) in a regenerative way and to address the effects of climate change. They employ practices that restore soil health, improve biodiversity, restore natural ecological functions including water cycles with a direct impact on productivity, creating value with the products they market, and deliver it to their customers.

03. TRANSFORMATION LINK

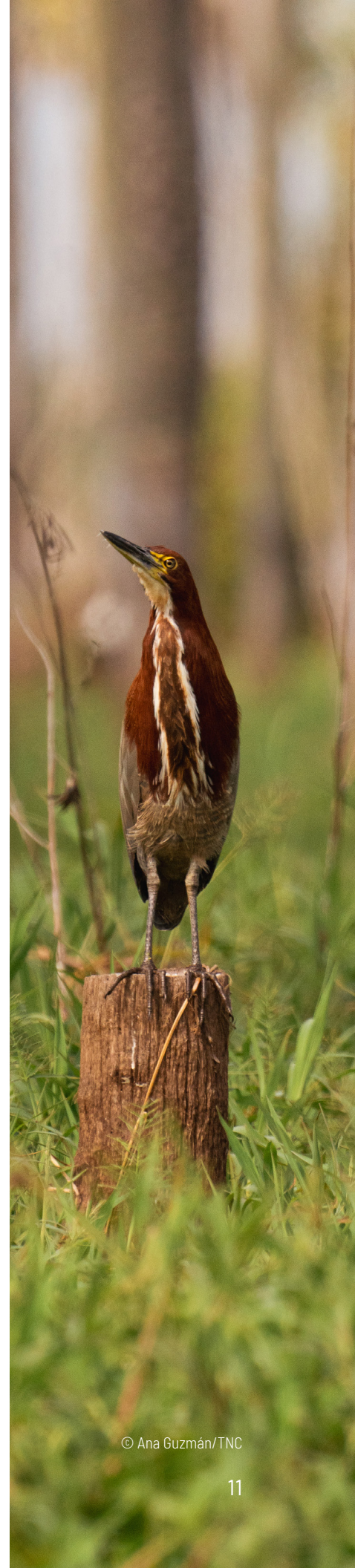
These models seek to leverage products obtained from the primary link, ensuring their safety and adding value by transforming them into more refined products or bringing them closer to the form sought by the end consumer. They face challenges regarding investment in infrastructure and technology, as well as establishing a complex logistics system to collect raw materials. They also aim to be as efficient as possible in waste generation and energy use in their processes.

04. MARKETING LINK


These models aim to reach new markets and generate value by offering fresh products that meet the requirements of the end consumer, including convenience and accessibility. They may offer virtual platforms to connect end consumers with primary link business models. They face regulatory barriers, and if interested in international marketing, differences in sustainability standards between countries may pose challenges.

05. FACILITATORS / COORDINATORS

These actors aim to ensure that the different value chain links adopt regenerative practices that restore ecosystems and generate shared value. In their own operations, they also apply regenerative processes, such as efficient resource use, waste minimization, and integration of environmental and social criteria into their internal management.



Principles of the Regenerative Business Model

A man wearing a blue short-sleeved shirt and a dark blue baseball cap is focused on sorting coffee beans in a wooden tray. He is leaning over the tray, and his hands are visible as he carefully examines the beans. The background is slightly blurred, showing other people in similar attire, suggesting a busy coffee processing or sorting facility. The overall scene conveys a sense of manual labor and attention to detail in agriculture.

This Conceptual Framework of the RBM for the agricultural and livestock sector emerges as a complement to the R2A framework and agroecology, seeking to implement its principles while also adding principles of its own. These additional principles focus on the businesses and individuals engaged in activities across the different value chains who are striving to be regenerative.

To speak of regeneration is to recognise the knowledge of the territory both traditional and scientific and to develop new methods of production and decision-making.



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“For producers, it is key that this does not feel like they have to change their entire lives and everything they have been doing for years.” *Leider, Fundación CIPAV*

Principles of the Regenerative Business Model

01

RESOURCE USE UNDER A REGENERATIVE APPROACH

Key Elements:

- Resilience in resource use
- Circular economy
- Animal welfare

02

DIVERSITY AND LOCAL CULTURE

Key Elements:

- Diversified production systems
- Valuation of ecosystem services
- Diverse and culturally relevant offering



03

NETWORKS AND LEADERSHIP

Key Elements:

- Regenerative leadership
- Inclusive governance
- Sustainable financing
- Co-production of knowledge

04

REPORTING AND TRANSPARENCY

Key Elements:

- Information collection and measurement
- Risk identification and management
- Transparent communication and reporting
- Traceability and continuous improvement

05

JUSTICE AND ETHICS

Key Elements:

- Social justice: commitment to equity
- Environmental justice: promoting harmony with the natural environment.
- Economic justice: development of fair trade models
- Legal and ethical compliance



To speak of regeneration is to speak of a model that creates value in the territory by connecting production with environmental, social and economic well-being.



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“We want to show that what we sell honours the farmer, the production process and our commitment to the environment.” *Juan, Alkosto meat department manager.*

01. Resource Use under a Regenerative Approach

Definition: A business model should apply this principle by ensuring that, in addition to using natural resources efficiently—such as water, soil, and others—it also supports their regeneration. This regenerative use can be achieved through practices that not only avoid depleting resources but also contribute to the restoration and conservation of their area of influence. Similarly, business models should support the well-being of animals involved in or interacting with their production processes.

Examples: The practices illustrated are indicative and may vary depending on the context.

ENTITY	PRACTICES	RESULTS
INPUT AND SERVICE LINK	<ul style="list-style-type: none"> • Supply of inputs free from contaminants and toxic chemicals • Efficient and sustainable logistics for distribution • Promotion of clean products from responsible sources 	<ul style="list-style-type: none"> • Reduced use of substances harmful to the environment and health • Minimization of health and environmental risks
PRODUCERS	<ul style="list-style-type: none"> • Soil conservation with minimal tillage • Recycling and reuse of agricultural waste • Drip irrigation, establishment of water reservoirs, water recirculation in the process 	<ul style="list-style-type: none"> • Regeneration of healthy soil conditions in terms of nutrients and microbiota • Increased offer of environmental services • Enhanced resilience to climate change
TRANSFORMERS	<ul style="list-style-type: none"> • Water recirculation in plants • Reduction of harmful refrigerants • Reduction of material categorized as waste 	<ul style="list-style-type: none"> • Reduction in water consumption and usage in industrial processes. • No environmental liabilities after transformation.
MARKETERS	<ul style="list-style-type: none"> • Design of low-impact logistics chains (fewer transshipments, biodegradable packaging) • Promotion of efficient cooling stations 	<ul style="list-style-type: none"> • Reduced GHG emissions • Reduced pressure on non-renewable resources
FACILITATORS / COORDINATORS	<ul style="list-style-type: none"> • Efficient management of client visits • Energy-efficient work tools 	<ul style="list-style-type: none"> • Reduced carbon footprint • Optimized resource use • Reduced energy consumption and operational costs

02. Diversity and Local Culture

Definition: A regenerative business model should be diverse and culturally relevant, promoting the conservation of biological, cultural, and functional diversity in agricultural and livestock environments, protecting genetic varieties of plants and animals, recognizing the plurality of local people and knowledge, and ensuring ecological functions and ecosystem services. Additionally, it should adapt livelihood options to the socio-ecological context and guarantee a varied, nutritious, and culturally appropriate food supply, thereby contributing to the resilience of communities and ecosystems.

Examples: The practices illustrated are indicative and may vary depending on the context.

ENTITY	PRACTICES	RESULTS
INPUT AND SERVICE LINK	<ul style="list-style-type: none"> • Supply of seeds and materials of local and diversified origin • Promotion of inputs adapted to local ecosystems and traditions • Training in the use and conservation of native varieties 	<ul style="list-style-type: none"> • Conservation and dissemination of local agrobiodiversity • Strengthening of cultural and gastronomic identity • Reduction of dependence on external inputs
PRODUCERS	<ul style="list-style-type: none"> • Integration of native forage banks in high terraces • Use of diverse pastures that prevent erosion • Polycultures in strips for forage use and local sale 	<ul style="list-style-type: none"> • Improved soil conditions • Biological pest control and pollination • Reduction of chemical fertilizers and pesticides
TRANSFORMERS	<ul style="list-style-type: none"> • Development of differentiated product lines • Revaluation of local ingredients and gastronomic practices • Agreements with farms that promote biodiversity conservation 	<ul style="list-style-type: none"> • Improves the business model's reputational value • Fosters biodiversity in agroecosystems • Supports the economic sustainability of suppliers
MARKETERS	<ul style="list-style-type: none"> • Educational campaigns: "Eat Biodiversity," "Regenerative Origin" • Promotion of local products 	<ul style="list-style-type: none"> • Improves the business model's reputational value • Strengthens the integration of local and traditional practices, reinforcing cultural identity and food sovereignty
FACILITATORS / COORDINATORS	<ul style="list-style-type: none"> • Mapping local traditional practices for revaluation • Support for the recovery of peasant knowledge 	<ul style="list-style-type: none"> • Strengthening of cultural identity • Promotion of solutions adapted to the local context

03. Networks and Leadership

A regenerative business model should promote the building of strong, transparent, and collaborative relationships throughout the entire value chain, fostering leadership for the adoption of regenerative practices, innovation, and sustainable financing. This principle involves the active engagement of people and organizations to restore and conserve their area of influence, as well as to inspire other links within the chain to do the same. Additionally, it should promote the co-production of knowledge and consumer education through participatory governance.

Examples: The practices illustrated are indicative and may vary depending on the context.

ENTITY	PRACTICES	RESULTS
INPUT AND SERVICE LINK	<ul style="list-style-type: none"> Partnerships with producers and suppliers to promote regenerative inputs Joint training in good practices and responsible input use 	<ul style="list-style-type: none"> Greater adoption of regenerative inputs and practices Access to shared information and resources Strengthening of cooperation and trust between suppliers and producers
PRODUCERS	<ul style="list-style-type: none"> Local associations of regenerative producers Shared plans for watershed or savanna management Peer-led field schools 	<ul style="list-style-type: none"> Increased resource regeneration Access to shared knowledge and practices Development of culturally appropriate practices
TRANSFORMERS	<ul style="list-style-type: none"> Formation of improvement committees with suppliers Shared training programs on regenerative practices 	<ul style="list-style-type: none"> Strengthening of a sustainable organizational culture Reduced operational costs and adoption of cleaner technologies
MARKETERS	<ul style="list-style-type: none"> Participation in multi-sector platforms (e.g., responsible consumption networks) Implementation of financial innovations to adopt regenerative processes and improve efficiency 	<ul style="list-style-type: none"> Strengthening of a sustainable organizational culture Reduced operational costs and adoption of cleaner technologies Greater cohesion within the value chain
FACILITATORS / COORDINATORS	<ul style="list-style-type: none"> Territorial networks for scaling regenerative practices Promotion of inclusive public-private partnerships 	<ul style="list-style-type: none"> Adoption of regenerative practices and promotion of collective learning Mobilization of resources for regeneration

04. Reporting and Transparency

A regenerative business model should measure, verify, and communicate the social, environmental, and economic impacts of its practices clearly and transparently. To achieve this, it promotes the adoption of transparency policies, efficient monitoring of results, and open disclosure of information to all stakeholders. Additionally, it recognizes the importance of having a robust system for identifying and managing key risks, as well as integrating traceability systems that allow products to be tracked throughout the value chain.

Examples: The practices illustrated are indicative and may vary depending on the context.

ENTITY	PRACTICES	RESULTS
INPUT AND SERVICE LINK	<ul style="list-style-type: none"> • Publication of information on the environmental and social impact of inputs • Use of smart labels or QR codes to track products from the warehouse to the producer 	<ul style="list-style-type: none"> • Greater transparency and trust in the supply chain • Quick identification of risks and improvement opportunities • Access to reliable data for decision-making
PRODUCERS	<ul style="list-style-type: none"> • Participatory records with community-based data • Batch traceability systems (GPS, QR) • Annual inventories of regenerative practices 	<ul style="list-style-type: none"> • Reliable data for informed decisions and regenerative strategies • Greater trust and access to sustainable financial support • Reduced losses and increased productive resilience
TRANSFORMERS	<ul style="list-style-type: none"> • Publication of sustainability reports • Certification of processes (e.g., GlobalGAP, Rainforest Alliance, carbon neutrality) 	<ul style="list-style-type: none"> • Reduced costs and improved environmental indicators • Prevention of regulatory sanctions and improved operations
MARKETERS	<ul style="list-style-type: none"> • Smart labels showing origin and practices • Measurement of carbon footprint per point of sale 	<ul style="list-style-type: none"> • Improved brand perception and consumer preference • Reduced costs and improved environmental indicators
FACILITATORS / COORDINATORS	<ul style="list-style-type: none"> • Company policies on regenerative issues • Training employees on the regenerative strategy. 	<ul style="list-style-type: none"> • Greater integration of regeneration into decision-making • Team alignment with regenerative objectives

05. Justice and Ethics

A regenerative business model should ensure that its actions respect and promote holistic well-being across three dimensions: environmental, social, and economic, going beyond mere regulatory compliance. Socially, this involves protecting human rights, eliminating structural barriers, and ensuring inclusive access to resources, considering gender and family perspectives. Environmentally, it involves promoting the protection of the area of influence and adopting regenerative practices. Economically, it seeks to implement fair trade, ensuring that benefits are shared equitably along the value chain.

Examples: The practices illustrated are indicative and may vary depending on the context.

ENTITY	PRACTICES	RESULTS
INPUT AND SERVICE LINK	<ul style="list-style-type: none"> • Supply of inputs at fair prices and equitable conditions • Promotion of local and small-scale suppliers • Implementation of ethical and transparent codes of conduct 	<ul style="list-style-type: none"> • Reduction of inequalities in access to resources • Strengthening of the local economy and small-scale producers • Prevention of abusive practices and promotion of transparency
PRODUCERS	<ul style="list-style-type: none"> • Participation of indigenous and Afro-descendant communities in production management • Decent employment for women and youth in regenerative systems • Implementation of fair and safe work protocols 	<ul style="list-style-type: none"> • Protection of ancestral knowledge regarding natural resource use • Collective awareness of the close link between human health and the health of the natural environment
TRANSFORMERS	<ul style="list-style-type: none"> • Labor inclusion programs with a gender focus • Fair trade policies with small suppliers 	<ul style="list-style-type: none"> • Increased employment opportunities for historically marginalized groups • Improved remuneration and empowerment of small and medium producers
MARKETERS	<ul style="list-style-type: none"> • Partnerships with local producers in vulnerable conditions • Development of direct sales channels for small producers 	<ul style="list-style-type: none"> • Increased added value and access to specialized markets • Greater trust from the market and commercial partners within the value chain
FACILITATORS / COORDINATORS	<ul style="list-style-type: none"> • Facilitation of adapted financial mechanisms (inclusive credit, differentiated insurance) • Advocacy for fairer public policies regarding environmental and social resources 	<ul style="list-style-type: none"> • Increased access to financing for producers adopting regenerative practices • Influence on regulatory frameworks that promote equity and environmental protection

Practical Tools

A set of practical tools is presented with the objective of putting the principles of this conceptual framework into practice. The flow designed for the tools follows a logical structure that helps business models understand their level of progress toward a regenerative model and the steps to take to improve it. It is organized into five sequential categories:

01. SELF-DIAGNOSIS TOOLS

- Checklist for resource use under a regenerative approach
- Checklist for networks and leadership
- Checklist for reporting and transparency
- Checklist for financial readiness



02. THEORETICAL TOOLS

- Design thinking booklet
- Booklet of essential elements for commercial contracts
- Legal requirements for the agricultural sector
- Criteria applicable to safeguards
- Regenerative code of ethics
- Impact reporting guide

03. PRACTICAL TOOLS TO STRENGTHEN THE BUSINESS MODEL

- Regenerative business model canvas
- SWOT analysis
- Theory of change
- List of performance indicators
- Indicator tracking system

04. GUIDES ON GREEN FINANCING

- Mapping of green financing
- Steps for applying for green resources



05. EVALUATION AND FINAL STRATEGY TOOLS

- Regenerative business model evaluation matrix

These tools are intended to support business model leaders in determining the degree to which their organization is regenerative and provide a roadmap to meet regenerative requirements.



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To access the tools, click on the following link:
Practical Tools.

REGENERATIVE BUSINESS MODELS (RBM)



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CONCEPTUAL FRAMEWORK

An RBM considers more than just economic profitability; it also restores and strengthens the natural and social systems on which it depends.

The current framework was developed with the support of the **Gordon and Betty Moore Foundation** and **The International Climate Initiative (IKI)**.

WHY NOW?

Because it is both urgent and possible, since there are already learnings, tools, and conditions in place to move from sustainability to regeneration.



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WHAT IS A RBM?

A conceptual framework that defines what a regenerative business model is and how it can be applied across different stages of the value chain.

- Input and service link
- Producers
- Transformers
- Marketers
- Facilitators / Coordinators

Key: participation of communities, businesses, consumers, and nature, with a fair distribution of benefits.



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PRINCIPLES OF THE REGENERATIVE BUSINESS MODEL

Generate value in the territory by linking production to environmental, social and economic well-being.



01. Resource Use under a Regenerative Approach

- Resilience in resource use
- Circular economy
- Animal welfare

02. Diversity and Local Culture

- Diversified production systems
- Valuation of ecosystem services
- Culturally relevant offering

03. Networks and Leadership

- Regenerative leadership
- Inclusive governance
- Sustainable financing
- Co-production of knowledge

04. Reporting and Transparency

- Information collection and measurement
- Risk identification and management
- Transparent communication and reporting
- Traceability and continuous improvement

05. Justice and Ethics

- Social justice: commitment to equity.
- Environmental justice: promoting harmony with the natural environment.
- Economic justice: development of fair trade models.
- Legal and ethical compliance.

Practical Tools

A set of practical tools to apply the principles of this framework, assess progress toward regeneration, and guide next steps.



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**The risk no longer
lies in change, but in
remaining the same.**





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