

Solidaridad

MULTI ANNUAL STRATEGIC PLAN 2021-2025

SOLIDARIDAD EUROPE



MARKETS PAYING FOR SUSTAINABILITY

Approved by European Continental Supervisory Board

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1. INTRODUCTION

In Europe we are highly dependent on trade to fulfill our daily needs. Tropical commodities play a key role in our consumption patterns. No day passes without consumption of palm oil, coffee, cocoa or tea. Where would we be without the producers of those tropical commodities, our food? What would we be wearing without the cotton farmers and workers in the garment industry? How would we communicate without the minerals in our mobile phones and laptops? Our daily well-being depends on billions of smallholder farmers and workers in the food, industry and services sectors outside of Europe in developing countries.

On top of that, the production of those commodities can make all the difference when it comes to the future of our planet. Farmers are the stewards of our soil, which are not just vital for food production, but also for climate mitigation. Their wellbeing is a precondition for biodiversity conservation. Farmers make crucial decisions on a daily basis that affect our societies and the environment as a whole. And it's not just about farmers. Also workers have a key role to play. The wellbeing of workers is also vital for their families, and communities they live in.

European market actors extract too much value from local communities and ecosystems. As a result many farmers, workers and miners in the global South live in poverty, while our biosphere and atmosphere are degrading rapidly. **Only when European market actors commit to sustainability and are ready to pay for it, we can make the economy work for the poor and the planet.**

Voluntary sustainability standards and initiatives have not led to sufficient impact. Supply chains are still troubled by deforestation, unsustainable practices, and poor livelihoods for farmers and workers. We must make sure that a smart mix of measures - mandatory frameworks, voluntary initiatives, supporting policies - are in place to ensure all products sold at the European market are produced in a sustainable way.

Solidaridad's Europe office generates support and commitments for making international value chains more sustainable, with a focus on improving livelihoods of farmers, miners and workers in the global South. Developing mutually beneficial partnerships is the single most important aspect of our work in Europe. As such, we partner with hundreds of players across global value chains, from donors, companies to knowledge institutes and civil society organizations. With offices in the Netherlands and Germany, representation in the UK, and partnerships in various European countries, there are ample opportunities to influence corporations, governments and citizens to take up and commit to more sustainable value chains.

This document is our European Multi Annual Strategic Plan 2021-2025. We will elaborate on the context of our work, the ambitions for change, our overarching strategic objectives, Key Performance Indicators and the way we are going to achieve our goal.

2. CONTEXT

2.1 Signs of the Times

The severe impact of the COVID-19 pandemic has shown all too clearly how unequal our global economy is. European economic priorities are centred in the region, often lacking the nuanced conversation around the interconnectedness of the global supply chain. Many products sold here are grown, made or mined far across our borders by people who have no fallback scenarios and are vulnerable to poverty. In particular, women workers, farmers and small-scale miners are affected severely by this.

The pandemic magnifies our true challenges: **Poverty, Inequality** and **Climate Change**. Despite governments and companies increasingly committing to fighting climate change and allocating resources in their policies, mitigation strategies and climate financing still fall behind. Right-wing populist politics further exacerbates making climate a full priority. Meanwhile, the producers are often the ones who suffer most from the impact of climate change, since it deepens their poverty.

The growing world population, forcing us to deliver more food with the same amount of land and water available, is not helpful. Agri-food is the world's largest economic sector. The food system fails to provide most of these people with an adequate income. Three-quarters of all farmers live in poverty. About 78% of the world's poor people — close to 800 million people — live in rural areas and rely largely on farming, livestock, aquaculture and other agricultural work to put food on their plates and make a living. They are at the wrong end of global supply chains: farm work and labour is not rewarded by our economy. An average of just 4 to 7 percent of the retail price ends up in the hands of producers. As a result, they are forced to increase their production in an irresponsible manner, damaging the environment because they lack the knowledge and resources to produce in a sustainable way. They also have little say in the policies that determine their future. In sum, their chances of achieving a decent quality of life are limited and shrinking. For female farmers and workers in vulnerable employment conditions, the situation is often even worse. Meanwhile, the gap between the haves and have nots is becoming bigger and bigger, with the world's 26 richest people owning as much as the poorest 50%.

Too much value is extracted from local communities and ecosystems and concentrated in the hands of a small number of increasingly consolidated (European) traders, fast-moving consumer goods brands and retailers. Across commodities we have witnessed the consolidation of traders, brands and retailers into oligopolists that are getting ever richer and more powerful. An example: when we started our work in coffee at the end of the eighties and early nineties, we worked with several dozen traders, roasters and brands; today the bulk of all coffee in the world is handled by four global traders and four global brands. Today also, consumers spend four to seven times more money on their coffee through all kinds of value addition (Nespresso cups, special devices) than when we started Fairtrade, but small-scale producers and workers do not benefit from value creation. In thirty years time, the world coffee price has stagnated around US\$1 per pound. Market actors in Europe do not take external costs into account, the use of natural resources, a fair price for the farmers and living wage.

At the same time we see a **clear upward trend** in Europe towards **social enterprises** and the so-called Benefit Corporations (B-corps). Those mostly smaller companies make sustainability a direct part of their business model. They are using business as a force for good and step away from profit maximization. Also some bigger companies are embracing stewardship models and are moving away

from shareholder value, towards stakeholder value. Those frontrunners set the scene for more inclusive business models.

Governments sometimes seem small compared to the big companies, but their role is crucial to regulate the market. There is **increasing political momentum in Europe for regulatory frameworks** promoting sustainable production. As part of the EU's Green Deal, which seeks to make the EU economy sustainable, the European Commission is preparing legislation requiring that EU companies conduct due diligence on respect for human rights and the environment throughout their international supply chains. An increasing number of multinationals is calling on the EU to adopt sustainability regulation, and various EU member states are already implementing some form of legislation for companies to address environmental and human rights risks.

European consumers, mostly young and urban **citizens, are increasingly aware and open to purchasing high-quality, sustainably sourced products**. An increasing group of consumers (in Germany over half, in the Netherlands 38%) are willing to pay more for sustainable products. At the same time, citizens are wary about sustainability claims of brands. In the Netherlands for example, 43% of citizens don't trust such claims. Existing certification labels don't help them either. It is difficult to understand that even by buying certified products, where farmers receive a price premium (Fairtrade), this often still does not cover costs of production, a decent livelihood and the costs needed to prevent negative environmental impact to society at large. At the same time citizens have seen the price of a cup of coffee or a bar of chocolate rise over the years, and it is **difficult to grasp the reality of the unfair distribution of value in the chain**. This intransparency affects consumer behaviour and is a breeding ground for citizen movements.

Sustainability seems to have lost its true meaning. There is no such thing as sustainability when the people who produce our goods live in poverty, when natural resources are not managed sustainably and working conditions are poor. We are reclaiming sustainability: respect for people, planet and a fair share for everyone in the chain. **Solidarity is not a luxury, it is a necessity in our interconnected world.**

2.2 Why, How, and for Whom?

Our strategy in Europe is guided by the overall vision and mission of the Solidaridad Network.

Our **vision** is a world where all we produce and consume can sustain us, the planet and the next generations.

Our **mission** is to enable farmers and workers to earn a decent income, shape their own future, and produce in balance with nature by working throughout the whole supply chain to make sustainability the norm.

We work for the same target group as all other Regional Expertise Centres (RECs) in the Solidaridad Network: **small-scale farmers and workers on farms, in mines and factories in our focus supply chains, in low and middle income countries**. Even though we are not directly collaborating with these target groups, all our activities are aimed to make an impact for these marginalised groups, with special emphasis on women and youth.

3. REC EUROPE AMBITIONS FOR CHANGE

3.1 Looking Back

In our Multi-Annual Strategic Plan (MASP) 2016-2020, we formulated five ambitions to guide the implementation of our strategy:

1. Focus on five core activities
2. Grow and diversify our funding base
3. Strengthen our presence in Europe
4. Deliver on our programmatic commitments in Europe
5. Achieve operational excellence

Before we describe our ambitions for change for the new strategic period 2021-2025, we look back at the main accomplishments and learnings during our 2016-2020 strategy.

3.1.1 Core Activities

To bring most added value to the global Solidaridad Network, Solidaridad Europe made a change in its organisation structure and introduced five core activity teams in April 2017: Policy Influencing, Corporate Engagement & Partnerships, Communications & Campaigning, Donor Relations and Knowledge Management & Learning. A new Job & Salary Framework was developed to formalise the job descriptions for the new roles.

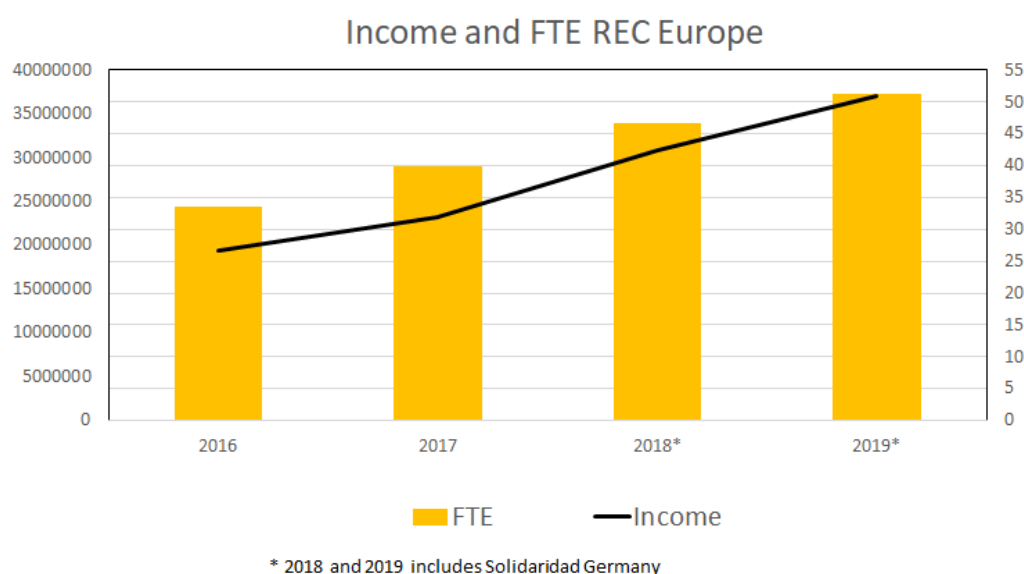
The new teams are functioning well. Staff have given positive feedback on the functioning of the new structure in our annual employee engagement surveys. And very important: the new set-up has increased our effectiveness and added value in the Solidaridad Network. All teams have delivered well on their team objectives in the areas of policy influencing, corporate partnership development, communications and campaigning, fundraising and knowledge management and learning and achieving operational excellence.

3.1.2 Funding Base

Between 2016 and 2020, we achieved a 91% growth in actual income, aligned with a 53% growth in staff numbers (see Visual 1 below).

We increased the number of governmental donors in Europe. In 2016 we worked with two donors (the Netherlands and Norway). In 2020, we grew this to four (the Netherlands, Norway, Denmark and the European Union) and raised ODA funds through partners in Germany. In the period 2016-2020, we increased our income from governmental European donors with 233%, from EUR 13,415,000 in 2016 to EUR 31,193,00 in 2020. We were less successful in diversifying our income. The large majority of our institutional income still derives from the Dutch government as we have been very successful in developing and deepening our partnership with the Dutch Ministry of Foreign Affairs.

Visual 1: Growth of income and FTE in Solidaridad Europe (2016-2019)



3.1.3 Presence in Europe

Solidaridad Europe is now active in nine European countries: The Netherlands, Germany, Denmark, Norway, Sweden, the United Kingdom, Belgium, France & Switzerland. In these countries, we are implementing our policy influencing programming, and developing partnerships with corporates, European donors and knowledge institutes.

Our representation in Europe has also grown. We now have three legal entities: Solidaridad Europe, Solidaridad Netherlands and Solidaridad Germany. In our European office we have staff from eleven different European countries (and also from outside Europe), and we have staff seconded in the United Kingdom and a consultant working for us in Sweden. Also our Continental Supervisory Board is reflecting our European ambition with board members from Germany, France and UK/Sweden.

3.1.4 Programme Deliverables

We have delivered on our programmatic commitments. In the European projects of our global Advocacy for Change programme, we achieved all our targets. We have been very active in European multi-stakeholder initiatives (MSIs) related to the palm oil, gold, textiles and cocoa sectors. MSIs have been very valuable platforms for connections, relation building and visibility not only for influencing government policies, but also as an entry point for corporate engagement.

In all these platforms we brought key issues to the agenda of policy makers and we proposed solutions to improve sustainability in these sectors. This has resulted in important improvements of policy and regulations. At the same time we have realised that voluntary initiatives are insufficient and that a combination with more binding measures is needed. This will be addressed in our new MASP.

In the global Practice for Change programme, we made a valuable contribution by developing corporate partnerships. We developed and maintained 43 corporate partnerships. We linked 29 supply chain partners in Europe to projects in the Solidaridad Network to increase market uptake of sustainable products and support corporate partners in their sustainability efforts in their supply chain. With 3 corporate partners we have been able to develop strategic partnerships, with a broader portfolio of joint projects and an ambition to jointly tackle sustainability challenges within the company and the larger sector in which they are active. We also developed 11 innovation

partnerships that brought innovative models from European corporate partners to our programming. Through our corporate partners we managed to obtain EUR 6 million of co-funding for Solidaridad programs, hitting our 2020 target. It took some time to find our way with regards to corporate partnerships in the beyond certification era and sometimes it has been a struggle to find the right value proposition. However, our results show that our proposition in offering market based solutions along the supply chain, backed up by our boots and brains on the ground, is still very relevant.

As part of our Practice for Change programme, we engaged consumers over the previous strategic period via three campaigns. In 2017 we introduced 'a world without coffee' to raise awareness around climate change threatening the future of coffee. In 2018 we conducted the 'fashion conscious' (modebewust in Dutch) campaign, engaging influencers to raise awareness around critical issues in the fashion industry, and mobilising politicians. The campaign provided consumers with a pragmatic set of alternatives for purchasing new clothes all the time, which was picked up by many fashion blogs and magazines. In 2019 we raised attention for the unequal distribution of value in the chain around Black Friday, when we opened up the 'Cheapest Store of the Netherlands' that sold coffee, bananas and chocolate against bargain prices, equaling the prices that the farmers involved get to keep as their profit. These campaigns together reached some 9 million Dutch individuals, mostly via social media and press engagement, and were important conversation starters for discussions with both corporates and policy makers.

3.1.5 Operational Excellence

Over the past period, we improved and aligned our internal structure, system, and processes to the strategies developed. Those improvements are reflected by our HR cycle in support of result-based management and development, as well as the Google Suite of Apps facilitating online collaboration and communication. We developed strategies and processes for proposal development and managing effective corporate partnerships. Aligned to the philosophy of ISO certification we moved from control-based to risk-based quality management¹ and refined our contracting procedures to mitigate legal and financial risks in the more complex and large programmes. We built our integrity system and invested in better financial management of our grants.

Important steps have been taken to grow as a learning organisation. We improved our planning and monitoring processes, supported crucial Network Learning Agendas, collaborated with knowledge partners, and invested in a Knowledge Hub and Innovation Facility.

Overall, we jointly created a great place to work, where people can contribute, share their opinions and strive for continuous improvement. With all these changes and while our capacity increased, satisfaction by staff members was raised with 63% to a score of 7.2 out of 10 beginning 2020.

3.2 Strategic Choices

Based on the global Solidaridad MASP 2021-2025, our lessons learned and the context we operate in, Solidaridad Europe made some clear strategic choices for the five years to come.

Solidaridad focuses on sustainable commodity supply chains. Today's reality is that many producers and workers live in poverty and our biosphere and atmosphere are degrading rapidly. Voluntary sustainability systems have addressed this through their standards, certification protocols and well-known on-product labels, but have been unable to create significant impact at scale. Too much value is extracted from local communities and ecosystems and concentrated in the hands of increasingly consolidated traders, (European) fast-moving consumer goods brands and retailers.

¹ We meet the standards of ISO9001: 2015, Partos Declaration, and CBF

We need systemic change. We need a new economy. An economy that works for the poor and the planet, an economy in which we pay for sustainability. For natural resource management, for living wages, for inclusivity. **Solidaridad Europe's main strategic goal for 2025 is to make European market actors pay for sustainability, facilitating the transition to an economy that works for the poor and safeguards the planet for future generations.**

Market actors in Europe should take external costs into account, the costs of production, a decent livelihood and the use of natural resources. We should consume in a sustainable way to facilitate sustainable production at the beginning of the various supply chains we work in. Themes that are central in our work are **fair value distribution, decent work, natural resource management and sustainable consumption.**

Tackling supply chain inequity requires a comprehensive and multi-stakeholder approach. Through building partnerships, advocacy, media engagement, and fundraising, Solidaridad Europe is creating a supportive environment for meaningful policy changes and programme implementation around the world. Taking into account the role of Solidaridad Europe as the engine of the Network in terms of resource mobilisation, we will ensure that donors finance our sustainability solutions globally. Lastly, people and knowledge are our most important assets within Solidaridad, and we should guard them well.

Therefore, to achieve the main strategic goal Solidaridad Europe has set the following **5 overarching strategic objectives**:

1. Regulatory frameworks and supporting policies are in place to ensure products sold at the European market are produced in a sustainable way
2. The private sector implements comprehensive policies and innovative inclusive business models, incorporating true costs, for truly sustainable sourcing, production, and investments.
3. Citizens raise their voices for more sustainable and inclusive value chains and demand an economy in which goods originating from the Global South are produced sustainably.
4. A steadily growing and diversified stream of income is secured to ensure the implementation of Solidaridad's global MASP.
5. Solidaridad Europe is a learning organisation and a great place to work where competent staff is equipped to jointly contribute to our mission.

By all those ambitions instrumental for achieving systemic change **innovations play a key role.** In Europe, Solidaridad is actively contributing to innovative solutions promoting transparency and traceability in global supply chains. Transparency by verified farmer data should lead to a fairer value distribution, taking external costs into account. We promote innovative inclusive business models with increased ownership of farmers for truly sustainable sourcing, production, trade and investment.

We will be actively **promoting inclusivity** as a vital factor of our work. Inclusive practices and policies - taking into account the role of and impact on women, youth, minority groups, people with disabilities, and so on - are essential in reclaiming sustainability as a practice that benefits all equally and creates lasting, positive change.

Europe is our playing field, meaning we will continue to **invest in our presence in key European countries** and at the heart of the EU, Brussels. We strive for strategic alliances with like minded organisations or liason officers in other countries. Developing mutually beneficial partnerships is the single most important aspect of our work in Europe. As such, we partner with hundreds of players across global value chains, from corporations to knowledge institutes and civil society organizations across Europe.

3.3 KPIs for Our Key European Objectives

In the table below, we list the selected key performance indicators (KPIs) for the above-mentioned overarching strategic objectives of Solidaridad Europe. These KPIs will be monitored every quarter by the Management Team and reported in our Annual Reports.

Table 1: KPIs Key European Objectives

Overarching Strategic Objectives	KPIs	(Cumulative) Target 2025
Regulatory frameworks and supporting policies are in place to ensure products sold at the European market are produced in a sustainable way	# and description of new and improved regulatory sustainability frameworks that Solidaridad contributed to ²	5
The private sector implements comprehensive policies and innovative inclusive business models, incorporating true costs, for truly sustainable sourcing, production, and investments.	# and description of new and improved private sector policies and business models that Solidaridad contributed to ³	30
	# (and classification) of corporate partners that have improved their sustainability policies/practices ⁴	60
Citizens raise their voices to demand an economy in which goods originating from the Global South are produced sustainably.	# citizens activated to demand an economy in which goods originating from the Global South are produced sustainably.	80,000
A steadily growing and diversified stream of income is secured to ensure the implementation of Solidaridad's global MASP.	# euros annual Solidaridad Europe income in 2025 ⁵	EUR 62,500,000 ⁶
	% of Solidaridad Europe income which does not derive from Dutch government. ⁷	50% ⁸
Solidaridad is a learning organisation and a great place to work where competent staff is equipped to jointly contribute to our mission	satisfaction score for great place to work	At least 75/100
	score on Learning Organization Review	At least 75/100

² Contributing to MASP Network Indicator

³ Contributing to PoV indicators

⁴ We will monitor the numbers for the various categories of corporate partners (see 5.2), their partnering purposes (e.g. development of new business models or providing products or services for supportive business ecosystems) and improvements to policies and practices.

⁵ This includes ALL income for Solidaridad Europe, raised from all donor targets as well as any interest or any other income that may be.

⁶ Yearly income in 2025, not cumulative. Baseline: EUR 34,648,000.

⁷ The Dutch government is defined as MFA/BuZa and any other potential ministry supporting our mission directly. It also includes RVO, NSO and other agencies set up by the government and with a mandate to implement Dutch government policy.

⁸ Baseline 36%.

4. SOLIDARIDAD EUROPE'S THEORY OF CHANGE

In the overall Multi-Annual Strategic Plan 2021-2025 of the Solidaridad Network, four result areas are defined:

Good Practices

Solidaridad supports farmers and workers to adopt good practices to improve their social, environmental and economic performance at the farm or industry site. We support farmers to optimize their farm management while producing in balance with nature and becoming stewards of natural resources such as soil, water and biodiversity. At industry sites, we work towards improvements in working conditions and reductions in pollution and waste.

Supportive Business Ecosystems

A strong and supportive business ecosystem will allow for a local transition towards professional business. Solidaridad support service providers to become financially viable, while offering improved services and products to farmers and miners. We also support farmers to improve their ownership in supply chains and we develop initiatives to improve overall employability towards high skilled, more decent and better paid jobs.

Enabling Policy Environment

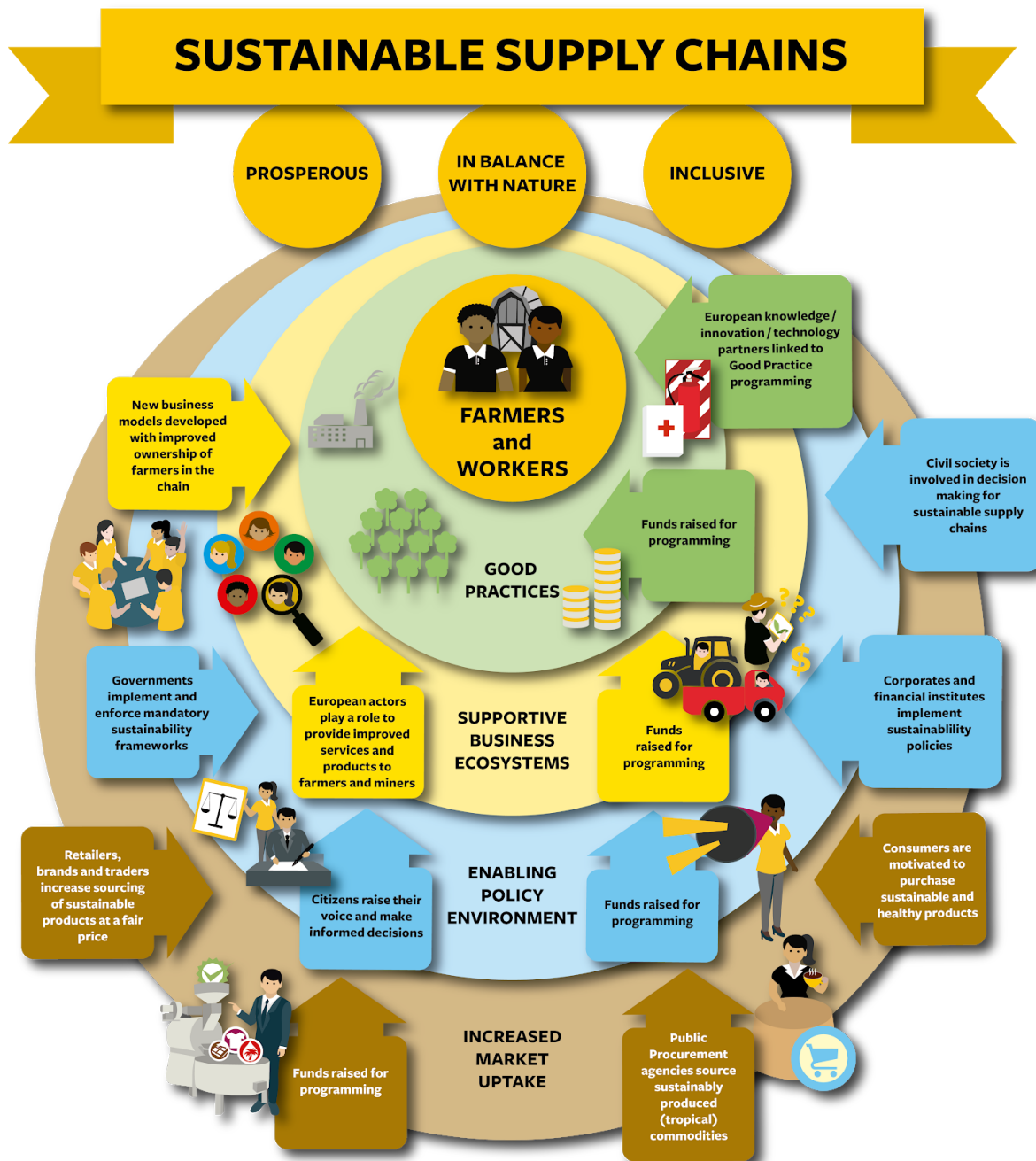
Solidaridad advocates for inclusive policies, rules and regulations, fostering sustainable production and consumption, toward inclusive and sustainable supply chains, whereby markets work for the poor and the environment. We want governments at all levels to implement and enforce mandatory sustainability frameworks, corporates and financial institutes to implement impactful sustainability policies, and a strong civil society that participates in decision making processes related to sustainable supply chains.

Market Uptake

Solidaridad wants retailers and brands to increase their sourcing from sustainable supply chains of products grown and produced in low and middle-income countries and pay a fair price for it. We also campaign to increase demand from consumers for sustainable products and advocate with public procurement agencies to source sustainable and healthy food from regional producers.

In the Theory of Change below (Visual 2), we have indicated how Solidaridad Europe contributes to these four result areas in Europe. Our outcomes are closely linked to the outcomes that are defined in the global Solidaridad MASP. For more detail, refer to [Annex 1](#).

Visual 2: Theory of Change of Solidaridad Europe



5. CORE ACTIVITY STRATEGIES

In the period 2016-2020, we have moved to a new organisational structure in Solidaridad Europe, reflecting our strategic choice to focus on five core activities (see 3.1.1). This specialization has increased the added value of Solidaridad Europe in the Solidaridad Network and resulted in professionalization in these five areas of work. The Core Activity teams will therefore be continued in the period 2021-2025.

All Core Activity Teams contribute to the overarching strategic objectives of Solidaridad Europe (listed in 3.2), but each team will interact with different stakeholders. In this chapter, the team strategies are elaborated in more detail and the key stakeholders are introduced with whom the teams will interact to achieve our objectives.

5.1 Policy Influencing (PI)

In the strategy period 2016-2020, we have seen that voluntary initiatives are insufficient to create the massive transformation that is needed. In 2020, the European Commission issued a study⁹ showing that only one in three businesses in the EU are currently undertaking due diligence on their human rights and environmental impacts. The majority of stakeholders responded that the current regimes of voluntary measures have failed to significantly change the way businesses manage their social, environmental and governance impacts. There is a clear urge to move to more mandatory approaches, and a clear call from a wide range of stakeholders to put an end to the race to the bottom. Civil society is united in its call for mandatory and enforceable EU due diligence rules. A growing number of businesses are also recognising the value of EU rules as well and stress the need for harmonisation, legal certainty, a level playing field, and a non-negotiable standard for business relationships throughout the supply chain.

We also see a need to align and consolidate national sector initiatives in Europe. The EU Green Deal is a set of policy initiatives by the European Commission with the overarching aim of making Europe climate neutral in 2050 and will be instrumental in shaping a significant number of different EU policies and legislative initiatives to create an enabling policy environment. Various European member states started to adopt some form of national legislation on specific issues, e.g. the Dutch child labor law and the French vigilance law. This creates a patchwork of legislation, which is ultimately not desirable, but it does provide an opportunity to learn and improve future European legislation and it also increases the pressure on the EU to develop new legislation.

Although well-intentioned, regulatory frameworks and due diligence legislation for companies in particular can lead to negative impacts for producers and the environment in international supply chains outside Europe. Unintended consequences of supply chain due diligence legislation can lead to the exclusion of high-risk actors or high-risk regions. European industry actors might choose to disengage from e.g. smallholder farmers or certain high-risk countries instead of actively contributing to improvements and positive impact. This disengagement might be motivated by concerns about a company's reputation and/or legal consequences. It may result in "cleaner" supply chains linked to Europe, without actually addressing the issues in producing countries outside Europe. It potentially even worsens the problems in producing countries as supply chains redirect to markets that have lower sustainability expectations.

⁹<https://www.business-humanrights.org/en/latest-news/eu-commission-releases-study-on-options-for-regulating-due-diligence/>

In response to these insights and trends, the Policy Influencing team of Solidaridad Europe aims **to be the “guide dog” showing the way towards a policy environment that supports a sustainable and inclusive economy**. In the period 2021-2025, the PI team will contribute to Solidaridad Europe’s overarching strategic goal by focusing on the following four team objectives:

1. Regulatory frameworks and supporting policies are in place to ensure products sold at the European market are produced in a sustainable way.

The PI team will influence the public sector (governments at global, regional and national level in Europe) to adopt, improve, implement and enforce regulatory frameworks for sustainability. Regulatory frameworks and sustainability policies are essential to ensure that products sold at the European market are produced in a sustainable way and that companies are held accountable for meaningful implementation of sustainability frameworks and business models that create a positive impact. We will develop and submit key innovative and inclusive solutions to public decision makers and advocate for the development and improvement of sustainability frameworks that actually create that positive impact for the farmers, producers and workers in the Global South. We will advocate for **a smart mix of measures**, including mandatory due diligence for companies, partnerships between the EU, producing and consuming countries, and other complementary measures including public procurement and sustainability chapters in trade agreement.

We continuously work on establishing and maintaining cooperation with public and private sector decision makers to foster our advocacy efforts in this area. We will advocate directly or through coalitions, together with other CSOs and together with private sector actors that share our views for truly sustainable and inclusive supply chains (CEP strategic partners). We will focus more on European (and global) dialogues, and where relevant will influence those national policies in Europe that will be instrumental for shaping European policies. We will closely follow the developments in Brussels linked to the Green Deal, the related Farm to Fork strategy, and other relevant initiatives and engage with policy makers to share our views, concerns and recommendations for regulation that is truly inclusive and stimulates sustainable production.

2. A vibrant and strong civil society is involved in participatory decision making processes related to sustainable supply chains.

We will focus more on supporting the participation of Southern CSOs and amplifying the voices from the Global South (civil society) in policy making processes in Europe. As part of the Power of Voices partnership with the Ministry of Foreign affairs, the team will also focus on active CSO participation in MSIs and other relevant sector platforms like covenants. We will contribute to CSO lead advocacy trajectories and campaigns and work in coalition with other like-minded influential CSOs to increase our leverage.

3. The private sector implements comprehensive policies and innovative inclusive business models, incorporating true costs, for truly sustainable sourcing, production, and investments.

Next to legislation, voluntary initiatives and MSIs will continue to play a key role in convening the industry to adopt new solutions and more ambitious targets to tackle sustainability challenges in international supply chains. We will focus on a selected number of key commodities like a.o. palm oil, cotton & textiles, cocoa and gold. The PI team will continue to engage with sector specific MSIs to influence the sector’s agenda and propose innovative solutions. We will also join forces with other CSO’s in coalitions to drive the industry’s agenda on the key themes of value distribution and living income/wage, natural resource management and decent work. Some of the platforms that we will

continue to engage with include the RSPO, EPRM, BCI, SAC, VOICE network, and the garment and textile covenants in the Netherlands.

Through MSIs, but also by campaigning or bilaterally we will advocate for implementation of comprehensive policies and innovative inclusive business models in the private sector, corporates and financial institutes alike. The PI team will explore new business models together with the Corporate Engagement & Partnerships team and our partners. We will co-create models for fair value distribution - including living income/wage, payment for ecosystem services, cost internalization/true price - and advocate for the adoption of these models and best practices by private sector actors and MSIs.

4. Solidaridad Europe is recognized as a thought leader regarding a sustainable and inclusive economy

In order to be effective in our policy influencing work, we need to be recognized as thought leaders with regard to a sustainability and inclusive economy. Therefore we will develop opinion papers, organize expert meetings and be visible as an expert in the media and at sector events.

5.2 Corporate Engagement & Partnerships (CEP)

Corporate leaders gradually are becoming more aware that their future success and competitiveness depends on their commitment to helping solve society's problems. Companies are increasingly pledging to buy from sustainable suppliers and invest in good production practices. There is a strong focus on integrating Corporate Social Responsibility (CSR) into the core operations and going beyond mere mitigating of risk and improving efficiency. However, we see that the market is not paying for sustainable products, and that the demand lags behind the actual supply. Although the private sector is increasingly claiming sustainability as their *leitmotiv* for operations, driven by profit maximisation, the burden of costs and proof for sustainability lies with the most vulnerable in the supply chain. Natural supply chain partners like traders are benevolent and cooperative, but in the end choose for the status quo when there is insufficient demand for more sustainable practices higher up in the chain. Products that are now sold as sustainable often do not offer a living income or prevent environmental degradation. Moreover retailers and brands are receiving a disproportionate share of the value created in the chain.

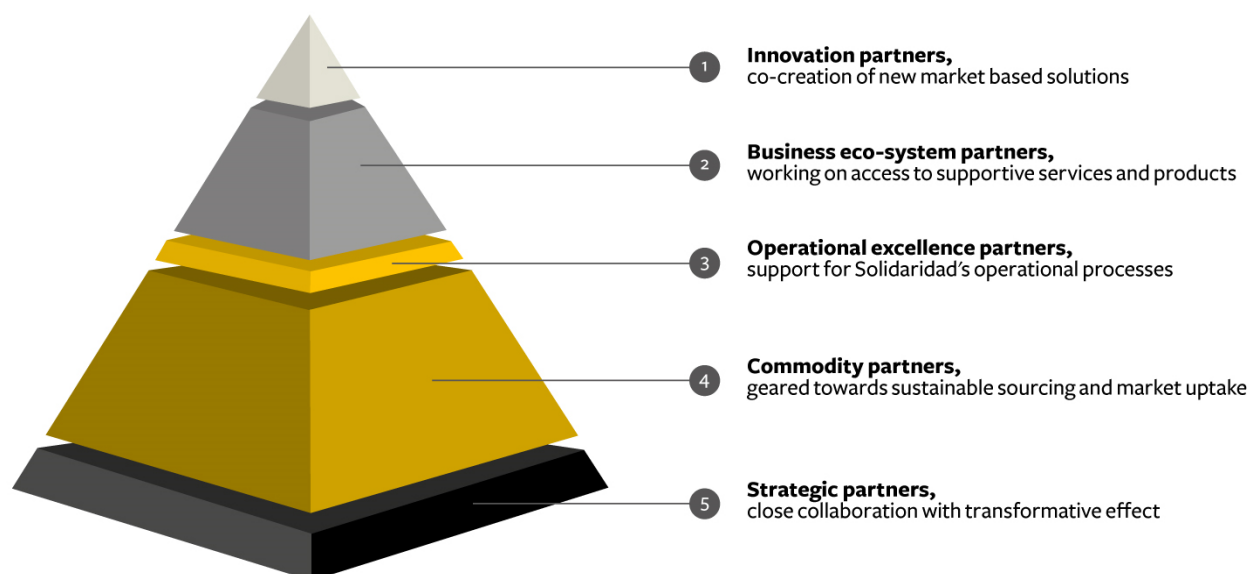
Solidaridad is a constructive yet critical partner, calling on companies - big multinationals or SME's - to make and live up to sustainability promises and embrace genuine sustainability. We believe that the European private sector plays a crucial role in the global transition towards inclusive and sustainable value chains. Our network structure with our boots & brains on the ground, our integral approach including climate change, inclusivity of farmers and workers and digital solutions all contribute to a good value proposition.

Solidaridad Europe aims to be recognized by corporate partners and internal stakeholders for proactive and meaningful corporate engagement that is truly impactful and beneficial for all. We **aim to be the preferred partner to sustain the supply chain with comprehensive, innovative market-oriented solutions**. Within this new MASP period, the CEP team contributes to the overarching strategic objectives 2 and 4 by focusing on the three team objectives listed below:

1. Solidaridad corporate engagement partners implement comprehensive policies/practices and innovative inclusive business models, incorporating true costs, for truly sustainable sourcing, production, and investments;

The CEP team aims to develop and maintain five different types of corporate partnerships (see Visual 3 below), reflecting the various contributions they make to our mission. Together this mix of intervention strategies makes up a robust strategy towards corporate engagement.

Visual 3: Corporate Partnerships Pyramid



- **Innovation partners**

Involving companies in innovation partnerships are meant to co-create new market-based solutions that make supply chains more inclusive and sustainable. Innovation partners can be tech companies, bringing knowledge, expertise or services essential to realise our objectives. We also seek opportunities to work with companies that are innovating their business models away from tradition profit maximisation models towards alternative more inclusive and more people centred approaches.

- **Business ecosystem partners**

We envision to offer a supportive business ecosystem to farmers and workers. Business ecosystem partners can play an important role in this, by offering their products or services. They can play a role in providing access to finance (PlusPlus, FMO), access to inputs like seeds or fertilizers (East-West Seeds, Syngenta), or access to technology (e.g. FairFood, dripping irrigation) and logistics.

- **Operational Excellence partners**

We need a strong operation to support the implementation of our programmes. Companies can also play a role in this domain by offering their expertise to Solidaridad (for free or discounted).

They can give us legal advice, support the development of our marketing strategy, or offer corporate volunteers to work within Solidaridad as part of an employee engagement programme.

- **Commodity partners**

Commodity partners work with us directly in programmes on sustainable sourcing of their commodities. They can be traders, processors, sometimes FMCG companies or retailers. We work with them to increase the uptake and share of sustainably produced products. We work on solutions for decent work, natural resource management/climate mitigation and adaptation and the fair distribution of value in the chain. More and more those partnerships will also be about compliance, traceability and transparency. Commodity partnerships also give market relevance and credibility to our programming.

- **Strategic partners**

With a strategic corporate partner we have a close collaboration with transformative effect. We define a shared agenda to support a company to organize its business in a more inclusive and sustainable way and jointly advocate for transformation in their sector. Strategic partnerships require a long-term commitment and building up of relationships across Solidaridad Network and the strategic partner. We aim to have more strategic partnerships with companies that we classify as potential game changers, i.e. that have scale yet are innovative in their approach to sustainability. Together with our Policy Influencing team we will activate the leadership role of our strategic partners and actively involve them by our Policy Influencing Agenda.

As a guide dog we believe we can best influence and challenge our partners to step up their commitments based on a strong relationship with mutual respect and trust. Therefore we will broaden, deepen and partially grow into strategic partnerships instead of focusing on a large increase in the number of partnerships. By 2025 we will have built 60 partnerships each making a genuine choice for sustainability while improving and implementing sustainability policies and embracing new inclusive business models contributing to our shared agenda through joint programs.

2. Inspire companies by the examples of Solidaridad's impactful partnerships to implement more comprehensive policies/practises and innovative inclusive business models

Together with the Communications & Campaigning team we activate our corporate partners to communicate transparently about their sustainability commitments and progress in relation to our partnerships with them.

3. Raise (cash and in kind) funding from European corporate partners for Solidaridad Europe and the Network.

By 2025 we have raised EUR 10 million co-funding to REC Europe. Together with our Donor Relations team we will continue to focus on developing Public Private Partnerships (PPPs) in the coming MASP, since it is clear that those partnerships are a good way to build a business case for sustainability.

5.3 Communications & Campaigning (C&C)

In the period 2016-2020, Solidaridad Europe further developed its experience in developing and executing consumer campaigns. We learned over time what makes the consumer heart tick, and what doesn't. We developed metrics to measure effectiveness of campaigns, and learned how to get the best out of the cooperation with advertising agencies and media purchasers. We grew our ability to mobilize the press, and learned how to engage influencers to speak to a younger audience. Social media and digital platforms carry increasingly less surprises for us. And we have become well acquainted with behavioural psychology, which helped us to activate consumers towards a clearly defined goal. During this period, we also stepped up our work with corporate partners in the field of communications, actively working with our colleagues in the CEP department and with communications counterparts at our corporate partners to communicate transparently about their commitments and results. We also increased our engagement with the press, and were featured hundreds of times in newspapers, online, on radio and TV. Furthermore, we professionalized our individual fundraising processes by introducing marketing automation systems and integrating our gift requests into campaign strategies. Moreover, we introduced a new way of giving: investing. Individuals can continue to donate to Solidaridad, but can also choose to invest directly in an agri-food entrepreneur in the global South via our newly launched crowdfunding platform PlusPlus. Finally, we developed our brand to become more relevant by bringing it back to its core: **solidarity**.

In the period 2021-2025, the C&C team will contribute to Solidaridad Europe's overarching strategic objective 3 and 4 by focusing on the following team objectives:

1. Activate European citizens to raise their voices to demand an economy in which goods originating from the Global South are produced sustainably

Solidaridad believes that it is high time for the implementation of mandatory frameworks forcing brands to become more transparent, to source more sustainably, and to act more responsibly. European citizens can and should help to make this happen. They increasingly demand transparency, accountability and participation from policy makers in both the private and public sector, and they increasingly care for sustainability. That is what we want to tap into. In the next five years the Communications & Campaigning team will engage European citizens to raise their voices for a more sustainable and inclusive economy, and encourage them to call upon brands and governments to demand the availability of goods that are produced in a sustainable way by farmers, workers and miners in developing countries. Solidaridad is well placed to be a guide dog for citizens. We are an objective, credible party that can provide citizens with reliable background information on the origin of products, and how these are produced.

In the next five years, we will run several campaigns to activate citizens to raise their voices to demand change, and to promote sustainable consumption. We will further strengthen our campaigns by developing and applying citizen activation tools (such as petitions and manifestos), by cooperating in campaigns with other European CSOs, and by integrating research such as the Sustainable Cotton Ranking, Coffee Barometer and Cocoa Barometer in the design of citizen campaigns.

And finally, we will continue to grow our newly launched crowdfunding platform PlusPlus, which provides citizens with the opportunity to directly invest in agri-food entrepreneurs in developing countries.

2. Support change towards more sustainable behaviour of public and private sector actors by impactful communications & campaigning

At the same time we will promote Solidaridad's policy positions, while creating a positive attitude towards more sustainable behaviour of all our target groups, including policy makers, corporate partners and citizens. We will do this by carefully executing a thought leadership strategy in which we train and support colleagues in Solidaridad Europe to write blogs and articles, and to become spokespersons on key topics during events and in online industry discussions. We will continue to engage the press in Europe, further building relationships with trade media, as well as with key media such as the Financial Times and the Dutch quality newspapers.

3. Raise a steady stream of funding of individual donors, SMEs and the Dutch Postcode Lottery to support REC Europe's growth and development

To support this, we will maintain and further develop wide societal support for our work, reflected by a steady stream of mainly un-earmarked funding, which will be used to support REC Europe's growth and development. Our individual fundraising activities will be professionalized further, following the introduction of a new back office system two years ago. This system allows us to develop so-called customer journeys that help us to personalize and automate our email marketing, engaging a larger group of particularly young supporters that will be attracted via the campaigns mentioned above. While attracting a new, younger audience, we will not forget about the loyal, older supporters we have. We continue to address them via regular mail and via their churches, as that is what they prefer. We also facilitate personal meetings with them around the option to dedicate a legacy to Solidaridad. European small and medium-sized enterprises (SMEs) are increasingly interested in contributing financially to good causes that relate to the products and services they sell. We will continue to engage them and facilitate corporate donations. As a result of these efforts we expect our annual income from individual fundraising to grow from € 1.1 million euros now to € 1.45 million in 2025. Next to this, we will continue to build, deepen and extend our relationship with the Dutch Postcode Lottery, with the aim to have them continue our annual gift of € 1.35 million over time, while increasing chances for additional project funding.

4. Ensure a strong brand profile and supporter base that positions Solidaridad as a credible organisation to engage with

A strong brand and supporter base remain key for building trust and credibility, which are important ingredients for partnerships. For that reason we continue to invest in branding and building our supporter base. The new branding framework that we developed for the Dutch consumers market has proven to have international potential for B2B target audiences as well. In the upcoming strategy period, we will continue to work closely with global communications colleagues and colleagues in REC Europe to ensure that the Solidaridad brand will become even stronger, and that brand guidelines will continue to be applied consistently.

5.4 Donor Relations (DR)

Looking back, investments in fundraising at Solidaridad Europe have paid strong dividends. We set up a dedicated donor relations team, ensured transparent fundraising coordination processes, and made additional FTE available for business development, donor outreach as well as donor budgeting. The professionalisation of account management, program management, donor stewardship and accountability in the team has also contributed to ensuring Solidaridad is seen as a reliable recipient of donor funds. Setting up clear account management roles and assigning key donors to account holders in the team have significantly improved coordination and strategy. The coordination and cooperation within the network around fundraising, donor account management and grant management has also significantly improved. EBOD agreements on fundraising processes, the professionalising of other RECs in business development and contract management, as well as clearer responsibilities between REC Europe and other RECs in terms of implementation have enabled the network as a whole to professionalise and improve.

The European team has far exceeded its fundraising goals over the 2016-2020 period. For example, the total income from the DR donor targets was set at 21M for 2020, where the 2020 forecasted income is at around 39M. This growth has benefitted the entire Solidaridad network as the large majority of the funding raised is spent on programmes in the Southern RECs. The DR team has also reached its diversification targets (4.5 to 5M will be realised for government income other than BuZa in 2020, which is beyond the 4M target). However, the steep increase in income from the Netherlands government has meant that in relative terms our diversification targets were not met. The fundraising successes we have had with the Dutch government are therefore both a reason for celebration but also concern as they have not decreased, but instead increased, our dependence on the Dutch ODA priorities and levels.

Meanwhile the growth of Solidaridad Europe's income has primarily been a result of 'reactive fundraising' (responding to call for proposals) rather than 'proactive fundraising (co-design of programmes with donors, submitting successful unsolicited proposals). While there are good examples of proactive fundraising (such as NI-SCOPS) and while there is a hybrid between pro- and reactive fundraising (e.g. with the Achmea foundation where we build a strong relationship but still receive funding through call for proposals) there is scope to substantially scale up pro-active fundraising, particularly to donors other than MoFA. We also realise our growth is vulnerable as adding new donors means new and at times even more complex donor rules and regulations (e.g. EU), and as the urgency to resolve our imperfect infrastructure (notably Plaza, M&E (evidence) and financial systems) has become ever more clear. The DR team is not responsible for this infrastructure but ever more dependent on its well-functioning.

Looking ahead, there are three trends that DR has started responding to, but will have to accelerate its efforts on. Firstly, donors are increasingly decentralising their funding, which means it is more important to ensure coordination between REC Europe and other RECs. In the 2016-2020 period there has been better coordination between our approaches to donors at their HQ and field offices, notably in Germany where our investment in BMZ and GIZ at HQ level has benefitted country offices. Particularly in 2019 and 2020 the DR team has also increased its support to other RECs in their direct fundraising efforts, which has contributed to direct contracts for other RECs, while we also increasingly move to a structure where Southern NGOs (in our case our Southern RECs) become lead applicants and subsequently sub-grant some of the implementation to Northern NGOs (in our case REC Europe).

Secondly, “Its climate funding, stupid”. Solidaridad has invested in its climate proposition under MASP 2 and has secured climate funding, such as Norad and NI-SCOPS. New proposals to climate donors and funds are in the pipeline in the second half of 2020. However, Solidaridad has not yet sufficiently capitalized on the substantial growth in climate finance available, notably also from the global climate donors (e.g. GCF, Adaptation Fund) and needs to be ready to respond to the implications for fundraising coming out of the EU Green Deal. Under MASP 3 the DR team will significantly increase its work on targeting climate finance opportunities. We will build capacity on Climate Finance with skilled staff having the mandate to ensure Solidaridad builds winning climate propositions and increases its income from climate finance.

Thirdly, consortia are becoming the norm, and we have increased our cooperation with other NGOs and CSOs in Europe around fundraising, such as the Danish Ethical Trading Initiative and FairFood. We also signed a partnership agreement with the UK ETI and partnered with Siwi on a proposal to Sida. Meanwhile we also identified service contracts as a source for additional and diversified income, but we realise Solidaridad is likely better placed to be ‘sub’ as opposed to ‘prime’ under service contract. It is clear therefore that working with other NGOs in Europe, as well as partner with ODA receiving consultancy firms which share our DNA, is essential to grow and diversify.

Reflecting on the past, looking at the future, and responding to the ambitious growth targets of the Solidaridad network, **the aim of the Donor Relations team during MASP III is to grow and diversify Solidaridad’s income and build and maintain trustful relationships with its donor community.**

In the period 2021-2025, the DR team will contribute to Solidaridad Europe’s overarching strategic objective 4 by focusing on the following three team objectives

1. Diversify and grow income from European donors

The steep growth curve established under MASP II will continue. The team will continue to develop solicited and unsolicited proposals; will accelerate donor research; scale up partnership with other organisations for consortia applications; will reach out and strategically engage new donor targets; and will reprioritise fundraising from foundations. This work will not only grow the income from its donor base to 55M Euro by 2025, it will also ensure the growth particularly lies with non-Dutch govt donors.

2. Manage funds and relationships with European donors at the highest standards

Raising funding and building relations with donors is one thing, stewarding relations and managing funds another. The DR team will continue to be responsible for ensuring that our relationships with donors are based on trust and mutually beneficial. We will invest in relations, keep our donors up to speed on project progress, scale up joined learning, submit state of the art reporting, and comply with donor rules and regulations.

3. Contribute to the income growth of other RECs

More than in the past the DR team will accelerate its support to other RECs in their direct fundraising drives. We will provide demand and needs driven advice on proposal writing; budgeting; donor trends and otherwise. We will particularly increase our support for fundraising from global climate donors and will also better coordinate fundraising efforts the network undertakes at donor HQ level with in-country level.

5.5 Knowledge Management & Learning (KML)

The context in which Solidaridad works is complex and constantly changing. The needs of our target group change and differ per region, new (academic) insights emerge regarding sustainability issues, new policies are developed by governments, some of our solutions prove to work, while others don't, new partnerships come with new demands, and new ways of working require new ways of organizing. To survive in this context, we will need to continuously adapt and innovate the way we work. Our positioning, strategies, value propositions and internal processes will constantly need to be revised. By doing so and by growing as a learning organization, Solidaridad Europe will be able to stay relevant, deliver quality and effective programming, and remain an expert in its field of work.

In the strategy period 2016-2020, we took important steps in growing as a learning organisation. We developed a learning policy to guide organisational and team learning in Solidaridad Europe. We also supported the Network Learning Agendas on Gender, Sustainable Landscapes and Corporate Engagement, resulting in more explicit approaches and quality knowledge products. We developed action-research projects in collaboration with knowledge partners and invested in an Innovation Facility. We also improved Planning Monitoring, Evaluation and Learning (PMEL) in the organisation by supporting the development of a system for more granular data collection and analysis in projects. In the Management Team of Solidaridad Europe, we developed a set of KPIs for quarterly progress monitoring of the core activity teams. We also started a tradition of so-called 'annual retreats' involving all staff in Solidaridad Europe to jointly reflect on progress on our strategy and develop the plans for the upcoming year in a participatory way. Finally, we offered a range of skills training and initiated a Knowledge Hub to make available knowledge accessible for all staff. Overall, we created a more open learning culture.

However, important challenges remain. In the new strategy 2021-2025, Solidaridad Europe will need to build on the Learning Policy and start the implementation of Learning Agendas for all the Core Activity Teams. We will need to focus more on the development of evidence-based European solutions. Although we created a strong foundation for improved data collection and analysis in our projects, the proof is in the pudding. We need to continue to provide advice on PMEL during proposal development and project implementation, and we need to integrate more research into projects. Finally, we need to strengthen PMEL processes and data systems at network level and together with the network develop a Network Knowledge Hub that will create a space for sharing and learning for everyone in the Network.

The Knowledge Management & Learning (KML) team of Solidaridad Europe **aims to build knowledge and facilitate learning to deliver effective, efficient and relevant programming and enable continuous improvement in the organization.**

Learning Vision:

It is the passion and capability of our people what drives us forward and helps to maintain our position as a knowledgeable and visionary, yet pragmatic partner for sustainable sector change. Every day we learn from the challenges we face and gain further knowledge about our work, thereby making learning a continuous process towards improvement and innovation. Together we can learn with, from and for each other; each in our own way. Solidaridad stimulates and facilitates personal and professional development through offering learning trajectories and tools. Moreover, all staff, teams and the organization as a whole are stimulated to take responsibility for their own growth process, aimed at maximizing their full potential and contributing optimally to achieving Solidaridad's goals.

Learning takes place at different levels in the organisation. The KML team will focus on REC-level learning agendas and project level PMEL, but we will also contribute to learning at individual level (coordinated by HR) and learning at Network level taking place in the Global Expertise Teams, Quality Teams, and global programs. In the period 2021-2025, the KML team will contribute to Solidaridad Europe's overarching strategic objective 5 by focusing on the following three team objectives:

1. Solidaridad Europe staff is continuously learning and improving (Excellence)

The KML team will provide advice to the Solidaridad Europe Core Activity Teams in the development and implementation of their Learning Plans 2021-2025. The KML team will facilitate multi-year team learning agendas to support the development of solutions, strengthen team PMEL processes including outcome monitoring, and facilitate links with knowledge partners for external evidence to support programming. As part of the learning agendas, we will manage research partner accounts and research projects, organize learning sessions, support training design, and develop knowledge products for the teams. These knowledge products can be a synthesis of existing external evidence, manuals, training materials, solutions, track records, lessons learned reports, research papers, evaluation reports, etc.

2. Knowledge is shared and accessible for all staff in the organisation (Intelligence)

The KML team will create spaces that facilitate learning and exchange. We will facilitate organizational learning by organizing knowledge exchanges and open spaces for learning. We will experiment with various formats and scale up the most effective ones. We will contribute to the Knowledge Hub Network deliverable, building on our experiences in the last two years.

3. Quality evidence is collected, analysed, reported and used (Evidence)

The KML team will provide advice on the development & implementation of PMEL processes and systems as well as on research and innovation. During proposal development, the KML team will provide PMEL advice to Solidaridad Europe colleagues and if requested also to Programme Managers in other RECs. We support the development of Theories of Change and Result Frameworks and we will invest more in the integration of research in new projects. We will also support monitoring & evaluation processes during the implementation of projects. We will ensure that results and lessons learnt are captured for all projects with REC Europe involvement and that lessons learnt of the past are taken into account in the development of new projects. We will also ensure that gender standards are followed in the development of new projects. Finally, the KML team will also continue to coordinate Annual Planning and Annual Reporting processes, strategy development for Solidaridad Europe and we support the Network Quality Teams in the development and improvement of PMEL processes and Data systems at Network level.

By focusing on these 3 team objectives, we aim to further grow as a learning organization. On an annual basis, we will ask Solidaridad Europe staff to assess the quality and effectiveness of the learning processes in our organization and based on the findings we will adapt our team strategies.

6. VALUE PROPOSITIONS AND SOLUTIONS

Our overarching strategic objectives and the related team objectives presented above are all linked to a set of value propositions to European stakeholders. For our key stakeholders, we have identified how Solidaridad can create gains or relieve pains and which solutions we can offer them. The resulting key value propositions are listed below:

Policy makers

- We offer policy makers policy advice with regards to the development and implementation of mandatory frameworks for sustainability. This way we support government efforts to contribute to the SDGs. We make sure this policy advice is based on evidence (from research, our own programming, and voices of the target groups we are working with).

Corporate partners

- We provide European companies (innovation partners) access to potential new market by piloting new technologies in programming of other RECs (e.g. precision agriculture, regenerative farming, professional farming, innovative social and environmental practices at tanneries, mines or textile mills);
- We can support European companies (business ecosystem partners) in the development of inclusive business models that develop their markets for inputs, technology, waste/biomass valorization, services, financial products. We link them to strengthened local service providers that will have co-ownership and or gain a fair position in the supply chain (fair price, access to finance, capacity building);
- We work with supply chain partners to raise the bar of their sourcing policies, with due diligence and together we implement improvements in their supply chain in order to be compliant with voluntary and mandatory frameworks and to mitigate their risks. We support strategic partners to show their leadership, influencing the sector to a higher standard. We engage staff of these companies to embrace the sourcing policies and SDG deliverables (including climate and gender). We work with the Solidaridad Sustainability Index as a tool to define sustainability.
- We support retailers and brands (supply chain and strategic partners) to increase sourcing of sustainable products, with a traceability solution, providing transparency on external costs making use of digital tools and verified farmer data leading to a more fair value distribution and inclusive business models (B corporations/social enterprises).

Institutional Donors

- We offer institutional donors a trusted channel for allocating funding and contributing to the SDGs. We do this by linking their funding to quality programming, providing professional grant management, and offering transparency with regard to the use of the funds and achieved results.
- We share our knowledge in Learning Initiatives coordinated by donors to provide insights for their policies and programming.

Citizens / consumers

- We inform citizens/consumers about ways to contribute to a more sustainable and inclusive economy. Through campaigns, benchmarks (barometers/rankings) and on-pack

communication (cause related marketing) we will provide them with insights in brand behaviour and show them possibilities for more sustainable consumption. We will activate them to demand from companies and governments that they take concrete steps towards an economy in which goods originating from the Global South are produced sustainably.

- We offer citizens who want to contribute to a more fair and sustainable world a trusted channel for donating.

Investors

- On the PlusPlus platform, we offer investors a trusted channel to invest (provide finance) to SME's in the Global South that need access to finance.
- We offer blended finance constructions and revolving funds for partners who want to invest instead, or complementary to, donating.

Knowledge institutions

- We offer knowledge institutions the opportunity to do data collection in our projects and/or to be involved in testing/scaling newly researched solutions. By linking their research to programming and the development of Solidaridad solutions, they can increase the societal impact of their research.
- We share our knowledge in Research Agendas led by researchers, providing them with insights that improve the quality and depth of their research.

7. ORGANISATIONAL CAPACITY DEVELOPMENT

In the period 2016-2020, we improved and aligned our internal structure, system, and processes to the strategies developed. We made important progress in Operational Excellence as reflected upon in [paragraph 3.1.5](#). We jointly created a great place to work, where people can contribute, share their opinions and strive for continuous improvement. In the period 2021-2025, we will build on these foundations and continue to make sure that Solidaridad Europe is a learning organisation and a great place to work where competent staff is equipped to jointly contribute to our mission (Overarching strategic objective 5). This will be supported by operationalizing our Network core values and the efforts of our Operations and HRM.

7.1 Solidaridad Network Core Values

We have seven core internal values as a Network, all deeply rooted in our DNA of liberation theology, solidarity with the poor and drive to develop market-based solutions:

- Solidarity: we are faithful to the name of our organisation in a deeply rooted solidarity with the poor.
- Solution-oriented: we are pragmatic problem solvers.
- Impact-driven: we are fully committed to achieving change that matters.
- Interdependence: we are dependent on each other and on the planet.
- Innovation: continuous learning and development adds value and leads to positive change
- Inclusivity: everyone has the potential to contribute and the right to be heard
- Integrity: we adhere to the highest ethical principles and professional standards

These core values are not only driving our programming but also ingrained the DNA of our organisation and the way of working of our staff. These values are therefore also reflected in the Operations and HRM objectives presented below.

7.2 Operations & HRM

In the new strategy period 2021-2025, Solidaridad Europe will further invest in organisational development and HRM to equip staff to do their work effectively and efficiently. The strategy of Solidaridad Europe does not require drastic shifts in objectives, structure, system or processes. Based on the successful development of our regional office during the past strategy period, we will continue to work in core activity teams, Corporate Engagement, Policy Influencing, Donor Relations, Communications & Campaigning and Knowledge Management and Learning. Moreover, we will actively facilitate European staff to contribute to Network Deliverables, work in international teams like Community of Practices, as well as in global Expertise Teams. We will (co-)host the Global Expertise Team (GET) on Enabling Policy Environment.

Our new MASP brings focus on new key themes. On top of those themes FairData is central in our innovation agenda. We see a strong rationale to invest in the knowledge, expertise and competencies of our staff in the coming years to build further on a competent and resilient workforce and be well positioned to deliver on our Multi Annual Strategic Plan and corresponding programmatic obligations. Moreover, the Solidaridad Europe gender team will evolve into an inclusivity team that will make sure that the diversity of staff regardless of ethnicity, gender or age feels included, valued, empowered and respected and that our principles are reflected in our programming.

To achieve our strategic objectives we need an organisation that is a great place to work:

- where people have the capacity and competences to meet their objectives;
- where people can learn and improve their skills;
- where people can work in an environment that is environmentally sustainable;
- with systems and processes in place supporting their work;
- with good communication and connectivity;
- where Duty of Care and vitality are key;
- where gender and social inclusion is practised and people feel free to speak up.

Focus will be on “Better work *together*” building on the understanding that no one is better than another but we are better together thus tapping into the added value of a diversified skilled workforce and community engagement.

In the period 2021-2025, the Operations team will contribute to Solidaridad Europe’s overarching strategic objective 5 by focusing on the following three team objectives:

1. Enable people to grow and thrive and ensure staff capacity & competences are developed and maintained

We will attract the best candidates by being an attractive employer, and having professional recruitment and selection procedures in place to match the right candidates with the profiles. In the period 2021-2025, we expect a 24% growth in staff FTE, as reflected in the Table 2 below.

Table 2: Estimated Growth in FTE

	2021	2022	2023	2024	2025
# of FTE	55	58	61	65	68

We strive for a balanced diverse workforce in terms of gender (baseline 2020: 65% female and 35% male) and nationalities. The German Country Representative will be welcomed in the Extended Management Team of Solidaridad Europe, besides the Core Activity Team Heads, the Financial Controller and the Head of Operations.

As part of our annual HR cycle, we will continue to support the assessment and development of competences. We will facilitate personal development linked to our organisational capacity development needs and provide skills development training through the Solidaridad Europe Academy. A coaching facility will be set up and at Network level and we will support exchange, rotation and capacity enhancement schemes.

2. An effective and enabling environment is in place for collaboration between staff in Europe, within the network and with stakeholders

During the Covid-19 crisis, the importance of connectivity became very clear. Not just to be able to work, but also to stay tuned with organisational developments and colleagues. In the periode 2021-2025, we will continue to facilitate remote working while supporting connectivity between staff. We will offer a range of cloud-based apps, such as Google Suite, Zoom and Mural. Infrastructure and training will enable staff members to continue working from everywhere, with everyone whilst safeguarding against internet criminal activities (such as phishing and hacking) and in compliance with GDPR. Digital Fora such as the Google community and the alumni network on Linked-In will enable flexible interaction with (former) staff members. We will give renewed attention to intercultural communication to improve collaboration in Solidaridad Europe and the Network. Cross core activity project teams and project teams within the Network will be actively supported.

3. Solidaridad Europe is a sustainable, inclusive and well-governed organization, fostering a culture of integrity and effective responsible risk management

As a CSO, we have the ambition to build a strong internal culture of good environmental, social and governance practices, to make sure that we **walk the talk**. As part of our environmental practices, we will decrease our CO2 emissions and compensate our CO2 emissions through the Banco-system initiated in Latin America, providing incentives directly to smallholders in support of *Payment for Environmental Services* deforestation schemes. We will also work towards less and more recycled waste and a paperless office (for example through cloud-based working and electronic contracting).

As part of our social practices, we will establish a Workers Council to promote and protect the interests of employees in the organisation. The Solidaridad Europe gender group will evolve into the inclusivity group that will make sure that the diversity of staff regardless of ethnicity, gender or age feels included, valued, empowered and respected. We will also continue to invest in hospitality to employees, interns, volunteers and external guests. Finally, we will continue to take responsibility for our Duty of Care, protecting the physical and mental health of staff members and enabling a safe working environment, at the office, working from home or travelling abroad.

As part of our governance practices, we ensure that integrity is high on the agenda with an integrity framework in place (see Table 3). This requires a culture that promotes high ethics and open debates

about ethical dilemmas, that provides a safe-haven for victims or whistleblowers to come forward and that has zero-tolerance on non-acting. We will establish shared standards (adhering to local needs) for the regional and country offices in Europe, to uphold the quality of our work and decrease our financial or reputation risks. We will expand our capacity and support in legal arrangements in formalizing collaboration with external stakeholders/partners, as the volume and kind of collaborations continues to expand. Focus will be on improving contract management and financial-legal instruments and on making the procedures more efficient and fail-safe.

Table 3: Integrity Framework

Key Areas of Integrity Framework	Status
Policies, procedures, positions & roles	<ul style="list-style-type: none"> • Policies and procedures are in place; • Positions and roles are in place: i.e. person of Trust, integrity advisor, integrity manager and external advisors; • Improvements are made based on external developments and lessons learnt, e.g. based on MoFA requirements re. survivor-centered and chain accountability and responsibility; • Assessment and improvement of legal frameworks.
Awareness training	<ul style="list-style-type: none"> • Integrity included in on-boarding; • Training on ethical dilemmas for new staff members (adapted to online environment) and upon request for partners; • Regular discussions on integrity cases during bi-weekly catch-ups (adapted to online environment).
Internal & external communication	<ul style="list-style-type: none"> • Management of complaints according to complaint procedure and in line with integrity communication plan, including: <ul style="list-style-type: none"> ◦ Communication with various key stakeholders and reporting to MoFA and The Netherlands Fundraising Regulator (CBF); ◦ Reporting on incidents, management of incidents and reflection of integrity system Annual Report and in key institutional donor annual reports; ◦ Reporting to the Continental Supervisory Board.

8. FINANCE

Solidaridad Europe aims to be a transparent, well-governed and financially well-managed organization. We maintain robust structures for financial management and supervision and governance in the organization. This is a key factor in gaining trust and confidence in the credibility of the organization. Finally, we will strengthen our governance by conducting (project) audits and due diligence and by supporting the European Supervisory Board to do its work well. In the period 2021-2025, the Finance team will contribute to Solidaridad Europe's overarching strategic objectives by focusing on the following three team objectives:

1. To be a financially well-managed organization

The Finance team will act timely on the Planning and Control cycle and improve it if new laws or regulations require so. The team will seek and obtain external approval of annual report figures and required projects, provide monthly internal figures and support the Global Finance Team to ensure a financially well-managed Network.


2. To be a transparent organization

The Finance team will keep financial information available for different forms of transparent reporting and fulfill transparency requirements within the annual reports of Solidaridad Europe. The team will publish required and relevant information on the website and initiate the reporting on ESG (ambition to report over the year 2022).

3. To be a well governed organization

The Finance team will interact with the Continental Supervisory Board (CSB) on a quarterly basis and with the audit committee biannually. The CSB approves the annual plan, budget and (financial) annual report.

Please find here our latest multi-annual forecast for the strategy period 2021-2025:

<div style="text-align: right;">  </div> MULTI ANNUAL FORECAST						
<i>The overview below covers the secured income as well as forecasted income. Forecasted income is defined as 'forecasted income not yet contracted by REC Europe but where we consider chances of success 50%+'. Forecasted income is lower than our targets. We aim to raise much more!</i>						
	2021	2022	2023	2024	2025	TARGET '25
Secured Income - own contracted	10,125,000	5,487,000	3,550,000	450,000	260,000	
Secured Income - from other RECs	32,000	51,000	26,000	-	-	
Received other income	-	-	-	-	-	
1) Total secured income	10,157,000	5,538,000	3,576,000	450,000	260,000	
Bilateral donors, EU and institutional foundations	26,080,000	29,980,000	33,980,000	38,080,000	42,080,000	€55,000,000
Bilateral donors (GER)	2,000,000	3,000,000	4,000,000	5,000,000	6,000,000	
Income from other RECs	168,000	149,000	274,000	400,000	500,000	
Companies	790,000	1,290,000	1,790,000	2,740,000	2,740,000	€4,000,000
Estimated income individual donors, campaigns, churches, lotteries	750,000	750,000	2,100,000	2,100,000	2,100,000	€3,500,000
Other (interest, etc)	10,000	10,000	10,000	10,000	10,000	
2) Total forecasted income	29,798,000	35,179,000	42,154,000	48,330,000	53,430,000	€62,500,000
TOTAL	39,955,000	40,717,000	45,730,000	48,780,000	53,690,000	

* Note that the income stated above is a forecasted income. REC Europe has set its own income target at 62.5M for the year 2025.

Please refer to the Donor Relations chapter and the content we have provided before: [Multi Annual Budget MASP III](#)

ANNEX 1: CONTRIBUTION TO GLOBAL MASP

Levels of Intervention	Outcomes	Involved in Direct Implementation	Indirect Contribution
Good Practices	Farmers optimize farm management		<ul style="list-style-type: none"> Link knowledge, innovation & technology of European corporate partners to Good Practices programming in other RECs during project design & implementation Link European knowledge partners to Good Practices programming in other RECs during project design & implementation Provide financial support for Good Practices programming
	Farmers produce in balance with nature		
	Processors reduce pollution in industry and mining.		
	Workers have decent working conditions with fair payment		
Supportive business ecosystems	Service providers become financially viable while offering improved services and products to farmers and miners	Develop corporate partnerships that:: <ul style="list-style-type: none"> Facilitate access to finance Facilitate access to inputs Facilitate access to technology 	<ul style="list-style-type: none"> Develop knowledge partnerships that facilitate access to knowledge Provide financial support for Supportive Business Ecosystems programming Support PlusPlus to provide loans
	Workers improve employability	Companies (partners) taking their responsibility for increased employability in their supply chains	
	Farmers improve ownership in the supply chain	Develop partnerships with corporates supporting the development of new business models (shareholder models, ownership)	
Enabling Policy Environment	Governments at global, regional, national, local level implement and enforce mandatory sustainability frameworks	Advocate governments to implement and enforce mandatory sustainability frameworks, at national and EU level	<ul style="list-style-type: none"> Develop knowledge partnerships that facilitate access to knowledge and evidence based policy influencing Provide financial support for Enabling Policy Environment programming
	Corporates and financial institutes implement sustainability policies	Advocate private sector (companies and financial institutes) to make a genuine choice for sustainability, implement sustainability policies and embrace new inclusive business models	
	Civil Society is involved in participatory decision making processes related to sustainable supply chains	Strengthen involvement of civil society in participatory decision making processes related to sustainable supply chains	
	Citizens raise their voice and make informed decisions	<ul style="list-style-type: none"> Amplify the voices of the South through citizen campaigns Mobilize, activate and engage European citizens and CSOs to raise their voice and make informed decisions. 	
Market	Brands and retailers	Develop and manage corporate	Provide financial support for

uptake	increase sourcing of sustainable products at a fair price	partnerships to ensure retailers, brands and traders source sustainable products at a fair price	Market Uptake programming
	Consumers are motivated to purchase sustainable products	Develop & implement campaigns to increase demand for sustainably produced products	
	Public procurement agencies source sustainable and healthy food from regional producers	Stimulate sustainable public procurement in covenants and mandatory frameworks	

ANNEX 2: OPERATIONAL PLAN 2021-2025

A.2.1 Policy Influencing

Team objectives	Team KPIs	Targets 2025	Key Activities to Meet Targets
Regulatory frameworks and supporting policies are in place to ensure products sold at the European market are produced in a sustainable way	# and description of new and improved regulatory sustainability frameworks that Solidaridad contributed to ¹⁰	5	<ul style="list-style-type: none"> Advocate directly or through coalitions for the development or improvement of sustainability frameworks that create positive impact for producers and workers in Global South (due diligence / public partnerships and other complementary measures / public procurement) <ul style="list-style-type: none"> Engage with EU policy and decision makers on a regulatory framework for sustainability Advocate for due diligence legislation that embraces a continuous engagement rather than a "do no harm" approach Advocate for the adoption of a comprehensive regulatory framework that includes other measures beyond due diligence Advocate jointly with like minded CSOs and corporates for regulatory frameworks Develop strategy to activate citizens on topics of sustainable production, together with C&C Provide input for the drafting and development of policy and regulatory frameworks on sustainability. Start engaging with German stakeholders on regulatory framework for sustainability. Support the participation and amplify voices from the Global South (civil society and / or producers) in policy making procedures in Europe. <ul style="list-style-type: none"> Engage with other Solidaridad offices to develop strategies for this Consult with stakeholders from the global south for providing input or recommendations in the development of sustainability frameworks Support other CSOs/MSIs in their pledge towards mandatory frameworks. <ul style="list-style-type: none"> Identify and connect with like minded CSOs/MSIs, start discussion to identify overlap in positions, and find opportunities for collaboration Advocate jointly with like minded CSOs/MSIs and corporates for regulatory frameworks and Solidaridad position
	# and qualitative description of innovative and inclusive solutions / recommendations submitted to key public and private sector decision makers ¹¹	30	
A vibrant and strong civil society is involved in participatory decision making processes related to sustainable supply chains. ¹²	# advocacy initiatives carried out by CSOs ¹³	50	<ul style="list-style-type: none"> Initiate and contribute to CSO led campaigns, petitions, awareness raising programmes, and CSO led lobby trajectory to influence public and private decision makers. Including rankings and barometers. Convene and participate in preferably international MSIs/covenants/platforms and strengthen these through setting the agenda, proposing solutions, adopting (sector) standards, and sharing good practices with special emphasis on living income /

¹⁰ Contributing to Network KPI MASP 2021-2025.

Definition Regulatory Framework: any laws, regulations, directives, decisions and policies developed and officially approved (in Europe, at EU or national level).

¹¹ Contributing to PoV indicators

¹² Focus is on active CSO participation in MSI's and other relevant sector organizations (covenants)

¹³ Contributing to PoV indicators

	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable ¹⁴	30	<ul style="list-style-type: none"> wage, smallholder and gender inclusivity, value redistribution in the chain using true price as an anchor point, and rewarding farmers for ecologically restorative practices. <ul style="list-style-type: none"> MSI participation: continue with engagement in key MSIs, start with new ones that are particularly relevant Align and consolidate national initiatives in Europe Advocate for stronger (Southern) Civil Society participation in MSIs, sector organisations, CSO coalitions, conferences and other relevant platforms <ul style="list-style-type: none"> Agenda setting on inclusivity of (Southern) CSOs With a focus on gender inclusivity Support the participation and amplify voices from the Global South (civil society and producers) in international MSIs/covenants/platforms <ul style="list-style-type: none"> Engage with other Solidaridad offices to develop strategies for this Find ways to have Global South represented in events/conferences etc. under current Covid-19 travel restrictions
	# of (new) dialogues participated in, in order to engage Civil Society and Civil Society's agenda in debate with public and private decision makers ¹⁵	30	
The private sector implements comprehensive policies and innovative inclusive business models, incorporating true costs, for truly sustainable sourcing, production, and investments	# and description of new and improved private sector policies and/or business models that Solidaridad contributed to¹⁶	30	<ul style="list-style-type: none"> Exploration of alternative business models for fair value distribution and living income/wage and advocate for the adoption of best practices by private sector actors, in collaboration with CEP and C&C <ul style="list-style-type: none"> Start (cross-commodity) research on pricing including supply management, minimum support price, true pricing, environmental services payments, etc. Advocate for adoption of best practices Support the participation and amplify voices from the Global South (civil society and producers) in discussions with private sector around development of policies and innovative inclusive business models on sustainable sourcing, production, trade and investment <ul style="list-style-type: none"> Engage with other Solidaridad offices to develop strategies for this Come up with a strategy to link or involve RECs directly with the discussions with private sector
	# of private sector actors that commit to new sustainability norms, and/or private sector policies and/or innovate business models ¹⁷	35	
Solidaridad Europe is recognized as a thought leader re. a sustainable and inclusive economy	# of times that Solidaridad Europe is visible as an expert in (social) media, debates, conferences, etc. ¹⁸	100	<ul style="list-style-type: none"> Bringing knowledge to the attention of key stakeholders by developing position papers, organising events, and being visible at workshops, conferences, events, in the media, etc. <ul style="list-style-type: none"> Cover two specific topics within advocacy for EU regulatory frameworks: disengagement risk, positive impact for our target groups Develop a cross commodity position paper and advocacy strategy on decent work Share knowledge and positions internally (in REC EUR and other RECs) <ul style="list-style-type: none"> Develop a PI ppt for internal use with relevant PI topics and priorities Update REC EUR colleagues on PI team activities on a quarterly basis Find effective and efficient ways to inform colleagues in other RECs about PI activities in REC EUR

¹⁴ Contributing to PoV indicators

¹⁵ Contributing to PoV indicators

¹⁶ Contributing to PoV indicators

¹⁷ Contributing to PoV indicators

¹⁸ Contribution to Network indicator communications (credibility level)

A.2.2 Corporate Engagement & Partnerships

Team Objectives	KPIs	Targets 2025	Key Activities to Meet Targets
Solidaridad corporate partners implement comprehensive policies/practises and innovative inclusive business models, incorporating true costs, for truly sustainable sourcing, production, and investments	# (and type of impact¹⁹) of corporate partners that have improved their sustainability policies/practices²⁰ and/or adopted inclusive business models	60	<ul style="list-style-type: none"> Engage with companies to build impactful partnerships Develop existing partnerships into (more) strategic partnerships with increased and long term strategic commitments Ensure high quality partnership and contract management by close cooperation with colleagues in the Network and a shared approach to corporate engagement
	# new pilots and approaches	30	
	# corporate strategic partners	8	<ul style="list-style-type: none"> Activate the leadership role of our strategic partners and actively involve them in our Policy influencing agenda Influence corporate policies of our corporate partners by advocating a genuine choice for sustainability and embracing inclusive business models Together with European companies co-create new pilots, approaches and programs in order to support them to implement their sustainability ambitions related to e.g. <ul style="list-style-type: none"> increased sustainable sourcing and production climate footprint employability of farmers and workers improvement of farmers'/workers' business ownership true price and fair value distribution (including decent labour and payment for ecosystem services) alternatives for certification (assurance by traceable supply chains with verification through farmers'/workers' data) on-pack/in store communication with information and storytelling regarding a supply chain
	# corporate commodity partners	30	
	# corporate business eco-systems partners	10	<ul style="list-style-type: none"> Introduce European companies to our RECs and together co-create new pilots, approaches and programs: <ul style="list-style-type: none"> bringing (agri-tech) innovations to good practises creating additional income for farmers with biomass and waste streams supporting access to finance and service provision for farmers and workers developing business models that improve service provision to farmers
	# corporate innovation partners that implement new innovative solutions (e.g. agri-technology) in Solidaridad's programming	10	
	# corporate operational excellence partners	2	<ul style="list-style-type: none"> Engage corporate partners that offer operational support to our programs and/or organisation (free or discounted) Engage partners to offer corporate volunteers as part of a employee engagement program
Inspire companies by the examples of Solidaridad's impactful partnerships to implement more	# of times that Solidaridad Europe shares best practices in (social) media, workshops, debates and conferences. ²¹	100	<ul style="list-style-type: none"> Actively look for opportunities to share best practices with a broader audience Visibility together with partners at conferences and in (social) media about joint positions and programs Involve our corporate partners with campaigns developed by C&C

¹⁹ We will monitor the numbers for the various categories of corporate partners (see corporate partnership pyramid), their partnering purposes (e.g. development of new business models, market uptake or providing products or services for supportive business ecosystems) and improvements to policies and practices.

²⁰ For each corporate partnership we will collect data/information to prove the improvement of corporate policies and/or practices.

²¹ Contribution to Network indicator communications (credibility level).

comprehensive policies/practises and innovative inclusive business models	# of times that Solidaridad Europe communicates together with corporate partners about impact ²²	100	
Raise (cash and in kind) funding from European corporate partners for Solidaridad Europe and the Network	# EUR annual income from corporates (via REC Europe) accounted for²³	10 million	<ul style="list-style-type: none"> Defining joint programs with corporate partners and negotiating serious cash and in kind partner contribution Attracting PPP funding together with corporate partners
	# EUR new commitments (cash and in kind) for the Network from European corporates ²⁴	20 million	
	# EUR staff & activity cost covered by corporate partners, programs or RECs	750,000	
	# EUR annual impact loans to supporting agri-preneurs and/or projects ²⁵	30 million	<ul style="list-style-type: none"> Attracting impact loans for our program and via PlusPlus to support service providers to become financially viable

²² Contribution to Network indicator communications (credibility level).

²³ Definition: The amount of donor income spent from corporate donor targets by REC Europe (i.e. money accounted for) in a particular year. This includes money spent and accounted for by REC Europe directly and money disbursed to other RECs on a donor contract held by REC Europe.

²⁴ Definition: The total value of cash and in kind contributions for existing and future years of new contracts signed by European partners with REC Europe and other RECs. The cash contribution of contracts signed with REC Europe will also be accounted for in "cash from European corporates via REC Europe" in the year that it is spent / accounted for. As such part of this target (average 50%) is pipeline for this first target

²⁵ Impact loans from European financial institutions and impact investors including funding raised via PlusPlus

A.2.3 Communications & Campaigning

Team Objectives	Team KPIs	Targets 2025	Key Activities to Meet Targets
Activate European citizens to raise their voices to demand an economy in which goods originating from the Global South are produced sustainably	# European citizens activated to demand an economy in which goods originating from the Global South are produced sustainably²⁶	80,000	<ul style="list-style-type: none"> Develop and execute Bottom-Up! fashion campaign Develop and execute Fair Value Distribution campaign Develop and execute PlusPlus campaign Spread campaign messages of other European CSOs Optimize content marketing/ search engine optimization (SEO) Develop and execute search engine advertisement (SEA) Develop and execute social advertising Optimize conversion rates
	# European citizens potentially reached via campaigns ²⁷	138 million	
	# campaigns and/or events organized to mobilize citizens ²⁸	14	
	# times we spread campaign messages of other European CSOs ²⁹	5	
Support change towards more sustainable behaviour of public and private sector actors by impactful communications & campaigning	# campaigns and/or events organized to mobilize the private sector ³⁰	8	<ul style="list-style-type: none"> Organize event around the publication of the Coffee Barometer Organize Bottom Up! online trade mission to Ethiopia Organize PR to influence corporate behaviour Write and promote position papers aimed to influence policy, together with PI Develop and execute a strategy to increase the visibility of Solidaridad Europe's (staff's) thought leadership
	# articles published in the media to influence the attitude of the private and the public sector ³¹	3,500	
	# blogs published by Solidaridad Europe staff promoting our policy positions	40	
Raise a steady stream of funding of individual donors, SMEs and the Dutch Postcode Lottery to support REC Europe's growth and development	# EUR annual income from the Dutch Postcode Lottery (NPL)	6.75 million	<ul style="list-style-type: none"> Maintain relationship with NPL and family foundations Increase level of income from existing donors via direct mails, telemarketing, personal legacy meetings, church campaigns etc. Acquire new donors via consumer campaign lead generation and marketing automation Develop and execute strategy for donations from SMEs and other potential partners Ensure operational excellence in our back office
	# EUR annual income from individual donors, churches, foundations and SMEs, including legacies	9.3 million	

²⁶ Contribution to PoV indicator. Activation has been defined as anything a citizen does after having been confronted with our message. e.g. sharing a post, signing a petition, registering for an event etc.

²⁷ Contribution to PoV indicator

²⁸ Contribution to PfC and PoV indicators

²⁹ Contribution to PoV indicator

³⁰ Contribution to PfC indicator (2 in 2020) and PoV indicator (6 barometers/ rankings up till 2025)

³¹ Measured via Meltwater.

Ensure a strong brand profile and supporter base that positions Solidaridad as a credible organisation to engage with.	% aided brand awareness in the Netherlands ³²	22%	<ul style="list-style-type: none"> • Daily monitoring of our social media channels, webcare, and engagement with the press • Ensure the global website remains attractive to the B2B European audience • Develop Google advertisement campaigns directing traffic to the Dutch and global websites • Identify credible prizes and awards, and submitting our track records
	# people potentially reached via online media ³³	3 billion	
	% Average click through rate from Solidaridad Europe Google ads to the Dutch and global websites ³⁴	8%	
	# public recognitions of our work ³⁵	5	

³² Monitored via KIEN Monitor

³³ Contribution to Network deliverables (visibility level) and measured via Meltwater

³⁴ Contribution to Network deliverables (engagement level)

³⁵ Contribution to Network deliverables (credibility level). Count of number of recognitions, including prizes and awards.

A.2.4 Donor Relations

Team Objectives	KPIs	Targets 2025	Key Activities to Meet Targets
Diversify and grow income from European donors ³⁶	# EUR annual Solidaridad Europe income from European institutional donors (including EU and foundations) ³⁷	55 million	<ul style="list-style-type: none"> • Develop solicited and unsolicited proposals/propositions • Donor research, monitoring opportunities, etc • Refocus energy on foundations • Partner with other NGOs and consultancies (as sub) • Donor visits, presentations, etc
	# EUR annual Solidaridad Europe income from institutional donors which are not Dutch government ³⁸	20 million	
	% of Solidaridad Europe full proposals approved annually ³⁹	>50%	
	# contracts with European NGOs or consultancy firms where Solidaridad Europe is a sub (non Dutch government donors) ⁴⁰	10	
Manage funds and relationships with European donors at highest standards	% of reports submitted by donor deadline ⁴¹	100%	<ul style="list-style-type: none"> • Grant management • Project visits (sometimes with donors) • Partnership management • Donor calls, visits, presentations on programme progress, etc • Accountability and learning (Reporting, audits, evaluations, etc) • ETC
	# of times DR team members have meetings with donor representatives annually ⁴²	100	

³⁶ The donor targets for DR are bilateral (government) donors in Europe, as well as institutional foundations (foundations which operate like government donors) as well as EU. This objective relates to funding where REC Europe is the grant holder.

³⁷ Definition: The amount of donor income spent from DR donor targets by REC Europe (i.e. money accounted for) in a particular year. This includes money spent and accounted for by REC Europe directly and money disbursed to other RECs on a donor contract held by REC Europe. The expected REC Europe growth will be particularly benefitting other RECs.

³⁸ Definition: The amount of donor income spent from DR donor targets by REC Europe (i.e. money accounted for) in a particular year, excluding Dutch government funding (BuZa, RVO, NSO, etc). This includes money spent and accounted for by REC Europe directly and money disbursed to other RECs on a donor contract held by REC Europe. The expected REC Europe growth will be particularly benefitting other RECs.

³⁹ Definition: The percentage of proposals submitted to institutional donors which are approved by the donor. This includes full proposals only and not concept notes. In other words, this only covers proposals which result in either a contract with the donor or a rejection. While it is also useful to monitor success rates on concept notes, ultimately concept notes do not lead to contracts directly. Also, sometimes concept notes are not formal submissions but instead a conscious trigger to enter a conversation with a donor.

⁴⁰ This is the total number of instances where we joined an application to a donor where another NGO or consultancy firm was in the lead and we were a sub applicant.

⁴¹ Definition: The percentage of reports submitted by the deadline set by the donor. This includes all parts of the reporting (including, where relevant, narrative report, financial report, update on results framework, etc). In case a report is submitted after the original deadline but an extension has been requested and approved by the donor, the new deadline for this report matters, i.e. if a report deadline was moved from 1 March to 1 April, and the report is submitted on 31 March, the report is submitted by the deadline.

⁴² Definition: Number of meetings held between DR representatives and donor representatives. This includes bilateral meetings, as well as meetings where multiple donors are present, as well as donor events where we have a speaking slot.

	% of donors and consortium partners that are either satisfied or very satisfied with their cooperation with Solidaridad Europe (measured in 2022 and 2024) ⁴³	80%	
Contribute to income growth of other RECs ⁴⁴	# of leads / opportunities where DR has supported other RECs in fundraising annually ⁴⁵	>60	<ul style="list-style-type: none"> • Sharing funding opportunities and donor intelligence • Support business development processes • Trainings (e.g. on donor budgeting) • Advise other RECs on global climate funds (processes and priorities) • Coordination between RECs on donors HQs and field offices • Fundraising community of practise
	# annual Solidaridad network income from EU, European government donors and foundations in EUR by 2025 ⁴⁶	85 million	
	# annual Solidaridad network income from global climate donors in EUR by 2025 ⁴⁷	>15 million	

⁴³ Definition: In our partner satisfaction survey, our donor partners and consortium partners will be asked a range of questions on their partnership with Solidaridad, scoring on a 5-point scale (very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied, very dissatisfied). One generic question in the survey will focus on their general/overall satisfaction with Solidaridad. This survey will be done in 2022 and 2024

⁴⁴ This objective is about the growth of other RECs. It captures the assistance REC Europe will provide to other RECs in growing their direct donor income.

⁴⁵ Definition: This indicator measures the support DR provides to other RECs regarding fundraising, beyond those instances where we lead the application to the donor. It includes representation of other RECs towards European based donors, identifying funding opportunities, provide feedback on proposals submitted by another REC, training, etc.

⁴⁶ Definition: The amount of donor income spent from European government donors, EU and European foundations (i.e. money accounted for) in 2025. While this is a network wide target, REC Europe has a key role to play in facilitating it, which is why it is included here.

⁴⁷ Definition: The amount of donor income spent from Global Climate Donors by Solidaridad globally (i.e. money accounted for). This focusses in particular on GCF, GEF, Biocarbon fund and others.

A.2.5 Knowledge Management & Learning

Team Objectives	KPIs	Targets 2025	Key Activities
Solidaridad Europe staff is continuously learning and improving (Excellence)	# / 100 Score on Learning Organisation Review	At least 75/100	<ul style="list-style-type: none"> Facilitate multi-year team learning processes to: <ul style="list-style-type: none"> support the development of solutions and knowledge products facilitate learning and exchange strengthen team PMEL processes facilitate links with knowledge partners for external evidence support the teams in training design Facilitate organizational learning by organizing training (e.g. MBTI), knowledge exchanges and open spaces for learning (brown bag lunches). We will experiment with various formats and scale up the most effective ones
	# of annual CAT learning plans co-developed and supported	5	
	# learning sessions within the organisation	100	
	# of knowledge products	40	
Knowledge is shared and accessible for all staff in the organisation (Intelligence)	# of Knowledge Hub sites for which KML supported the development & maintenance ⁴⁸	10	<ul style="list-style-type: none"> Develop and maintain the Knowledge Hub for REC Europe and contribute to the development of a Global Knowledge Hub Actively promote the use of the Knowledge Hub Actively ask for feedback and continuously improve the accessibility
	# of unique monthly visitors (and #sessions) to KH	800	
Quality evidence is collected, analysed, reported and used (Evidence)	# of times PMEL / research advice was provided during the development or implementation of projects or in processes at (REC/global) organisational level	100	<ul style="list-style-type: none"> Provide advice on the development and implementation of PMEL processes & systems, and research: <ul style="list-style-type: none"> Support the development of Theories of Change / Result Frameworks and the integration of research during the development of new projects Support M&E processes during the implementation of projects Manage research partner accounts and research projects Ensure results and lessons learnt are captured for all projects with REC Europe involvement and used during the development of new projects Ensure gender standards in the development of new projects Facilitate annual planning & reporting processes Support the development of global processes & systems related to PMEL & KM (in Network teams like PMEL & IT)
	# of research partnerships linked to projects	15	
	% of projects with REC Europe involvement that have a Project Fact Sheet	100%	
	% of projects with REC Europe involvement that have quality data/evidence ⁴⁹	75%	

⁴⁸ Including CAT team Knowledge Hubs

⁴⁹ Qualitative assessment by the KML team, looking at the quality of the ToC, M&E plan, data collection methodologies, involvement of research partners, and actual data collection and analysis as reflected in (baseline) reports.

A.2.6 Operations

Team Objectives	KPIs	Targets 2025	Key Activities to Meet Targets
<u>Overall Aim</u> : Great place to work where competent staff is equipped to jointly contribute to our mission	#/100 Satisfaction Score for great place to work ⁵⁰	At least 75/100	<ul style="list-style-type: none"> All activities below Initiate improvements and work with the organisation based on input of staff
Enable people to grow and thrive and ensure staff capacity and competences are developed and maintained	% successful matches profiles and candidates	>90% past five years	<ul style="list-style-type: none"> <u>Support recruitment and selection</u> based on professional selection procedures and attractive terms and conditions <u>Support the MT in HR cycle processes</u> e.g. concerning promotions and personal development. Advice MT and staff members in <u>personal development</u> <u>Training</u> is organised on prioritised skills, including intercultural communication.⁵¹ Set up <u>coaching trajectories</u> supporting personal development or reintegration Promote and facilitate mentoring between different levels of seniority Set up mechanisms for insight into diversity of staff competencies Solidaridad Network <u>job rotation or exchange</u> is promoted and facilitated
	% of the to be expected HR cycles completed (incl. Development section) ⁵²	100%	
	# of new trainings offered per annum	20	
	# Coaching (trajectories) provided	15	
	% attrition rate	4<%<14	
An effective and enabling environment is in place for collaboration between staff in Europe, within the network and with stakeholders	# staff members equipped and trained in using remote working tools and processes ⁵³	at least 90% of total employees	<ul style="list-style-type: none"> Develop & facilitate <u>remote / cloud-based working and communication</u> (incl. organisational and technical infrastructure and training) Promote & facilitate the use of <u>Digital Fora</u> such as google community and the alumni network on Linked-In to enable interaction between (former) staff Protect the organisation against internet <u>criminal activities</u> (phishing and hacking) Protect <u>safety and integrity of data</u> in compliance with GDPR
	Score #/10 satisfaction staff working remotely (increase per annum)	at least 8 out of 10	
	Score #/10 appreciation hospitality	at least 7.5 out of 10	<ul style="list-style-type: none"> <u>Hospitality</u> servicing a diverse Solidaridad staff and external guests
Solidaridad Europe is a sustainable, inclusive and well-governed organization, fostering a culture of integrity and effective responsible risk management	CO2 Footprint	Zero CO2 footprint	Environmental <ul style="list-style-type: none"> Decrease <u>CO2 emissions</u> and strive for zero footprint where possible and compensate all remaining CO2 emissions by: Reduce use of paper by promoting cloud-based working and electronic contracting Reduce waste at the office Reduce travel Other CO2 sources be identified Calculate CO2 footprint

⁵⁰ Question to give a grade to Solidaridad as organisation in the EES

⁵¹ 3 different paths (guidance when reintegrating, career coaching, and 1 more)

⁵² cases of illness or upcoming separations are excluded

⁵³ checklist, budget, monitoring, apps, providers arranged

	% staff ill per annum differentiating between long term and short term illness ⁵⁴	<4 % ill	Social <ul style="list-style-type: none"> Promote diversity Promote inclusivity Inclusivity team Set up and support Workers Council <u>Duty of Care</u> protecting the physical and mental health of staff members and enabling a safe working environment (incl. vitality support and ARBO)
	% of reported integrity breaches that were managed well ⁵⁵	100%	Governance <ul style="list-style-type: none"> Continuously assess and improve the integrity framework Promote open debates about ethical dilemmas, provide a safe-haven for victims and whistleblowers to come forward and zero-tolerance on non-acting Support management with Quality and Risk management to uphold quality of our work and decrease financial or reputation risk Provide legal advice during contract development and process contracts to support smooth process and mitigation and absorption of legal risks
	# audits supported/performed with a green flag ⁵⁶	100%	
	% of GDPR incidents that were managed well ⁵⁷	100%	

⁵⁴ not incl pregnancy leave

⁵⁵ According to our integrity framework procedures

⁵⁶ at least 4 per annum: ISO Internal & external, Partos, CBF, donor/project specific specific

⁵⁷ According to our GDPR procedures

A.2.7 Finance

Team Objectives	KPIs	Committed Targets 2025	Key Activities to Meet Targets
To be a financially well-managed organization	# number of times the Continental Supervisory Board receives financial updates	20	<ul style="list-style-type: none"> Act timely on the Planning and Control cycle Improve the Planning and Control cycle if new laws or regulations require Seek and obtain external approval of annual report figures and required projects Provide monthly internal figures and insight in financial team figures for CAT-managers Support the Global Finance Team to ensure a financially well-managed Network
	# of times MT receives quarterly figures and updates on team budgets	20	
	# of remarks in auditor's report	0	
To be a transparent organization	# of external annual financial audits finalized	15	<ul style="list-style-type: none"> Keep financial information available for different forms of transparent reporting Fulfill transparency requirements within the annual reports of Solidaridad Europe Publish required and relevant information on website Initiate the reporting on ESG (ambition to report over the year 2022)
	# of annual reports published on the website	10	
To be a well governed organization	# of CSB evaluations done	5	<ul style="list-style-type: none"> The Continental Supervisory Board (CSB) will meet four times The audit committee will meet twice The CSB reports to the International Supervisory Board on the regional programmes and the MASP contributions (represented by chairperson Jan Karel Mak) Monitor the capacity building in Solidaridad Europe to deliver to the MASP objectives and comply with the quality standards on HRM policies
	# of approvals on annual plan, budget and (financial) annual report by CSB	15	

ANNEX 3: RISK ANALYSIS

The risk management framework of Solidaridad Europe identifies, manages and monitors risks that could negatively influence **the reputation** of Solidaridad, the **financial stability** of Solidaridad and **wellbeing** of staff members. These three areas are interdependent and equally important as together are the drivers for Solidaridad Europe to grow and thrive. Exposure to reputational risk is more likely when the gap between reputation and true character increases, when external beliefs and expectations change or when internal coordination is diminished. To bridge the gap we can either improve the ability to meet expectations or reduce expectations by promising less. Managing stakeholder expectations is key. Financial risks are the result of a negative result between incoming and outgoing funds. Financial losses and gains and the uncertainty about the extent of the losses and gains is affected by market changes, liquidity, performances, and operational matters. Key is managing risk exposure to a level that can be absorbed by Solidaridad while costs of mitigation justify the risk reduction. Risks can impact the wellbeing of staff members in diminished mental and physical health, reduction of performance and loss of talent. Monitoring wellbeing of staff members is a key business enabler driving retention and attraction of talent, and increased productivity.

In our risk management framework that will be elaborated in our Annual Plans, we have identified the key risks and potential negative influences on the organisation and its operations. We have formulated response measures to mitigate the identified risks and/or absorb the influence of these risks. Bi-annually the risk management framework will be reported and reflected upon by MT. As risks and influences can change the risk framework will be adapted when needed.