

A smiling man and woman are standing in a lush green field, holding large, fresh green cucumbers. The woman on the left is wearing a red floral headscarf and a matching shawl over a dark blue dress. The man on the right is wearing a red and white checkered turban and a blue and white checkered t-shirt. They are both looking directly at the camera with warm smiles. The background is a soft-focus view of a green field with rows of plants and distant trees under a bright sky.

# **Solidaridad**

## **MULTI-ANNUAL STRATEGIC PLAN 2026 ~ 2030**

**Solidaridad Europe**

Sustainable supply chains, thriving farmers





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## WORKING TOWARDS 2030

**Lasting change can be achieved — but only through collective action.  
At Solidaridad, we know that real impact happens when we move forward  
together with partners across the supply chain.**

### **The hidden heroes behind our products**

Every day, Europe relies on products grown or made by millions of small-scale farmers and workers beyond its borders—coffee, tea, chocolate, clothing. They do not only keep our shelves stocked; they also play an extensive role in protecting the soil, water, biodiversity, and climate—resources we all depend on and share responsibility for. But while they contribute so much, the current trade system gives little back. In fact, it leaves many communities trapped in poverty and accelerates environmental degradation. Efforts by supply chain actors have so far fallen short of delivering real benefits to those with the least power, who still carry the heaviest burdens: compliance demands, rising costs, and growing climate risks.

### **The changing European landscape**

In recent years, Europe has raised the bar for sustainability. With public awareness and expectations increasing, companies are under growing pressure to provide credible, traceable, and measurable data, and many have indeed responded with stronger commitments and investments. Yet this progress is at risk. Rising nationalism and short-term politics are weakening regulations, threatening democracy, reshaping consumer behavior, and shifting development cooperation priorities. The political and financial landscape is also drifting further from the ambition required for real transformation.



Urgent challenges are straining global supply chains

At the same time, the situation has never been so urgent. Climate change is already disrupting agricultural supply chains. Persistent poverty is discouraging young people from farming, putting rural communities and global food security at risk. Geopolitical tensions and conflicts are straining supply chains, exposing just how fragile they really are.



Businesses and governments face a critical choice

In response, many European companies are increasingly sourcing from so-called ‘stable’ regions. However, without deliberate efforts to promote inclusion, this approach risks sidelining the small-scale farmers and workers who form the backbone of global supply chains. Businesses face a critical choice: step back from sustainable models and deepen long-term risks—or show leadership by building inclusive, climate-smart supply chains that both protect communities, their livelihoods, and drive decarbonization. Governments face the same choice. They can prioritize short-term political wins, or they can take the longer view—aligning trade, aid, and policy with climate commitments like the Paris Agreement, and investing in a sustainable future.

Help shift the system with us

Besides working with European companies and governments, Solidaridad Europe joins forces with a wide range of actors who can help shift the system—civil society organizations, consumers, donors, impact investors, knowledge institutes, and more. These coalitions bring the leverage, creativity, and commitment needed to transform markets and tackle the root causes of sustainability challenges in global supply chains.

Together, we play a key role in driving companies to transform how they source products from small-scale producers, advocating for policies and practices that protect and empower them, and unlocking the critical financing needed. This strategy is our compass for the next five years, and we invite you to walk this journey with us—turning inspiration into action, and action into lasting change for small-scale producers.

Warm regards,



Heske Verburg  
Managing Director

WHO WE ARE

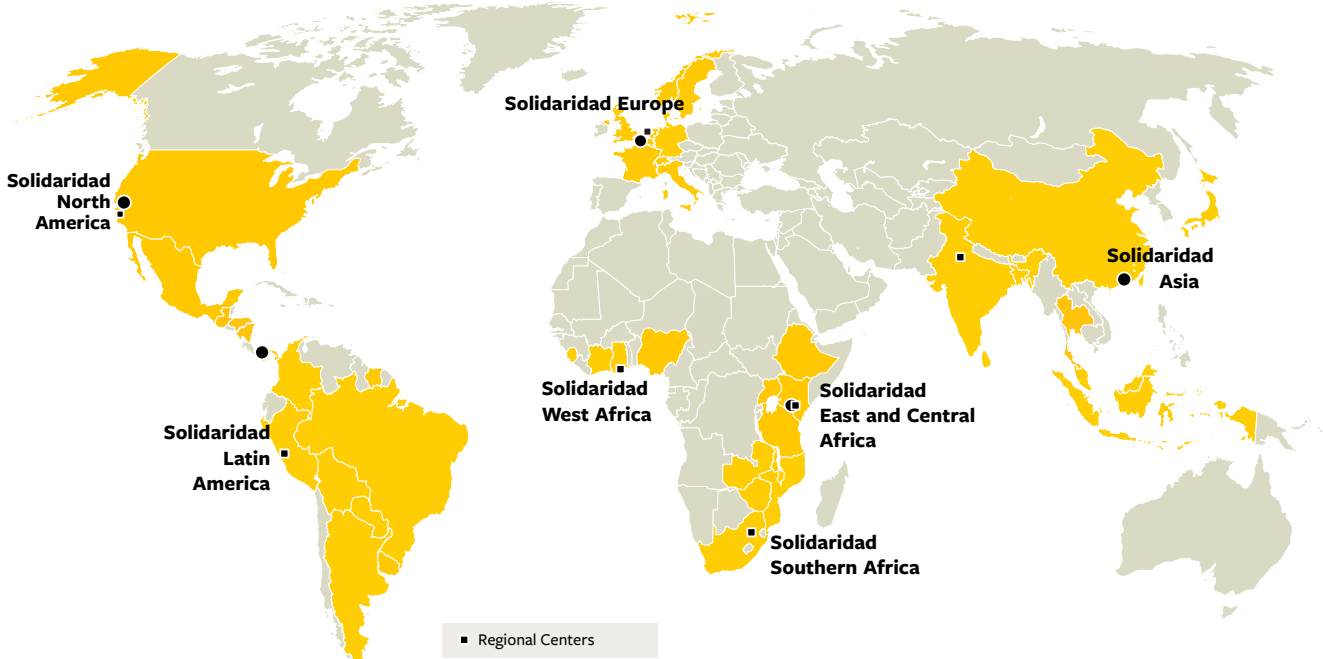
The Solidaridad network

Founded in 1969, Solidaridad has developed over the years into an international civil society organization (CSO) with a strong track record in fair trade and an impressive capacity to deliver through a strong global network. Today, we are dedicated to building sustainable agricultural supply chains for the benefit of small-scale farmers and workers involved in sectors such as cocoa, coffee, fashion, palm oil, soy, sugar-cane, tea, and fruits and vegetables.

**Vision**  
Our vision is an economy that works for all: a world in which all we produce and all we consume can sustain us while respecting the planet, each other, and the next generations.

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

As a network with deep local roots and a global reach, each of our seven regional offices brings local knowledge, strong partnerships, and tailored strategies to the table. Together we work towards a fairer trade system, building mutually-beneficial supply chains that improve the lives of small-scale farmers and workers and ensure production in balance with nature.



We engage with stakeholders throughout the supply chain, equipping producers<sup>1</sup> with the skills, services, and tools they need, linking them to markets, amplifying their voices, and designing and scaling market-based sustainability solutions that last. Solidaridad supports small-scale farmers as they mitigate the effects of climate change, adapt their practices, and find resilient ways that contribute to food security. Our work is tailored to the needs of producers, in all their diversity, taking into account the variety of perspectives. Producers are equal partners as we identify opportunities and co-create solutions.

Over the years, Solidaridad has built a clear and consistent reputation. Among CSOs, we distinguish ourselves as a partner who works in sustainable supply chains towards market-based solutions, based on the following unique characteristics:

- **Solidarity in action:** We collaborate with all who work towards the improved well-being of farming communities, fostering collective impact.
- **Solution-oriented:** The issues we face are interconnected, that's why we take a systemic approach across the entire supply chain and partner with those committed to change, co-creating locally relevant, innovative solutions that drive real progress.
- **Locally rooted, globally connected:** Our local presence and strong connection to farmers and local stakeholders make Solidaridad an invaluable, globally-connected partner.
- **Expertise you can trust:** Our work is informed by deep supply chain knowledge, data-driven insights, and over 55 years of experience working in global supply chains.
- **Coalition-driven:** We are building broad coalitions, bringing together a diverse network of stakeholders essential to tackling systemic challenges and driving large-scale market transformation.

### Three impact pillars of sustainability

In Solidaridad's view, the concept of sustainable supply chains with thriving and resilient producers consists of three important interdependent impact pillars: economic resilience and prosperity, environmental stewardship, and social equity. The road towards sustainability means delivering on those three pillars in a dynamic process rooted in solidarity, co-creation and shared responsibility.

#### Economic resilience and prosperity



#### Environmental stewardship



#### Social equity



<sup>1</sup> farmers and their workers, as well as processors



#### Economic resilience and prosperity

##### The **IMPACT** we envision

Producers secure stable, dignified livelihoods.

Farmers earn a living income and are financially stable, enabling them to withstand market volatility, climate risk, and other disruptions.

Workers earn a living wage.

##### How we **WORK** towards it

We work to enable small-scale farmers to earn a living income by supporting them with the adoption of sustainable agricultural practices that generate diversified income streams, and by connecting them to fair, regulated markets that pay living incomes. Moreover we work to ensure accessible, affordable services.

We help workers to earn a living wage by strengthening their position and by working with employers and other actors in the supply chain to put fair wage systems in place.



#### Environmental stewardship

##### The **IMPACT** we envision

All production, whether on farms or in factories, operates in balance with nature and within planetary boundaries, ensuring that ecosystems are restored and protected for future generations while sustaining productivity today.

Farmers are stewards of ecosystems, and are recognized and rewarded for their contributions to biodiversity, fertile soil, as well as clean water and air.

##### How we **WORK** towards it

We work with small-scale farmers to encourage climate-smart agricultural practices to ensure fertile soil, clean water and air, and flourishing biodiversity.

We support workers and processors to adopt safe, resource-efficient, and environmentally mindful practices that bring down GHG emissions, combat soil degradation, water stress, and reduce waste and pollution.

We advance market mechanisms that recognize, finance and reward the ecosystem services farmers provide.



#### Social equity

##### The **IMPACT** we envision

Voices of small-scale producers are heard, respected, and integral to the decision-making processes in supply chains.

Farmers, especially women and youth, have fair opportunities to shape their livelihoods and share equitably in supply chain benefits.

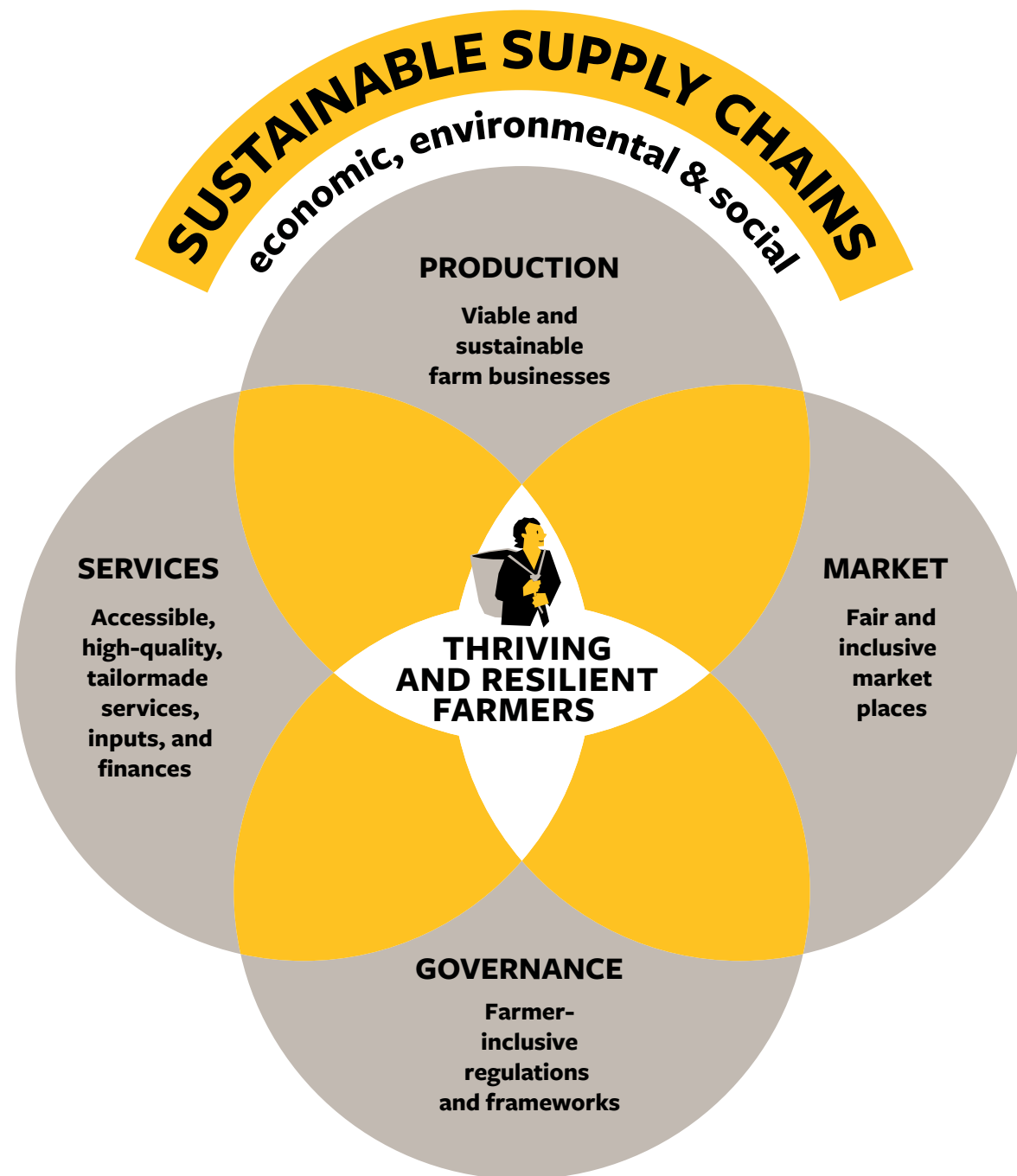
Workers have decent working conditions.

##### How we **WORK** towards it

We strengthen the capacity of civil society, such as cooperatives, unions, worker associations, and multi-stakeholder platforms, and work with them to better represent the interests of small-scale farmers and workers. In this way we influence policies and industry standards so that benefits are more equitably shared through the supply chain and decent working conditions prevail.

We work towards reducing the barriers faced by those who are typically marginalized, especially women and young people, and therefore integrate and prioritize gender equality and social inclusion (GESI) approaches in all of our programming.





### Our strategy: transformative change across four pathways

Solidaridad's long-term objective is to make supply chains fair and sustainable using a holistic approach that spurs transformative change across four key systems: production, services, markets, and governance. Within these interconnected systems, we aim for:

- ➔ **Viable and sustainable farm businesses**, enabling small-scale farmers to build viable farm businesses.
- ➔ **High-quality and accessible services**, enabling producers to access high-quality accessible and affordable services.
- ➔ **Fair and inclusive market places**, securing fair market opportunities for farmers, workers and processors.
- ➔ **Farmer-inclusive regulations and frameworks**, ensuring farmers contribute to and benefit from enabling policy frameworks.

## Solidaridad in Europe

### A strategic bridge and coalition builder

In Europe, Solidaridad plays a strategic role linking producers from Africa, Asia, and Latin America to European stakeholders from the public and private sectors, as well as civil society. Crucially, this work involves mobilizing the necessary resources for global change. Together, we drive sustainability in eight global supply chains: cocoa, coffee, fashion, palm oil, soy, sugarcane, tea, and fruits and vegetables.

### Our overarching ambition

In the next five years, we aim to be the driving force behind sustainable supply chains and mobilize a critical mass of stakeholders to invest in sustainability. We do this by building coalitions, brokering sustainable services, fostering fair markets, championing supportive regulations, mobilizing critical funding streams, and nurturing our organizational effectiveness to deliver impact at scale.





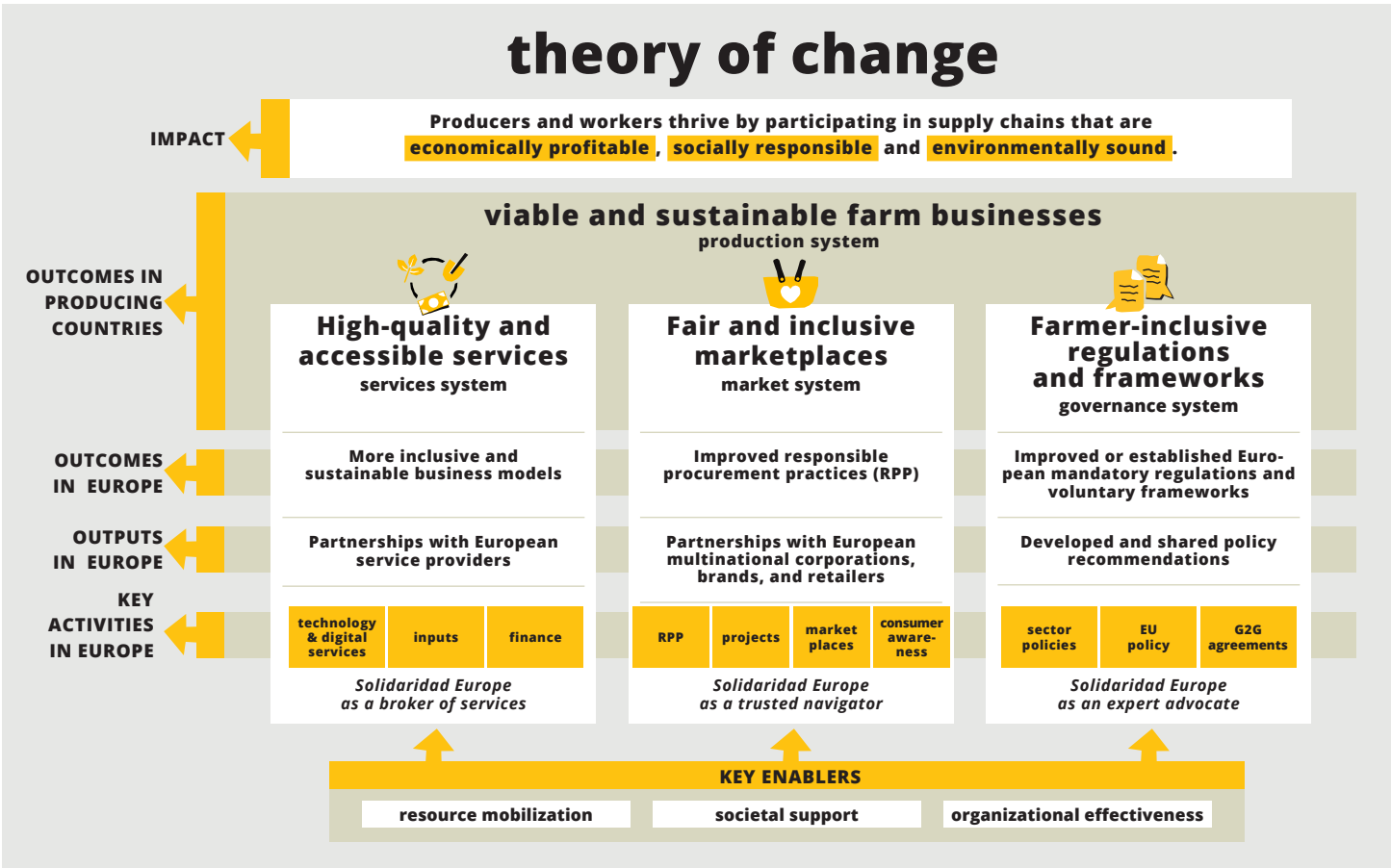


# PATHWAYS TO CHANGE

Solidaridad’s work within the production system under the *Viable and Sustainable Farm Business* pathway is carried out by Solidaridad’s regional offices in low- and middle income countries. In Europe, Solidaridad is active in the three of the four key systems: in services, markets and in governance. Within these three systems, we deliver on the following interconnected pathways to change, being:

- High-quality and accessible services
- Fair and inclusive market places
- Farmer-inclusive regulations and frameworks

These mutually-enforcing pathways are crucial for transforming the European market into a more inclusive space where producers in low and middle-income countries can thrive and strengthen their resilience, as summarized below. Our detailed theory of change can be found in Annex 1.





# High-quality and accessible services

Producers in global supply chains are under growing pressure to increase productivity and meet sustainability standards, yet essential services remain limited, unreliable, or unaffordable. As a result, many producers—particularly women, who are often excluded from financial support and innovations—remain excluded from opportunities that contribute to improved livelihoods and enable them to benefit from global markets.

## Our role as a broker of services

We believe that European service providers can play a role in bridging service gaps for producers, enhancing their welfare and strengthening resilience—all while operating within our planetary boundaries. To support this, Solidaridad Europe acts as a broker of services by linking producer needs with European providers of technology, digital solutions, agri-inputs, and finance, who can address these needs.

## Brokering public-private partnerships



Smart Farming, Healthy Food is a public-private partnership supported by the Netherlands Enterprise Agency (RVO) and implemented by Solidaridad, East-West Seed (Knowledge Transfer), and the Bangladesh Department of Agricultural Extension. The partnership aims to give farmers access to high quality seeds and build their skills in climate-smart agriculture. In this way farmers increase their yields and make their farms more resilient to changing weather patterns.

## Our ambition

During this strategic period, we aim to ensure that high-quality, accessible services are available at the very start of global supply chains, driving progress towards sustainability. We will do this by collaborating with European service providers in joint efforts to create better access to technology, digital solutions, inputs, and finance, to build local entrepreneurship, and to contribute to creating new and decent jobs. By strengthening rural economies through innovation and enterprise, we contribute to more sustainable supply chains.

## What we do

We broker partnerships between local implementation partners and European market actors to increase access to services for small-scale farmers and processors in producing countries. We broker three types of services:

### → Technology and digital solutions

Many small-scale farmers lack the technical and digital tools that advance sustainable production technologies and help to collect, unlock and verify data. We work with European agri-tech providers that can deliver such services in a local context, bringing in expertise and solutions that are needed but not otherwise available locally. Additionally, in the fashion supply chain, small-to-medium-sized factories, particularly in wet processing and spinning, lack the tools to advance sustainable production technologies and adopt safety measures. We connect technology providers with counterparts in producing countries for local service delivery and mobilize resources to implement these solutions.

### → Agri-inputs

Together with European agri-input providers, we develop context-specific solutions to support small-scale farmers, improve yields, lower costs, and reduce environmental degradation. Our partners include companies offering enhanced seeds, soil enhancement, and crop protection products and services.

### → Finance

In the financial services space, we develop partnerships with European actors, such as impact investors and financial institutions, bringing in catalytic investment that expands producers' access to finance. This includes unlocking climate finance to scale nature-based solutions and nature credit markets that strengthen soil and farm resilience.

## How we do it

We engage directly with European partners, and use private sector platforms such as AgriTech Europe, SeedNL, MVO Nederland, and Impact Europe to identify and connect with suitable partners. Working with these partners and our global network colleagues, we co-design services and roll them out with local actors, following a three-step process:

### 1. Piloting services

We start with running a pilot project through which the service is offered to producers. Such a project is implemented by Solidaridad teams in the relevant regional offices, together with local actors. Throughout this pilot, we test and adapt the service by catering it to local needs.

### 2. Demonstrating economic sustainability

Once a pilot project is in place, we support in generating the insights, data, and feedback needed to demonstrate its economic sustainability. This includes analyzing cost-effectiveness, adoption rates, impact on small-scale productivity and resilience, and alignment with environmental goals. To strengthen the business case, where relevant, we facilitate access to blended finance instruments, risk-sharing mechanisms, or public co-investment.

### 3. Scaling proven models

Once the pilot proves successful—delivering benefits to farmers, nature and processing facilities while meeting market demands—we facilitate scaling through local and international actors to reach more producers. This may include adapting models to new geographies, strengthening partnerships with relevant actors, and integrating the service into public or sector platform programmes.

In doing so we ensure that the services are tailored to local contexts by following

**The Three A's principles:**



### Affordability

services must be priced within the financial reach of producers.



### Availability

services must be practically deliverable in the target regions.



### Accessibility

Services must be accessible to all producers, including traditionally underserved groups such as women, youth, and informal small-scale farmers.



## From pollution to progress: jointly transforming the leather supply chain



In Kanpur, India, wastewater from the leather industry had been polluting the sacred Ganges River. To help turn the tide, we created a unique collaboration by connecting the public water authorities and tanneries with Dutch technology partner Stahl, ensuring access to clean leather processing technology. Together, we improved production processes, waste management, workplace safety, and local living conditions.

Through this collaboration, hundreds of small and medium-sized tanneries in India's main leather hubs joined the training programmes for more sustainable leather production developed by Solidaridad and Stahl. Local authorities have since adopted the approach, and Solidaridad and Stahl have been invited to expand the model to other regions in India and Bangladesh.

This public-private partnership benefits not only Indian tanneries and Stahl but also Dutch leather buyers, such as handbag and accessories wholesaler Dugros, helping them to set an example in sustainable production and to meet international quality and environmental standards.

When selecting partners, we take a selective and principled engagement approach. Local ownership and capacity-building are central during project design and implementation, and we involve European partners or financial institutions only when local options and financing are unavailable or insufficient.

Our partner engagement follows Solidaridad's global corporate engagement principles, ensuring that our values and risk approach are consistently applied. We work exclusively with partners whose priorities align with ours in ways that enable us to advance our mission and ensure clear benefits for producers. When results are pending, we communicate our ongoing efforts and clear steps ahead. We report both successes and setbacks openly, and all our communications are backed by verifiable evidence.

## Fair and inclusive marketplaces

Sustainability in international supply chains is not only about producers adopting better practices or gaining access to services. It demands a fair and inclusive market where value is equitably distributed across all supply chain actors—producers must be able to sell on fair terms and be acknowledged for their social and environmental contributions.

### Our role as a trusted navigator

In the market pathway, Solidaridad Europe acts as a navigator, guiding European companies and consumers toward sustainable practices. We support them with practical solutions informed by our on-the-ground insights and experience, helping make their purchasing behaviour more sustainable. By sharing our expertise and knowledge, we build trust, while always maintaining a principled stance—challenging market actors to aim higher and truly commit to sustainable supply chains. Our approach is collaborative, nuanced, and solution-oriented.

### Our ambition

In the next five years, we aim to be the driving force behind sustainable supply chains and mobilize European companies to adopt and implement sustainable procurement policies and practices with time-bound commitments and action plans. These efforts will focus on increasing the market share of sustainably sourced products, and ensure fair terms that adequately reward and recognize producers' efforts.

### What we do

Solidaridad Europe fosters transformational partnerships with European market actors to leverage their market power, working on sustainable solutions. EU regulation, while often seen as a challenge, also presents a strategic opportunity. By proactively building sustainable supply chains, we help small-scale farmers improve their livelihoods while enabling companies to mitigate procurement risks and deliver on their sustainability commitments.

#### → Advancing responsible procurement practices in Europe

We support European multinationals, brands and retailers in advancing their responsible procurement practices. We work with them to foster long-term, trust-based supplier relationships, uphold contractual integrity, promote fair pricing and timely payment. We emphasize collaborative, sustainable partnerships with suppliers, with disengagement as a last resort. With frontrunners—often small but transformative—we pilot scalable procurement models that challenge the status quo and drive industry change.



### Responsible procurement practices

Key elements of responsible procurement practices include fair pricing, where producers earn a living income and workers receive a living wage, and timely payment to ensure suppliers are paid promptly. Building long-term supplier relationships based on trust and cooperation is central, as is maintaining contractual integrity by honouring agreements throughout execution to promote transparency and trust. We also emphasize collaborative business partnerships grounded in open communication and a shared commitment to sustainability, where all parties uphold their responsibilities. Finally, continuous improvement is a shared goal within the supply chain, with disengagement considered only as a last resort.



## Working on responsible procurement with supermarkets



Supermarkets play a pivotal role in global food systems as the bridge between producers and consumers, holding the power to drive transformative change. We urge supermarkets to build sustainable supply chains that benefit farmers, workers, and the environment while meeting market demands and regulatory standards. Through fostering long-term, responsible procurement, Solidaridad and supermarkets together advance fairer, more resilient food systems that respect human rights and sustainability.

### → Co-developing projects for more sustainable practices in producing countries

To help redefine how multinational corporations, brands, and retailers engage with producers, we co-develop projects in producing countries that pilot and implement sustainable practices. Through these projects, we help companies secure a more reliable supply of sustainable products and meet market and regulatory requirements, while improving livelihoods for producers.

As part of this work, we support companies in implementing their net-zero and nature-positive strategies. By designing projects around, for example, carbon inseting and offsetting, we enable companies to progress toward their sustainability goals while ensuring producers are incentivised and rewarded for adopting nature-based solutions that generate high-integrity carbon removal and nature credits. Through these projects, companies can decarbonize their supply chains, reduce and compensate for scope 3 emissions, and mitigate risks linked to their dependence on natural ecosystems.

## A long term partnership: supporting palm oil farmers with Henkel

Solidaridad and Henkel have been collaborating since 2013 to support smallholder palm oil farmers in making their production more sustainable. Many farmers have been trained in sustainable agricultural practices, enabling them to increase productivity, gain better access to markets, and improve their livelihoods. At the same time, these farmers contribute significantly to preserving nature and biodiversity and combating climate change.

For Henkel, working closely with palm oil farmers is essential. Many of their well-known brands—from Dial to Persil—contain palm oil as a key ingredient. Through their partnership with Solidaridad, Henkel can trace which farmers or farmer groups are involved in producing the sustainable palm oil it sources. This traceability helps Henkel comply with voluntary frameworks and mandatory regulations, such as the European Union's legislation on deforestation-free commodities.



### → Support companies with the implementation of their net-zero and nature-positive strategies

By designing programmes around, for example, carbon inseting and offsetting, we enable companies to deliver on their sustainability goals, while ensuring producers are incentivised and rewarded

for adopting nature-based solutions, generating high-integrity carbon removal and nature credits. This enables companies to decarbonize their supply chains, reduce and compensate for scope 3 emissions, and mitigate risks associated with their reliance on natural ecosystems.

### → Co-developing marketplaces

We (co-)develop marketplaces that create fair income opportunities for producers by linking their supply with demand from European buyers. These marketplaces include initiatives that enable farmers to sell carbon removal and nature credits to companies, as well as platforms for direct trade of specialty tea with European buyers. In the fashion sector, for example, these platforms connect fashion manufacturers serving the European market directly with suppliers of sustainable materials, such as organic or regenerative cotton farms.

## Connecting small-scale farmers to the carbon credit market



Agroforestry on coffee and cocoa farms brings big benefits for small-scale farmers: higher crop yields, healthier soil, and a boost for biodiversity and climate resilience. On top of that, farmers can earn extra income by selling the carbon credits their farms generate on the voluntary carbon market.

Since 2022, Solidaridad has partnered with Acorn, a platform that connects small-scale farmers with companies seeking to meet net-zero targets. Solidaridad helps farmers adopt agroforestry and register on Acorn. The resulting carbon credits are sold to corporate buyers who aim to complement their direct emissions reduction efforts. In two years, over 90,000 farmers have joined, capturing 146,600 tons of CO<sub>2</sub> and earning €1.6 million.

### → Creating consumer awareness

Societal support plays a key role in shaping a more sustainable system, whereby consumers influence corporate sustainability policies and practices through their purchasing choices. Yet many consumers still struggle to recognize which products are sustainable. Solidaridad helps close this gap by raising consumer awareness about how their purchasing choices connect to issues like living income, environmental sustainability, and smallholder inclusion. We empower consumers to become active contributors to a more sustainable system.

## How we do it

To help navigate companies on their journey toward sustainable supply chains, we work with them bilaterally, as well as through Public-Private Partnerships (PPPs) and sector platforms. To create consumer awareness, we develop and execute campaigns.

### → Working with individual companies

Together with companies we develop tailored roadmaps that help identify economic, environmental, and social gaps in their current practices and steps to overcome them. These roadmaps are grounded



in the OECD Due Diligence Guidance for Responsible Business Conduct. To address identified gaps, we offer practical solutions, joint pilots, and strategic linkages that deliver value for both companies and small-scale farmers.

#### → Working in Public-Private Partnerships

Many of our initiatives are built through public-private partnerships, enabling governments, companies, Solidaridad and other CSOs to collaborate in driving more sustainable supply chains. We are always bringing solid evidence to those partnerships and uphold the highest standards in account management. We treasure and nurture our current and future contacts, which is why we invest strongly in expertise, thought leadership and external communication.

#### → Executing consumer campaigns

We run positively framed consumer campaigns that raise awareness and spark societal support. These campaigns provide people with clear, trustworthy information and practical tools, enabling them to understand how their purchasing choices influence corporate sustainability practices and impact the livelihoods of small-scale farmers and workers.

Aligned with our *High-quality and accessible services* pathway, partner engagement within the *Fair and inclusive markets* pathway follows Solidaridad's global corporate engagement principles, ensuring consistent application of our values and risk framework.

## Farmer-inclusive regulations and frameworks

Regulatory frameworks fundamentally shape how markets operate and who benefits. Yet, small-scale farmers and workers, particularly women and youth, are often left out of the regulatory processes that shape their livelihoods. We work to change this by amplifying their voices to policymakers, and ensuring public policies and frameworks reflect local realities. By influencing both mandatory regulations and voluntary frameworks, we work to create markets that serve producers and protect the environment, protecting and including the 600 million small-scale farmers worldwide who are indispensable to the resilience of Europe's supply chains.

### Mandatory regulations

Mandatory regulations are essential to make sustainability the norm. European regulations such as the European Deforestation Regulation (EUDR) and Corporate Sustainability Due Diligence Directive (CSDDD) aim to protect human rights and improve environmental practices across global value chains. However, they risk becoming box-ticking compliance programmes without real benefits for producers. Unintended consequences could be that compliance costs are pushed upstream, and that in the necessary strong mix of complementary measures for example support for producing countries is missing.

### Voluntary frameworks

Voluntary frameworks that govern supply chains, markets, trade, and investments remain vital for driving progress across sectors and guiding companies toward more responsible practices. However, we observe that the commitments of multi-stakeholder initiatives (MSIs) often lack the necessary ambition and depth. For this reason, we strongly advocate for the development and implementation of more ambitious commitments and time-bound action plans.

Part of our scope are nature credit markets, in particular voluntary carbon markets (VCMs), which are critical to leverage climate action. While these markets offer income potential for farmers through the ecosystem services they provide, they currently fall short in ensuring environmental integrity and fair

inclusion. Well-governed and equitable nature credit markets present an opportunity to explicitly value the contributions of producers who protect nature. Without stronger governance, those markets lose credibility, and there is a risk of undermining climate and biodiversity goals and value addition for farmers.

While influencing regulatory frameworks, we leverage the potential of an increasingly engaged European public—both as consumers and citizens—to advocate for sustainable supply chains and accountability from companies and institutions.

## Our role as an expert advocate

Solidaridad Europe plays a strategic expert role by advocating for farmer-inclusive regulations and frameworks that address the root cause of sustainability challenges in global supply chains. Drawing on first-hand insights from the field, we work to ensure that European regulations and frameworks are grounded in producer realities. Our added value lies in bridging the gap between policy and practice: translating on-the-ground experiences into actionable policy advice.

## Our ambition

In the next five years, key mandatory regulations and voluntary frameworks are established, improved, and implemented to demonstrably protect and advance the interests of small-scale farmers and workers, fostering sustainable production and trade. We aim for these frameworks to strengthen the position of farmers and workers in supply chains, ensuring their voices are reflected in the rules that shape sustainable markets.

## What we do

We aim for stronger commitments and credible implementation of key sustainability principles in supply chains such as cocoa, coffee, fashion and palm oil, as well as in the voluntary carbon market. Key priorities include responsible procurement, living income and wage, gender equity, production in balance with nature, and inclusivity.

#### → Sector Policy Advocacy

In multi-stakeholder initiatives (MSIs), and with industry organizations and standard-setting bodies, we advocate for robust voluntary sustainability frameworks, stronger commitments, and credible implementation of key principles. We work closely with other civil society organizations (CSOs) to get our message across.

#### → EU Policy Advocacy

We lobby for the improvement of key EU regulatory frameworks, ensuring these benefit small-scale farmers and workers, avoid unintended consequences that push risks and costs upstream, and include mechanisms for farmer participation and support. We also help strengthen the implementation of such frameworks and advocate for a strong mix of complementary measures to ensure positive impact. We coordinate our efforts with other CSOs and like-minded companies to leverage our influence towards EU policymakers.

#### → Government-to-government agreements

At the national level—particularly in the Netherlands, Germany, the UK—we advocate for policy coherence and promote the use of 'trade policy light' agreements<sup>2</sup> between European and producing countries'

<sup>2</sup> Non-binding or less comprehensive trade arrangements that focus on specific areas of cooperation rather than full-scale, enforceable free trade agreements (FTAs). They are often used when countries want to deepen trade relations without the legal and political complexity of formal trade deals.



governments. These government-to-government (G2G) agreements can support the implementation of complementary measures to support producing countries with the implementation of new EU regulations, or steer public investments aligned with Article 6 of the Paris Agreement, which facilitates international cooperation on climate action. We do this bilaterally, as well as in coalition with other CSOs.

### How we do it

→ **Multi-Stakeholder Dialogues**

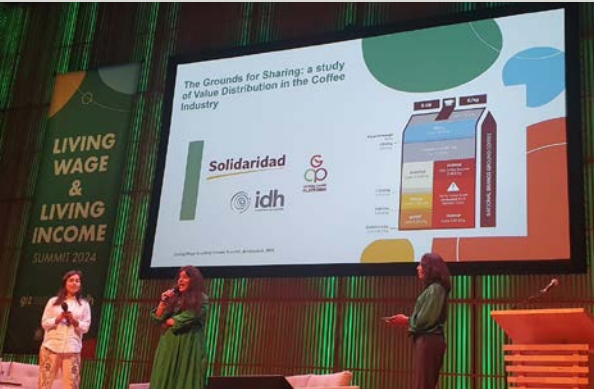
Solidaridad Europe influences stakeholders in key multi-stakeholder initiatives (MSIs), sector platforms, industry organizations, and standard-setting bodies, specifically in cocoa, coffee, fashion, palm oil, and voluntary carbon markets by holding board and advisory roles. We engage actively and credibly in key sector platforms such as for example the Dutch and German Initiatives for Sustainable Cocoa (DISCO and GISCO), Better Cotton Initiative, the Global Coffee Platform, and the Roundtable on Sustainable Palm Oil (RSPO) or the German Forum for Sustainable Palm Oil (FONAP). Our MSI engagement aligns closely with our corporate partnerships to ensure voluntary frameworks are both ambitious and practical.

→ **Evidence-based policy influencing**

By sharing first-hand, evidence-based experience and insights from our programmes on the ground, Solidaridad engages in EU policy advocacy to ensure producer realities are reflected in decision-making. We do this by supporting policymakers to better understand and integrate the needs of producers into policy design and enforcement. We directly engage members of the European Parliament, European Commission officials, and Council representatives. Indirectly, we contribute to policy discussions by sharing field-tested recommendations on how to make regulations work in practice for small-scale farmers, through policy briefs, evidence-based industry reports such as *Barometer* reports, by (co)-organizing events, and ensuring strategic media outreach.

### The grounds for sharing: a study of value distribution in the coffee sector

The global coffee market generates significant value, with over 2.25 billion cups consumed daily, yet there's limited knowledge about how this value reaches coffee growers. Market complexity and price volatility have shifted value toward buyers and brands, while rising labour and input costs disproportionately impact vulnerable producers. This imbalance poses long-term risks for the entire sector.



To address this, the Global Coffee Platform, IDH, and Solidaridad commissioned BASIC in 2024 to model value distribution, costs, taxes, and profit margins across coffee supply chains from farmers in Brazil, Colombia, Ethiopia, and Vietnam to consumers in Germany. The study aimed to inform strategies for improving farmer prosperity and equitable value sharing.

[Download the report here](#)



→ **Bringing farmer voices to Europe**

Through our colleagues in Southern regions, we collaborate closely with producer organizations and individual farmers to ensure their perspectives are central to our messages, campaigns, and calls to action. We actively create opportunities for producers and their representatives to engage directly with policymakers who work on the national, European and global level, including speaking at events and participating in consultations, so that policy and decision-making reflect the realities and needs of those on the ground.

### Farmer voices in the EU Parliament



Together with other CSOs, we invited five farmers' representatives from Africa and Asia to speak at the European Parliament on 26 January 2023 about the coffee, cotton, cocoa and palm oil they produce for the European market. As Brussels was setting out rules for companies to protect human rights, nature and the climate, their message was strikingly unambiguous: If Europe wants sustainable supply chains, companies must develop responsible procurement practices.

→ **Citizen mobilisation**

To build public pressure for policy change, we assure societal support by mobilizing citizens and consumers through targeted campaigns and calls to action that are designed to show them the impact of policies on the livelihoods of producers. The campaigns aim to empower citizens and consumers to speak up for policy change on the national, EU, and global level.

### 30,000 voices for fair chocolate



In 2024, Solidaridad launched "Where is my fair chocolate?" to demand that all Dutch supermarket chocolate be fair by the end of 2025. Our research showed that only 7% of chocolate containing products in supermarkets were fair. Fair chocolate means empowering farmers to earn a living income, securing long-term contracts, and achieving transparency. By mobilizing 30,000 citizens, the campaign spurred dialogues with retailers. In the meantime, and likely as a result of broader sector pressure, Albert Heijn committed to using Tony's Open Chain for own-brand products, and Superunie promised Fairtrade certification by late 2026, working toward a Living Income Reference Price (LIRP) by 2030.





# RESOURCE MOBILIZATION

Solidaridad's ability to deliver on its mission depends on resilient and future-proof funding models. As the development finance landscape evolves rapidly—marked by declining Official Development Assistance (ODA), rising interest in climate finance, and growing demand for measurable impact—it is essential that we proactively explore alternative income models to ensure long-term financial resilience. This chapter presents our vision and strategy for mobilizing the financial resources required to advance our priorities over the next five years.

## Our role as a fundraiser for the network and trusted implementer for donors

Solidaridad Europe is a leading force in fundraising for the network, consistently generating over 60% of global income from European donors. This success depends on close collaboration with our colleagues and partners in Africa, Asia and Latin America, directly connecting to millions of producers. Together, we form a strong and trusted network, backed by five decades of programmatic expertise and guided by an entrepreneurial and innovative spirit. This makes Solidaridad a reliable partner for donors, providing transparent communication and demonstrating verifiable impact through credible, consistent, and high-quality reporting.

## Our ambition

We aim to secure a steadily growing and diversified stream of income to ensure the implementation of Solidaridad's global ambitions. This includes strengthening our capacity to mobilize innovative finance. We will actively generate income through blended finance mechanisms and attract funding from investors, ensuring a more resilient and future-proof funding model.

## What we do

Solidaridad Europe will raise significant funding and deliver on donor priorities and requirements while driving innovation in a fast-evolving funding landscape. We will pilot new approaches such as loans, sharing early insights, and guiding the Solidaridad network in implementing alternative financing models with donors, lenders, and investors. At the same time, we remain committed to securing income from companies, individuals, lotteries, and substantial grants from institutional donors, ensuring the resources needed to bring our strategy to life and create meaningful, lasting impact for producers worldwide. This leads to income deriving from the following sources:

➔ **Official Development Assistance (ODA):** Although we anticipate a decline in grant funding from traditional ODA donors, particularly the Dutch and UK governments, substantial funds remain available. There are also untapped opportunities with other bilateral donors, including the governments of Germany, Denmark, and several other European countries. In addition, the growing pool of climate-focused funding such as the International Climate Initiative (IKI), the Green Climate Fund (GCF), and the Mitigation Action Facility, offers strategic opportunities that we will pursue even more proactively.



- **Foundations & lotteries:** This area offers significant growth potential. Building on the progress of the past five years with key Dutch foundations—such as the Heineken Africa Foundation and the Achmea Foundation—we see further opportunities to deepen our engagement with institutional foundations in the Netherlands and across Europe. Lottery-based funding represents another promising avenue, particularly in Germany.
- **Corporate Partnerships:** Despite some political headwinds for Corporate Social Responsibility (CSR), companies are increasingly prioritizing strategic alignment with core business challenges—such as supply chain resilience, regulatory compliance, and decarbonization. Commodity-focused partnerships with corresponding grant budgets remain highly relevant. At the same time, there is a growing interest among multinational companies to establish multi-annual strategic partnerships that operate across multiple contexts and commodities, where our capacity and expertise in producing countries and the European market can play a pivotal role.
- **Innovative Financing Models (including loans):** Blended finance, result-based revenue models, and climate finance are emerging yet promising income streams. We want to further explore nature credit trade as a potential source of income, whereby part of the sales revenue of credits generated by farmers within Solidaridad programmes can be used to cover programme costs. Moreover, we see that loans to enable investments in nature-based solutions are a promising avenue to cover implementation costs and farm-based investments. Loans can be repaid using future revenue generated from the sale of credits. We aim to deepen partnerships with European impact lenders and blended finance vehicles to deliver on this ambition. Solidaridad is well positioned to deliver technical assistance as part of the impact objectives of big financial transactions.
- **Individual Giving:** Societal support for our work is of great importance. We see growth potential among individual donors in both the Netherlands and Germany. In the Netherlands, we will strengthen relationships with existing donors by encouraging higher levels of support through thematic, tailor-made giving opportunities, which may also result in the creation of donor-advised funds and bequests. At the same time, we will broaden our donor base by attracting new supporters and donors through consumer campaigns, citizen engagement, and fundraising events. In Germany, we will leverage our unique value proposition while drawing on our experience in the Netherlands to establish and grow a strong individual donor base.

## Societal support for our work



We annually organize 'Climbing Against Climate Poverty', a fundraising event in the Netherlands where participants take on a 12-hour climbing marathon to support small-scale farmers affected by climate change. Across the first three editions, the events collectively raised €115,000, while strengthening Solidaridad's brand awareness and public engagement with our mission.

## How we do it

There are different and complementary ways in which we mobilize resources. Concretely, there is:

- **Proactive donor engagement:** We conduct ongoing research into different donor and investor segments to identify trends and opportunities. Based on this, we map potential donors and investors and build close relationships with them through dialogue, events, field visits, campaigns, and thought leadership.
- **Impactful partnership building:** Where opportunities arise and complementarities are clear, we will engage in joint fundraising with partners. This includes collaborating with like-minded organizations in Europe to access ODA and national donor funding, as well as leveraging our strong track record of working with the private sector through PPPs. By building strong propositions with companies and partnering with other CSOs, we aim to maximize impact and strengthen our fundraising position, also towards investors.
- **Strong proposition development:** We will build strong, holistic value propositions and innovative solutions tailored to different donor audiences, working closely with our partners and colleagues across the Solidaridad network. Together, we will co-create proposals and respond to calls in line with donor requirements.
- **Effective grant management:** Recognizing our ambition to be best-in-class in partnership management—and acknowledging that existing donors are also key future supporters—we will manage grants by ensuring implementation fully aligns with donor requirements. At the same time, we will foster ongoing dialogue, share learnings, and provide high-quality reports and communication on all projects and programmes. In addition, we will execute contracts to the highest standards and maintain full compliance with all stipulations, reinforcing trust and reliability with our partners.
- **Consolidating and expanding individual giving:** We will strengthen relationships with existing individual donors by providing excellent service and engaging with them personally, including through self-organized events. At the same time, we will leverage consumer awareness campaigns and citizen engagement activities to connect with potential donors, nurturing them through tailored donor journeys. Where possible, we will collaborate with partners such as bank charity desks, companies, and the media to maximize reach and impact.





# ORGANIZATIONAL EFFECTIVENESS

To become the driving force behind sustainable supply chains and mobilize a critical mass of stakeholders to invest in sustainability, organizational effectiveness is essential. In delivering on this ambition, we are guided by our values: solidarity, integrity, solution-oriented, and impact. These values shape every aspect of our work. They influence our decisions, define our partnerships, and set the benchmark for how we operate. Operational excellence is integrated into every aspect of our organization. From strategy to operations, we strive to be a learning organization that evolves with purpose and clarity, always working toward greater effectiveness and impact.

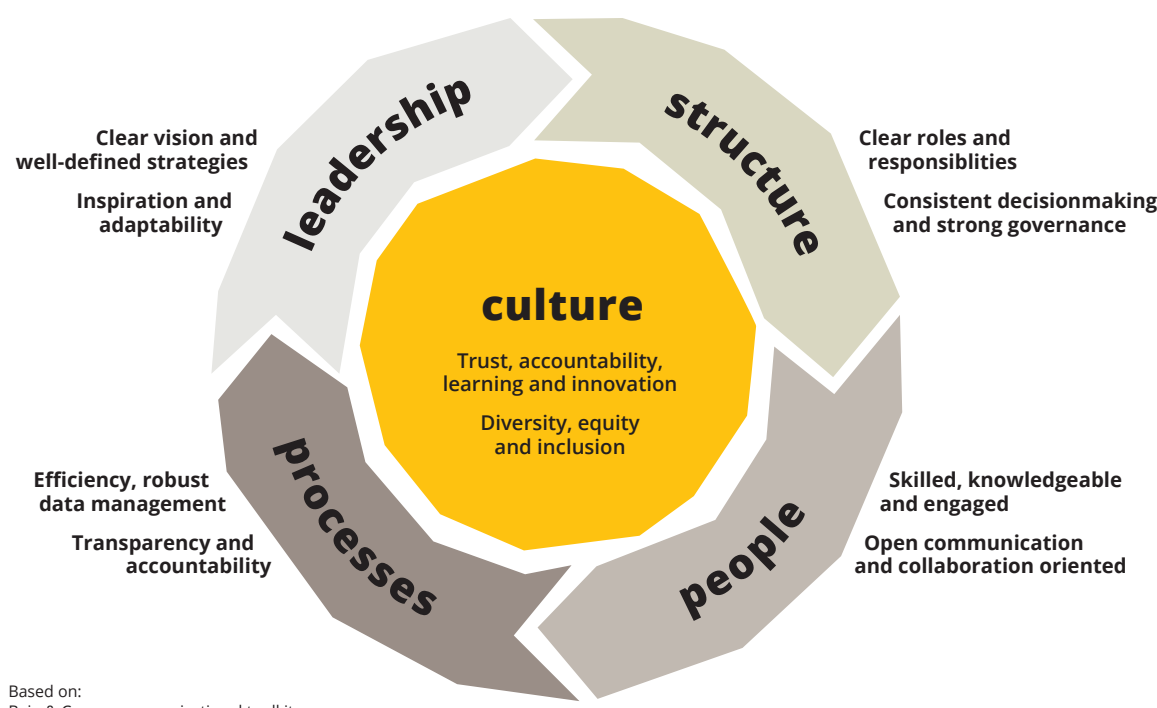
## Our ambition

Over the next five years, we aim to be recognized for our organizational effectiveness: for our operational excellence, for being a great place to work, and for delivering verifiable impact across programmes and partnerships. We will ensure that our staff experience a supportive and inspiring work environment, and that our partners are satisfied with both our collaboration and the quality of our programming.

## What we do and how we do it

We will achieve our ambition by focusing on five components of organizational effectiveness:

- ➔ A culture of trust, accountability, learning and innovation
- ➔ Inspirational and adaptive leadership with clear vision and strategies
- ➔ An effective, fit-for-purpose structure
- ➔ Skilled and engaged people
- ➔ Efficient work processes supported by effective systems



Based on:  
Bain & Company organizational toolkit  
and Bridgespan analysis



## A culture of trust, accountability, learning, and innovation

We are committed to fostering a shared culture rooted in trust, accountability, and continuous learning—firmly grounded in our core values. This culture not only guides how we work together but also shapes how we respond to challenges and seize opportunities. People are the driving force of open communication and regular feedback. We aim to sustain a workplace where people feel heard and valued, where collaboration is the norm, and where achievements—big and small—are acknowledged and celebrated.



We are regularly reflecting on how we work, identifying areas for growth, and systematically capturing lessons learned to build our collective intelligence. Innovation plays a vital role in this process. We embrace an entrepreneurial mindset, new ideas, we learn from mistakes, and experiment with new approaches to stay relevant and impactful in a rapidly evolving landscape. Equally important are clear decision-making processes, in Solidaridad Europe and globally. This creates an environment where people feel empowered and guided, while ensuring that decisions are made efficiently.

## Diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) is a key concept in our culture. We are an inclusive place where all people feel heard, seen, and valued for their diverse identities, experiences, perspectives, and skills. We are committed to ensuring a safe and healthy working environment by treating everyone with dignity and respect, enabling and empowering us to be ourselves and achieve our full potential as individuals and our collective mission as an organization. We actively work together to build and maintain safe spaces—where open dialogue, honest feedback, and diverse perspectives are welcomed and encouraged.

## Inspirational and adaptive leadership with a clear vision and strategies

A clear and compelling vision gives direction and purpose to everything we do, and defines where we want to go. To turn vision into reality, we rely on well-defined strategies that outline how we aim to make the envisioned impact and position ourselves in an evolving landscape.

Strong leadership is essential in developing that strategy and translating it into action. It is not only about setting priorities and making decisions, but also about inspiring and motivating our teams, creating a positive environment, and driving collaboration across the organization.

As we navigate an increasingly complex and dynamic world, leadership must also be adaptive. Whether leading on teams, pillars, or pathways, our leaders are equipped to manage change, seize emerging opportunities, and make strategic choices transparently that keep us aligned with our purpose while remaining responsive to external realities.

## An effective, fit-for-purpose structure

An effective organizational structure is essential for delivering on our mission. It clearly defines how work is divided, grouped, and coordinated across teams and functions, ensuring clarity and efficiency in our daily operations.

We make sure that roles and responsibilities within Solidaridad Europe are well defined, transparent, and widely understood, making it easier for individuals and teams to collaborate effectively, take ownership, and contribute meaningfully to our shared goals. To further strengthen our effectiveness, we are committed to enhancing our organizational structures—both across teams and internationally—to support strategic alignment, peer learning, collaboration, and knowledge management.

Solidaridad Europe consolidates a group of organizations that enable us to effectively work in Europe: Solidaridad The Netherlands, Solidaridad Germany, and Solidaridad Entrepreneurial Impact. The Continental Supervisory Board provides oversight. Solidaridad Europe is a sustainable, inclusive and well-governed organization, fostering integrity and effective responsible risk management. As a CSO, we have good environmental, social and governance practices, to make sure that we ‘walk the talk’.

In building our European presence further, we collaborate directly with stakeholders or through like-minded organizations in countries where we do not have a direct presence. However, as demonstrated in Germany, establishing a local entity under the Solidaridad Europe umbrella is also an option. Decisions on how to engage in each country are guided by strategic considerations, available opportunities, and the resources we can invest.

## Skilled and engaged people

At the core of Solidaridad Europe’s success are its people. Skilled, motivated, and engaged employees are essential to delivering meaningful and lasting impact. When staff are engaged, they bring energy, commitment, and a sense of ownership to their work—driving productivity and strengthening our ability to achieve our mission.

To ensure this, we focus on attracting and retaining diverse talent with the right skills, competencies and knowledge. We are equally committed to fostering an environment that supports employee well-being, encourages continuous learning, and provides equitable opportunities for growth and development.

## Efficient work processes supported by effective systems

Operational excellence depends on the ability to work efficiently, manage information effectively, and leverage the right tools. At Solidaridad Europe, we aim to ensure that our workflows are deliberately designed, our data is managed robustly across the organization, and our institutional knowledge is systematically captured, organized, and made accessible. By adopting efficient work processes we can reduce complexity and improve coordination.








Sound financial management remains fundamental. We uphold high standards of transparency and accountability, ensuring that we meet the legislative, sectoral, certification and accountancy requirements, as well as the rigorous reporting and compliance requirements of our donors. This enables trust, long-term partnerships, and credibility among our stakeholders.

Our systems—whether related to finance, processes or the flow of information—play a vital role in ensuring smooth day-to-day operations. They also help preserve organizational memory, allowing knowledge to be shared across teams and retained over time. To stay ahead, we are committed to adopting smart tools, including AI. These innovations can help us automate routine tasks, improve data-driven decision-making, and adapt more quickly to changing demands.

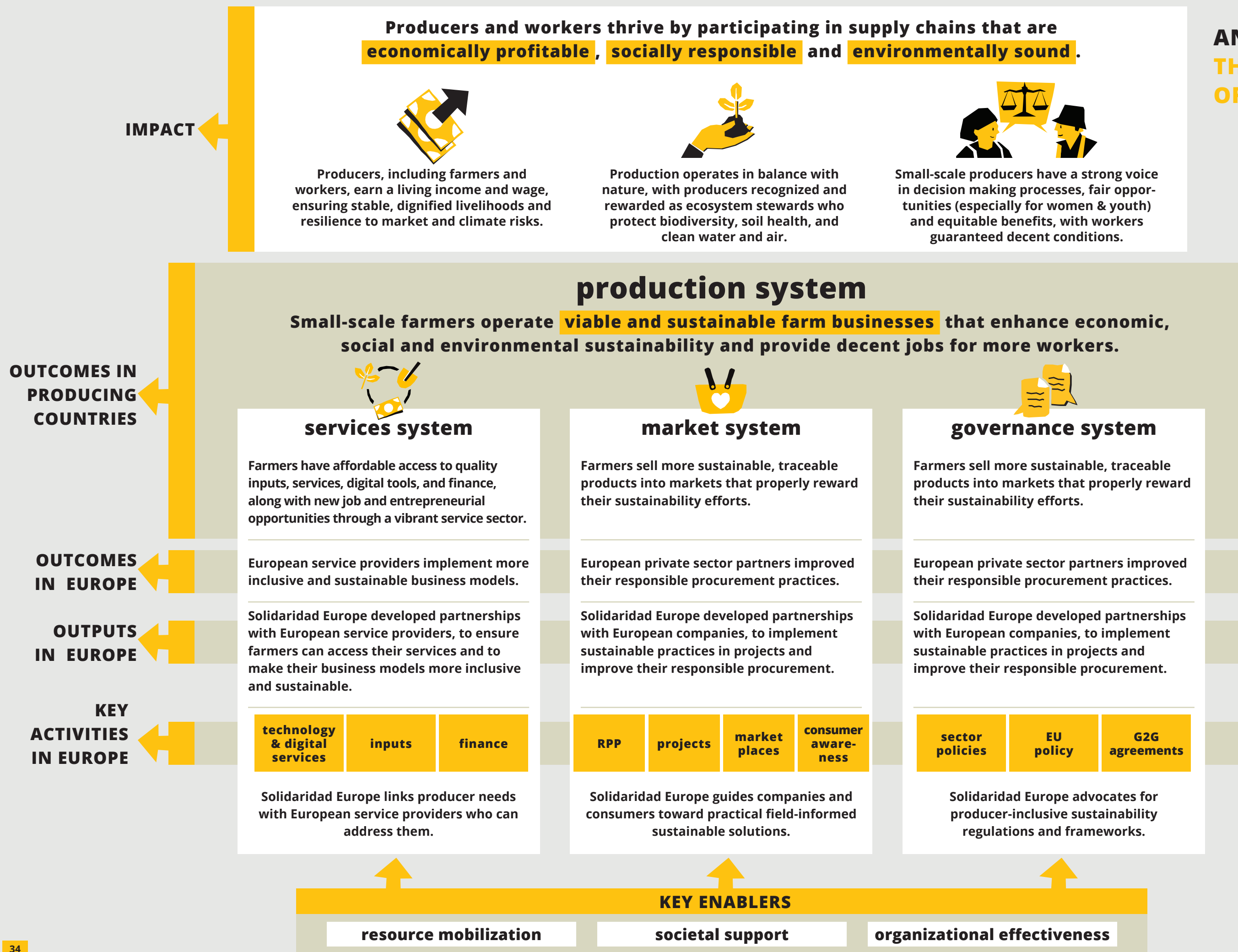
# TARGETS

In the next five years, we aim to be the driving force behind sustainable supply chains and mobilize a critical mass of stakeholders to invest in sustainability. To measure progress towards this ambition we work with a framework of key performance indicators (KPIs) and targets.

	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	2030 TARGET
	<b>High-quality and accessible services</b> European service providers make quality and accessible services available at the very start of supply chains, driving progress towards sustainability.	# of European service provider partners that deliver accessible services to farmers in Solidaridad projects and/or work with Solidaridad Europe to make their business models more inclusive and sustainable.	<b>40</b> (cumulative)
	<b>Fair and inclusive marketplaces</b> European companies source an increasing value of sustainable and traceable products from small-scale farmers on fair terms that adequately reward and recognize farmers' efforts.	# of European private sector partners that implement more sustainable practices in Solidaridad projects and/or work with Solidaridad Europe to improve their responsible procurement practices.	<b>55</b> (cumulative)
	<b>Farmer-inclusive regulations and frameworks</b> Smallholder farmers' and workers' interests are protected by mandatory regulations and voluntary frameworks that enable and promote sustainable production and trade.	# of mandatory regulations and voluntary frameworks improved or established to protect and promote the interests of small-scale farmers and workers.	<b>20</b> (cumulative)
	<b>Resource mobilization</b> A steadily growing and diversified stream of income is secured to ensure the implementation of Solidaridad's global Multi-Annual Strategic Plan 2026-2030.	# euros annual Solidaridad Europe income.	<b>240M</b> (cumulative)
	<b>Organizational effectiveness</b> Solidaridad Europe is recognized for its organizational effectiveness, operational excellence and for being a great place to work	% of partners that are either satisfied or very satisfied with the cooperation with Solidaridad and quality of our programming.	<b>80%</b>
		% of staff who report that Solidaridad Europe is a great place to work.	<b>80%</b>



# ANNEX 1 THEORY OF CHANGE





# ANNEX 2 LIST OF ACRONYMS

<b>CSDDD</b>	Corporate Sustainability Due Diligence Directive
<b>CSO</b>	Civil Society Organization
<b>CSR</b>	Corporate Social Responsibility
<b>DEI</b>	Diversity, Equity and Inclusion
<b>DISCO</b>	Dutch Initiative for Sustainable Cocoa
<b>EUDR</b>	European Deforestation Regulation
<b>FTA</b>	Free Trade Agreement
<b>GCF</b>	Green Climate Fund
<b>GESI</b>	Gender Equality and Social Inclusion
<b>GISO</b>	German Initiative for Sustainable Cocoa
<b>G2G</b>	Government-to-government
<b>IKI</b>	International Climate Initiative
<b>KPI</b>	Key Performance Indicator
<b>MASP</b>	Multi-Annual Strategic Plan
<b>MSI</b>	Multi-Stakeholder Initiative
<b>ODA</b>	Official Development Assistance
<b>P2P</b>	Pathways to Prosperity
<b>PPP</b>	Public-Private Partnership
<b>RPP</b>	Responsible Procurement Practices
<b>RSPO</b>	Round Table on Sustainable Palm Oil
<b>VCM</b>	Voluntary Carbon Market

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