

A woman in a vibrant pink and yellow patterned sari is smiling as she pours milk from a large metal pot. In the background, another woman is visible, and a green logo is on the wall.

Solidaridad

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

**Sustainable Supply Chains
Thriving Farmers**



FOREWORD

Our 2026-2030 strategy builds on the success and learnings of our previous strategies, acknowledging that every actor in the supply chain has their role. Though farmers are at the heart of our work, sector transformation only happens when we engage companies, consumers, civil society organizations, governments and donors. As Chair of Solidaridad's Supervisory Board, I would like to express my sincere gratitude to our partners and donors, who accompany us on our journey to work toward more inclusive and sustainable supply chains and improved livelihoods for small-scale farmers and workers.

As a network organization, our strategy is imbued with the perspectives and insights of stakeholders around the globe, within and outside of the organization, while also being shaped by the current context in which we operate. The direction laid out in this document is derived from the regional and national strategies and action plans and lessons learned from the programmes implemented in the supply chains and countries where we work.



We are grateful to all who have helped shape our strategic intent. We look forward to collaborating with you as we turn these words into action.

Shahamin Zaman, Chair International Supervisory Board

WE STAND FOR

- A farmer-centric approach
- Global network structure
- Local expertise, insights and knowledge
- 55 years of experience
- Strong connection with farmers
- Solution-oriented
- Innovative solutions
- A holistic approach

WHAT WE DO

- Deliver insights, tools and skills
- Build access to better services
- Establish market connections
- Develop and promote sustainability solutions
- Provide advocacy services and support farmer organization

WHO WE WORK FOR

Small-scale farmers in low- and middle-income countries

- Selling raw or unprocessed commodities against low market prices
- With limited access to finance, inputs, services, digital tools, infrastructure and information.
- Extremely vulnerable to climate change
- Limited access to profitable markets
- Facing labor issues
- No say in decision-making processes

**We do all we can
for small-scale farmers
to make supply chains
more sustainable**



OUR VIEW ON SUSTAINABILITY

- Economic resilience and prosperity
- Social equity
- Environmental stewardship

OUR IMPACT

- Viable and sustainable farm businesses, that provide decent jobs for more workers
- Accessible, high-quality services, finances, inputs and tools
- Demand for sustainable and traceable products in a fair and inclusive marketplace
- Farmer-friendly regulatory frameworks

OUR EXPERTISE





INTRODUCTION

When your organization's name translates to 'solidarity', keeping a clear connection to the mission is straightforward. Throughout Solidaridad's long history, we have always upheld this core value, the idea that we are all in this together. We focus on building mutually-beneficial supply chains that improve the lives of small-scale farmers and workers and the environment. This crucial work ultimately benefits everyone on the planet.

What has changed is the context. As the impacts of climate change – and its resulting knock-on effects – grow in scope and scale, some try to ignore reality and continue with business as usual. Our donors and partners, and especially the farmers, know that this is neither feasible nor sustainable.

Thriving and resilient farmers are our goal – production in balance with nature where everyone contributes to and benefits from a brighter future.

In a turbulent world, now is the time to rise and meet the moment. With the rollout of our strategic plan, we reaffirm our commitment to deliver concrete results for farmers and to serve as a highly effective partner to those looking to make a positive impact on agricultural supply chains.

Thriving and resilient farmers are our goal – production in balance with nature where everyone contributes to and benefits from a brighter future. This concept of sustainable production and livelihoods continues to gain traction in every sphere – from consumers to companies, and farmers to governments – although success varies widely.

That's why we are restless in our zeal to drive systemic change. We focus on measurable impact, continually evaluating our performance against goals set at the beginning of each project and incorporating learnings and adapting our programmes as we move forward.



We look forward to working together over the next 5 years to continue making supply chains sustainable and supporting farmers to thrive!

Andre de Freitas, Executive Director



FARMERS FIRST

Small-scale farmers are guardians of the future, teasing life from the seeds they sow, building communities, and being stewards of the land. The importance of small-scale farming on a global scale cannot be overstated.

Small-scale operations account for 90 per cent of the world's 570 million farms.¹ They sustain rural communities, provide for livelihoods and employment, and supply global and local value chains. Small-scale farmers and the workers they employ produce over 30 per cent² of the world's food on a quarter of the agricultural land.

The challenges farmers confront are multifaceted and systemic. Limited land size and murky land tenure affect most farmers' ability to scale up production. They are often trapped in low-input, low-output systems that leave them vulnerable to the effects of climate change and market volatility. They are rarely adequately compensated for the work they do.

Small-scale farmers and the workers they employ produce over 30 per cent of the world's food on a quarter of the agricultural land.

Within the production system, farmers deal with a lack of access to knowledge and innovative production systems. There is a shortage of decent jobs, particularly for rural young people and women. Many farms also rely on family labor, with women playing a significant role. Though women are more than equal contributors to farm success, their work is seldom recognized. They often lack the basic rights necessary to contribute to family decisions and finances and are frequently barred from owning land.

Formal and informal workers in agricultural supply chains are often the ones hardest affected by unsustainable supply chains. Formal workers may have contracts with defined terms, but often lack the ability to negotiate for better contracts. Informal workers face greater uncertainty with a lack of job security and legal protections and low wages. As they rarely own land and are often poorly-skilled, opportunities for advancement are extremely limited.



In the service sector, essential extension services, inputs, market information, technology, and appropriate financial products are unavailable or inaccessible to many, perpetuating inequalities. In the market system, farmers face unequal power dynamics and they lack viable business models, which results in inequitable value distribution and little reward for sustainable production.

Despite their importance, small-scale farmers are seldom included in global discussions on topics that concern them. Poor policies and insufficient law enforcement create an unfavorable business environment for small-scale farmers. Uncertain land rights, lack of market incentives for sustainable investment, and limited support for smallholder farming further hinder development.

The barriers farmers face are deeply rooted in policies, institutions, relationships and mind-sets. They are systemic and must be addressed with action by every actor in the supply chain. By addressing the root causes of unsustainable supply chains, we can change systems and transform barriers into enablers for lasting and accelerating change in supply chains. Our work is to support the ambitions of small-scale farmers as they strive to realize their full potential.

1 <https://www.fao.org/family-farming/background/en/>

2 <https://ourworldindata.org/smallholder-food-production> (30% figure)

& <https://etcgroup.org/content/background-small-scale-farmers-and-peasants-still-feed-world> (70% figure)

REALIZING AN ECONOMY THAT WORKS FOR ALL

The increasing effects of climate change, ongoing market volatility and democratic backsliding add urgency to our work. While global trade has brought great prosperity for many traders and manufacturing companies, small-scale farmers often receive a fraction of the value their goods create.

Global supply chains struggle under inequity as buyers continually seek to shift the burden of regulatory compliance upstream in an effort to lower costs. The resulting pressure falls squarely on those least equipped to deal with it: small-scale farmers and workers. Our strategy is built on a vision, mission and commitment to small-scale farmers in global and local supply chains, because when we make agriculture work for farmers, it's better for everyone.

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.

Commitment

In everything we do, we hone in on our mission to ensure that all that we do directly or indirectly benefits small-scale farmers and workers in agricultural supply chains.

We work with small-scale farmers in low- and middle-income countries in supply chains like cocoa, coffee, cotton, palm oil, soy, sugarcane, tea, and fruits and vegetables. This work is tailored to the needs of farmers – in all their diversity, taking into account the variety of perspectives. Farmers are equal partners as we identify opportunities and co-create solutions.

This inclusive approach ensures that initiatives are tailored to their realities as we accompany them on the path to sustainable production and better livelihoods. When we all embrace sustainability as a shared journey, we forge strong, durable connections that can weather the ups and downs of implementation and arrive at successful solutions.

Ambition

Solidaridad's strength lies in our approach to supply chain transformation, which increases value for small-scale farmers and the environment. In the coming strategic period, we aim to directly benefit 3 million small-scale farmers and workers with the overall impact reaching a multitude of rural communities. The policies and legislation influenced by our work will likely impact millions of small-scale farmers and create systemic, lasting change. We aspire for nothing less. But most of all, we want to focus on the tangible outcomes that change farmers' lives: higher income, climate resilience and a healthy environment, and the ability to make their own decisions and invest in their future.

THREE PILLARS OF SUSTAINABILITY

Solidaridad's work is based on the three pillars of sustainability – economic, social and environmental – that reflect our desired impact for small-scale farmers and workers. These pillars are deeply interconnected, as thriving economies rely on healthy ecosystems stewarded by inclusive, equitable communities that have access to the resources and opportunities needed to succeed. We consider and incorporate each of these pillars from the earliest stages of programme development to tailor implementation and best meet the needs of farmers.

Economic resilience and prosperity

We believe any person should be able to achieve a living income and lead a dignified life through their work. However, the true measure of resilience is a farmer's ability to withstand market volatility, climate risk and other disruptions. Economic resilience represents our work to improve financial stability for small-scale farmers.



Environmental stewardship

We recognize the crucial role farmers play in environmental stewardship. They must be able to operate in a way that supports a sustainable local environment, in line with planetary boundaries. Their contributions to the maintenance and revitalisation of eco-systems must be recognized, financed, and rewarded. Sustainable agriculture requires fertile soil, clean water and air, and flourishing biodiversity. Supporting farmers as they work to achieve this is everyone's responsibility.



Social equity

The concepts of inclusivity and social equity center on ensuring equitable access to, and benefits from, opportunities and resources. This happens when farmers and workers, in all their diversity, are able to realize their potential, individually and collectively. The voices of small-scale farmers need to be heard, respected and integral to decision-making processes. We recognize the importance of reducing the barriers faced by those who are typically excluded or marginalized, especially women and young people.

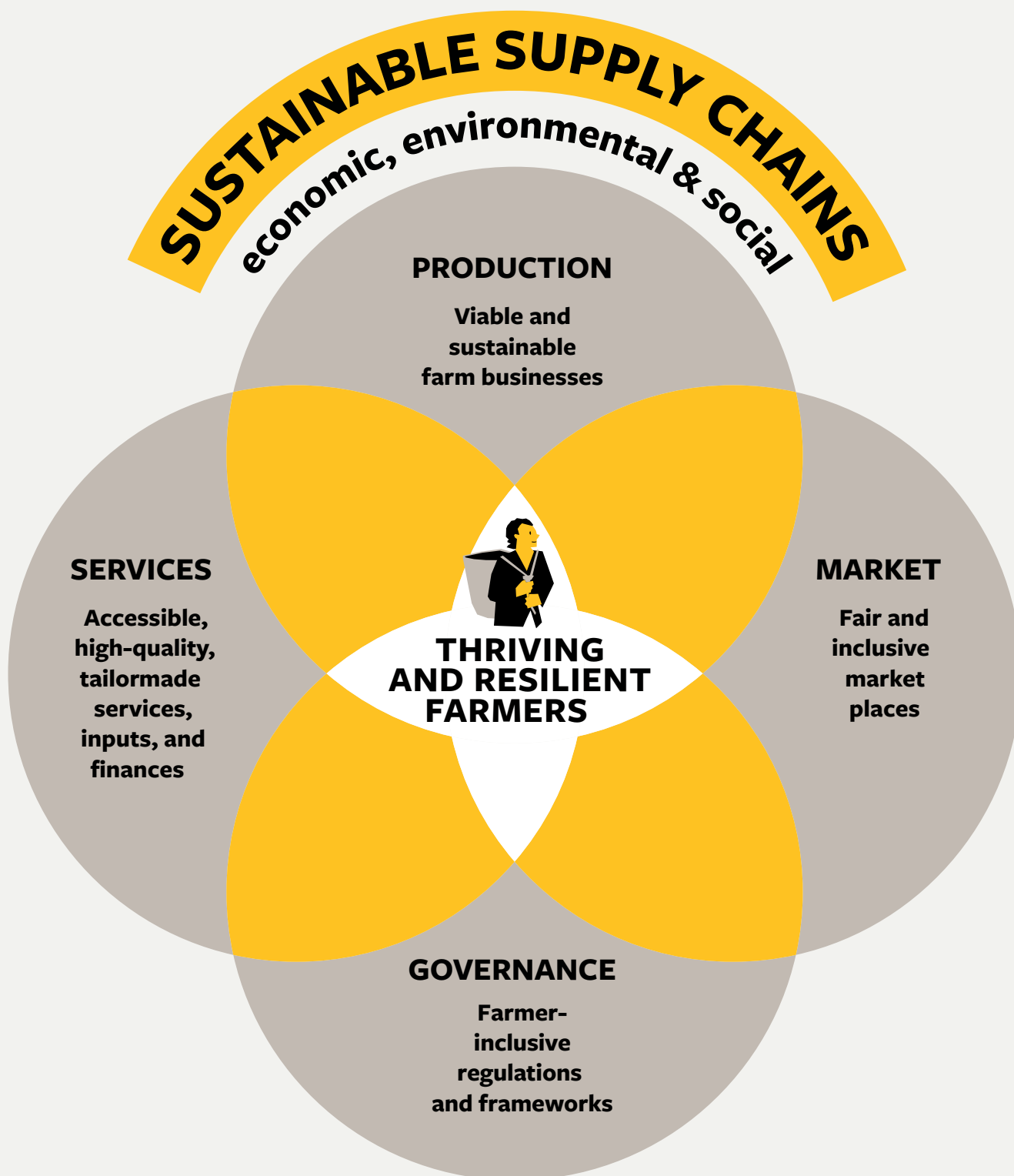


How we measure impact: # of farmers with enhanced resilience

By 2030,
1.6 million farmers
have enhanced their
resilience as a result
of working with
Solidaridad

OUR TARGET





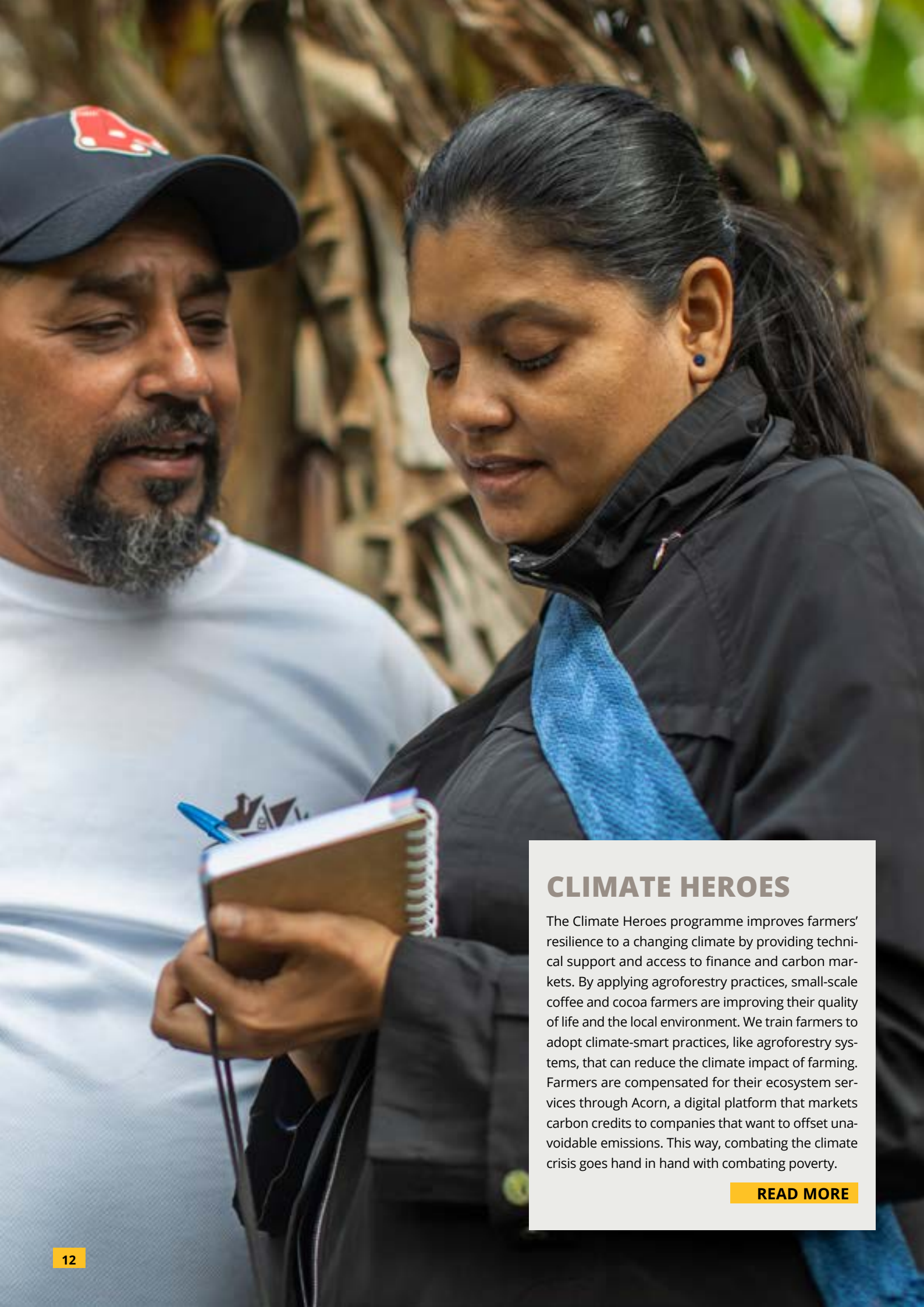
OUR STRATEGY: TRANSFORMATIVE CHANGE ACROSS FOUR PATHWAYS

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. Small-scale farmers are at the heart of this effort.

We believe that farmers deserve to earn a living income, profit from more sustainable ecosystems, and have the ability to make their own decisions and invest in their future. This requires interventions in the production system where farmers are able to improve their practices and farm resilience. This is bolstered with mutually-reinforcing interventions that address structural weaknesses in the market, service and governance systems. Solidaridad operates across four distinct, interconnected pathways to achieve this:



Though we have made strong progress in our work over the past 55 years, the current global challenges push us to account for the concrete realities that the world faces right now. Over the next five years, we will intensify our efforts in all four pathways on the following focus areas: climate-resilient agriculture, improved yields and income opportunities, decent work, access to finance and services, zero-emissions supply chains and payment for ecosystem services (PES), and robust sustainability frameworks at global and local levels.



CLIMATE HEROES

The Climate Heroes programme improves farmers' resilience to a changing climate by providing technical support and access to finance and carbon markets. By applying agroforestry practices, small-scale coffee and cocoa farmers are improving their quality of life and the local environment. We train farmers to adopt climate-smart practices, like agroforestry systems, that can reduce the climate impact of farming. Farmers are compensated for their ecosystem services through Acorn, a digital platform that markets carbon credits to companies that want to offset unavoidable emissions. This way, combating the climate crisis goes hand in hand with combating poverty.

[READ MORE](#)

VIABLE AND SUSTAINABLE FARM BUSINESSES

The continued growth and sustainability of global agricultural production hinges on farmers' ability to withstand climate-related shocks and market volatility. With our regional presence and local offices, Solidaridad supports small-scale farmers as they mitigate the effects of climate change, adapt their practices, and find resilient pathways that contribute to local and global food security.

The world needs to find effective, scalable solutions to curb emissions and reduce the amount of greenhouse gases in the atmosphere and support small-scale farmers as they work to adapt to and mitigate the effects of climate change. Solidaridad's proven approaches to climate-resilient agriculture – including agroforestry, agroecology and climate-smart or regenerative agricultural practices – are ready to be scaled at the local, regional and global levels.

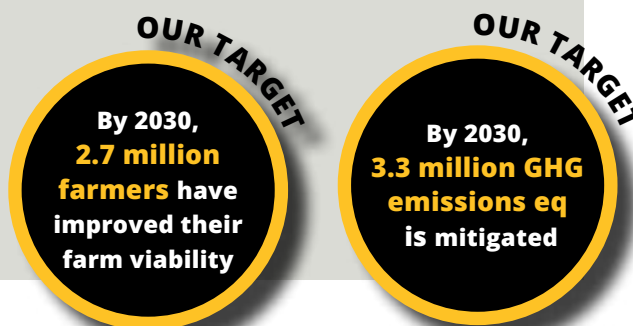
In parallel with our work on adaptation and mitigation, partnerships with farmers are needed to improve yields and net income, and engage in productive, viable alternatives that can provide for the entire household. Few small-scale farmers are able to achieve a sustainable livelihood based solely on the amount of land they cultivate. Alternatives can include on-farm processing, intercropping with food and cash crops, or developing new products from farm waste. Our work is focused on the entire farm and all factors that contribute to its success.

Beyond small-scale farmers, workers – both formal and informal – are among the most vulnerable actors in agricultural supply chains. Workers struggle with informal contracts, irregular seasonal work, low wages, and few social protections. Advancement opportunities and alternatives are limited, especially for women and young people in farming communities. Solidaridad works with farmers and other actors in the supply chain to promote workers' rights and adequate remuneration. This is ultimately in the interest of farmers, and the entire supply chain, and contributes to productivity and profit increases.

Our ambition: Small-scale farmers operate viable and sustainable farm businesses that enhance economic, social and environmental sustainability and provide decent jobs for more workers.

How we measure success:

- Number of farmers with improved farm viability
- The amount of greenhouse gas emissions mitigated



OUR SOLUTIONS

- **Climate-resilient agriculture:** Achieve sustainable land use practices, improve soil health, reduce emissions, enhance biodiversity, and restore ecosystems by implementing low-emission and carbon-neutral agricultural practices that prioritize locally-led solutions. Apply climate-resilient strategies with a focus on soil fertility, water management, and early warning systems.
- **Alternative income sources:** Support the development of viable business cases and alternative income-generating activities that can harness the entrepreneurial potential of the farm and diversify income streams.
- **Decent work:** Provide training to farmers and workers in agricultural supply chains to help them understand their rights and legal obligations to workers.
- **Financial acumen:** Work with farmers – in particular women and young people – to develop the financial acumen necessary to access and better manage finances and help them to de-risk operations.
- **Data-driven solutions:** Introduce digital tools to help farmers in making informed decisions regarding crop and pest management, harvesting, and efficient soil management. We will also explore the potential benefits of the evolving technology of AI to improve our digital solutions to offer better and more services to farmers.



STARTING A FIRE

Biochar – a unique soil amendment with powerful properties – can improve soil fertility, support water retention, improve crop yields, contribute to removing carbon dioxide from the atmosphere, and more. Solidaridad is working with small-scale farmers and entrepreneurs across seven countries to leverage biochar to find new opportunities.

[READ MORE](#)

HIGH-QUALITY AND ACCESSIBLE SERVICES

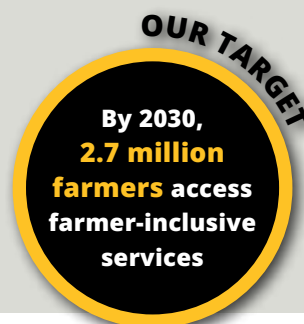
Small-scale farmers are regularly overlooked and neglected by financial institutions and service providers. Lingering perceptions of small-scale farming as a risky venture often result in limited access to finance, even when the business case for investment is clear. Similarly, the small landholdings of most small-scale farms makes access to services, inputs and supplies a challenge for farmers and providers.

A well-functioning and accessible service sector is crucial for more viable and resilient farming communities. The service sector is also critical for scaling our solutions and ensuring their long-term success. We work at the local level to establish the business case for investment in small-scale agriculture and bolster a robust service ecosystem that provides farmers with inclusive access to farm supplies and inputs, finance, technologies, tools, training, and other services they need. This work has the added benefit of providing small-scale farmers, especially young people, with business opportunities and employment options.

Our ambition: A viable service sector that provides farmers with access to high-quality inputs and supplies, digital tools, services and financing that meet their needs at an acceptable cost, and provides them with new jobs and entrepreneurial opportunities.

How we measure success:

- Number of farmers who access new or improved services from service providers supported by Solidaridad
- Number of individuals who are recognized as (co)owners of value addition or service provision businesses



OUR SOLUTIONS

- **Access to services:** Connect small-scale farmers to service and input providers to facilitate access to supplies and inputs like quality genetic material and fertilizers, machinery and equipment and access to services such as technical assistance, finance, and technology for improved productivity.
- **Inclusive finance:** Work directly with public and private financial service providers to develop more farmer-friendly and inclusive finance products. Support farmer organizations to build rural service centres and Village Savings and Loan Associations.
- **A stronger service sector:** Establish farmer support centres and strengthen producer organizations and service providers to develop and deliver socially-inclusive products and services in finance, access to high-quality inputs and supplies, and agricultural support.
- **Value addition opportunities:** Create viable business cases for service products by identifying and promoting local farming economy opportunities, such as processing centres, seed and bio-fertilizer production, and biochar.
- **Skills and entrepreneurship:** Upskill and retrain farmers and farm workers, especially young people, to create employment opportunities for them further up in the supply chain, specifically the service sector.



DRIVING CHANGE IN SUPERMARKETS

Supermarkets are at the heart of food systems with a profound influence on consumer choices and farmers' income. That's why we work in consumer markets to raise the bar on sustainability. Between 2023 and 2025, our campaigns reached approximately 20 million consumers in Europe, with more than 30,000 calling on supermarkets to do better. This pressure has helped drive improved procurement policies at several leading supermarkets — enabling cocoa farmers to move closer to earning a living income.

[READ MORE](#)

FAIR AND INCLUSIVE MARKETPLACES

The global marketplace does not adequately recognize and reward sustainable production systems and responsible business practices, and often overlooks marginalized groups, especially women and young people. Stable and equitable supply chains rely on market actors who are committed to ensuring fair payments to farmers, adequate financing for environmental stewardship, and equitable value distribution across the supply chain. Small-scale farmers should be able to participate in specialty markets, certification schemes, cooperative models, and value addition, such as local processing, to enhance their bargaining power and ensure a fairer share of value within supply chains. We will also work to ensure that women and young people enjoy equitable market access and opportunities.

There are also emerging opportunities to develop net-zero supply chains by engaging with corporate and sector platforms. We will stimulate incentives to ensure that farmers benefit from payments for ecosystem services.

Our ambition: International and local market actors source an increasing value of sustainable and traceable products from small-scale farmers on fair terms that adequately reward and recognize farmers' efforts.

How we measure success:

- Number of Solidaridad partner companies that directly reward farmers for sustainable production practices
- Number of Solidaridad partner companies that adopt and implement a sustainable sourcing policy with time-bound commitments and action plans



OUR SOLUTIONS

- **Market access:** Expand market access by connecting farmers to virtual and physical marketplaces, supporting them to meet market and trade requirements and regulations.
- **Bargaining power:** Organize small-scale farmers into producer groups for economies of scale and increased bargaining power.
- **Fair procurement:** Foster responsible procurement practices by partnering with buyers and traders to promote trade on mutually-beneficial terms with more equitable value distribution.
- **Net-zero supply chains:** Engage with corporate and sector platforms to increase zero emission commitments and deliver on these by upscaling best practices and increasing transparency and accountability on progress.
- **Payment for Ecosystem Services:** Scale and promote payments for ecosystem services that incentivise and compensate farmers for their efforts in restoring and sustainably managing ecosystems.
- **Transparency and traceability:** Deploy transparency and traceability initiatives that support the uptake of small-scale farmer produce.
- **Consumer awareness:** Raise consumer awareness to increase demand for sustainably produced products.
- **Local trade:** Identify and encourage the development of local markets to diversify the client base for farmers and increase income potential.

A man with a mustache, wearing a blue long-sleeved shirt over a white t-shirt, is smiling as he uses a large machete to harvest a cocoa pod from a tree. The tree trunk is covered in several green and yellow cocoa pods. The background is a blurred forest scene.

UNITING FARMERS' VOICES

With the establishment of the Ghana Cooperative Cocoa Farmers and Marketing Association, smallholder cocoa farmers in Ghana are poised to gain a stronger voice in decision-making processes within the cocoa sector. Through this association cocoa producers are consolidating their efforts, and creating an effective advocacy organization for a stronger voice at the community, national and international level.

[READ MORE](#)

FARMER-INCLUSIVE REGULATIONS AND FRAMEWORKS

Voluntary and mandatory frameworks are key to creating long-lasting, sustainable change, yet public and private actors often lack the incentives, knowledge, and capacity to develop them in a way that ensures farmer participation.

The shifts in global supply chain demands and expectations for more responsible production, coupled with the escalating impacts of climate change and deepening inequality, have fueled a push from civil society to address systemic problems in global supply chains. Regulations and guidelines, like the UN Guiding Principles on Business and Human Rights, EU Deforestation Regulation, OECD Guidelines on Responsible Business Conduct and others, can be a powerful tool to mitigate these problems. But there is also a risk that the burden of compliance makes life more complicated for farmers and becomes a barrier to market access.

Solidaridad works with farmers and civil society groups to strengthen their skills, foster self-organization, and enhance their ability to influence pricing, policies and trade regulations.

Our ambition: Voluntary frameworks and mandatory regulations protect the interests of small-scale farmers and workers, and enable and promote sustainable production and trade.

How we measure success: Number of voluntary frameworks and mandatory regulations improved or established to protect and promote the interests of small-scale farmers and workers

OUR TARGET
By 2030,
98 voluntary frameworks or mandatory regulations established or improved

OUR SOLUTIONS

- **Civil society organizations:** Strengthen civil society and farmer organizations to influence public and private sector norms and policies.
- **Mandatory regulations:** Work with public actors to develop, implement and enforce mandatory regulations that promote inclusive and sustainable production and trade.
- **Voluntary frameworks:** Work with private actors and financial institutions to develop, implement and enforce voluntary frameworks that support inclusive and sustainable production and trade.
- **Multi-stakeholder initiatives:** Convene parties in multi-stakeholder initiatives and participate in local, regional, national and international dialogues, coalitions and platforms that support small-scale farming.
- **Farmer inclusion:** Champion farmer representation at local, national, regional and international level to ensure their perspectives are incorporated in regulations and policy implementation plans.
- **Farmers' and workers rights:** Advocate with local and national governments, sector and industry associations, and corporates on policies that help farmers and workers to earn a living income and wage, promote gender equality and align with internationally recognized benchmarks and conventions.

WORKING IN PARTNERSHIP TOWARDS OUR GOAL

Systemic change can only be accomplished in close collaboration with stakeholders at every level, including farmers, processors and companies, community leaders, civil society, and governments. Each and every actor has a role to play in creating more sustainable and equitable supply chains.

During the latest strategic period, a large number of trusted public and private sector actors, as well as foundations and individuals, contributed over 350 million Euro towards our mission. Moving forward, we will build upon this trust and the support of our partners in achieving our mutual ambition for a better world.

Solidaridad offers pragmatic solutions that are fundamentally transforming agricultural supply chains.

POWER ON THE GROUND IN 40 COUNTRIES WORLDWIDE



- **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 makes Solidaridad an invaluable, globally-connected partner.



- **EXPERTISE YOU CAN TRUST:** With over 55 years of experience, our work is informed by deep supply chain knowledge and data-driven insights.





GLOBAL NETWORK, LOCAL EXPERTISE

Solidaridad is well-equipped to address the root causes of the issues that farmers face. Our global values – **Solidarity, Impact, Solution-oriented and Integrity** – power everything we do. We are committed to delivering tangible results for farmers, workers, and funding partners, who recognize both the value and values we bring to every collaboration. Our long-term, deep connection with farming communities informs our work, fosters trust and instills engagement. We are structured to deliver a positive partner experience and impact for everyone we work with.

With seven regional offices and programmes in over 40 countries, we are structured to leverage local expertise while benefiting from a strong global network. This enables us to quickly adapt to farmers' realities, address systemic challenges, and drive lasting, sector-wide change.

Our diverse, locally-based staff are rooted in the communities we serve. They are inspired by our mission, motivated to create impact, and connected to a global learning network that fosters continuous knowledge exchange.



COMMITMENT TO TRANSPARENCY AND STRONG GOVERNANCE

Solidaridad's unique operating structure relies on the mutually-reinforcing connection between local leadership and global governance. Our Executive Board of Directors sets overall policy, an International Supervisory Board made up of regional board members provides oversight, and Continental Supervisory Boards ensure a strong national and regional presence. At every stage, our strategic direction is informed by local priorities and needs of the people we serve.

Solidaridad's robust monitoring, evaluation and learning systems ensure that our work leads to measurable, verifiable improvements for farmers and workers. We continuously invest in our financial systems, policies, and frameworks to ensure resources are managed transparently and effectively.



Solidaridad

CHANGE THAT MATTERS

www.solidaridadnetwork.org

