RECLAIM Sustainability!

Progress Report 2024

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SECTION 1

Strategic Analysis

1 READER'S GUIDE

This 2024 RECLAIM Sustainability!(RS!) Progress Report is the fourth annual review of the programme. It emphasizes the key achievements of the programme over the last four years. The report provides an opportunity to review progress in the implementation and financial performance of the project at the midway mark of the project's implementation.

In Section 1, we provide an introduction that outlines the aggregated results of the 2024 RS! programme, highlighting our collaboration with relevant partners and initiatives. This section also includes an analysis of the risks and impacts, both external and internal, that influenced the implementation of the programme.

Section 2 focuses on the progress and achievements of the RS! programme in 2024, organized by global supply chain and broken down by country, illustrating our tangible progress toward our goals. Section 3 summarizes the 2024 advancements in innovation tracks, while Section 4 reflects on our progress in applying the programme's knowledge and learnings in the Global Linking and Learning agenda. Finally, Section 5 presents a comparison of the 2024 Budget versus Actuals by budget category.

2 INTRODUCTION

Background

As a consortium, Solidaridad, Fairfood, TrustAfrica and Business Watch Indonesia (BWI) aim to contribute to inclusive sustainable value chains and trade in an innovative way, in which the interests, voices and rights of farmers, workers, and citizens (m/f) are represented and heard in decision-making for the sustainable use of natural resources, decent work, fair value distribution and sustainable consumption.

RECLAIM Sustainability! works towards creating impact along three main pathways:

- **Advocating through inclusive dialogue:** influencing agendas and developing evidence-based solutions to address socio-economic and environmental shortcomings in trade and value chains (elaborated in Section 2).
- **Accelerating disruptive innovations:** aiming to optimise the bargaining position of farmers and workers in the supply chains (outlined in Section 3).
- **Amplifying the voice of citizenry:** mobilising, activating, and engaging citizens and CSOs to change norms, and influence the policy agenda on issues related to unsustainable and non-inclusive trade and value chains (elaborated in Section 2).

Reclaiming sustainability requires commitment by a supportive public sector, a responsible private sector, and a vibrant and strong civil society. In our ongoing RECLAIM Sustainability! programme, we strive for a radical re-balancing of power and genuine transformation that benefits the smallholder farmers, workers, and miners at the beginning of the value chains. We believe that empowering civil society is essential for achieving the strategic goals of the RECLAIM Sustainability! programme. By mainstreaming and implementing a **Gender Equality and Social Inclusion (GESI)** approach, we seek to contribute to improved gender equality, empowering women, youth, and indigenous communities throughout supply chains,

ensuring our work benefits smallholder farmers and workers in all their diversity. Additionally, with our lobby and advocacy work, as well as the capacity strengthening of civil society groups, we ultimately want to attain systemic change to enable farmers, miners, and workers to significantly improve their socio-economic situations and raise their standards of living.

Section 4, **Global Linking & Learning**, reflects our progress in applying knowledge and learnings through sound knowledge management and learning processes to promote capacities, empower, strengthen links, and inform. It also improves practices and advocacy efforts, while identifying the upscaling potential of innovative best practices through new programmes, projects and partners.

The RS! programme is being implemented in 17 countries (in Africa, Asia, Latin America, and Europe (including the Netherlands and the EU)) and across seven different value chains; cocoa, coffee, tea, palm oil, cotton & textiles, gold, and with a special focus on local food systems in Africa. (see figure 1).

FIGURE 1. COUNTRY SECTOR TABLE

		Cocoa	Coffee	Tea	Palm Oil	Cotton/ Textiles	Gold	Food Products
AFRICA	Côte d'Ivoire	■			■			
	Egypt					■		■
	Ethiopia					■		
	Ghana	■			■		■	
	Kenya		■	■			■	■
	Malawi			■				
	Mozambique			■		■		■
	Sierra Leone	■			■			
	Uganda		■	■			■	■
	Zambia					■		■
ASIA	Bangladesh			■		■		
	China			■	■	■		
	India			■	■	■		
	Indonesia			■	■	■		
LATIN AMERICA	Honduras		■		■			
	Peru						■	
OTHER	Global	■	■	■	■	■	■	
	the Netherlands	■	■	■	■	■	■	

Progress Summary

As we assess the RS! programme's achievements over the past four years, this report reflects the progress made against our commitments, strategic collaborations, and priorities outlined in the 2024 Annual Plan. The RS! Consortium has driven systemic change by strengthening civil society's advocacy capacities and fostering deeper partnerships with public and private sector stakeholders. Through our three impact pathways — **inclusive dialogue, disruptive innovation, and citizen empowerment** — we have advanced fair value distribution, gender and social inclusion, and sustainable practices across key supply chains.

Advocate Through Inclusive Dialogue

The RS! programme champions inclusive dialogue to address systemic inequities in global supply chains. By fostering multi-stakeholder platforms, the initiative empowers marginalized producers, such as Ghana's cocoa farmers and women in Côte d'Ivoire's cocoa sector, to advocate for fair pricing and gender equality. These efforts have led to tangible policy changes, including Honduras' national gender policy in coffee and Ghana's Gender Equality and Social Inclusion (GESI) reforms in artisanal gold mining. Strengthening collective bargaining ensures that smallholder farmers' needs are reflected in trade policies, promoting fair value distribution, and decent work across sectors the supply chains.

Accelerate Disruptive Innovations

To enhance the bargaining power of farmers and workers, RS! leverages scalable innovations like digital traceability tools and regenerative farming. Initiatives such as Cocoa Trace and KITOVU improve supply chain transparency, while Zambia's ZAMGAP certification and Egypt's digital soybean training programs boost food safety and efficiency. The Innovation Facility, under Global Linking & Learning (GLL), has scaled solutions like PrestaMAPE, helping Peruvian smallholders to meet EU standards. Climate-smart practices, such as regenerative cotton farming in India and responsible artisanal and small-scale gold mining (ASGM) standards, demonstrate how equity and sustainability can coexist, paving the way for systemic change in global trade.

Amplify the Voice of Citizenry

RS! amplifies grassroots movements to challenge unsustainable trade norms, turning local action into policy influence. In India, 30,000 cotton farmers adopted regenerative practices, reducing costs of production by 32% while increasing incomes. In Kenya, the RS! Gold project focused on empowering miners through advocacy for a self-regulatory framework, enhancing their roles in decision-making and policy discussions. In Africa Foods, we expanded market access for women-led farming groups. Digital tools like Cocoa Trace and KITOVU further empower communities by linking them to ethical supply chains.

As we progress with the final year of the RS! programme, we reflect on the transformative impact achieved across value chains while preparing to consolidate lessons for future scalability. The end-of-programme evaluation will commence in Q3 2025, assessing the sustainability of outcomes, scalability of innovations, and long-term empowerment of farmers, workers, miners, and marginalized groups. This evaluation will not only measure progress against our Theory of Change but also identify best practices to inform future inclusive trade initiatives. With the programme's legacy in mind, we remain committed to ensuring that the gains in fair value distribution, decent work, and gender inclusion continue beyond 2025.

Mid-Term Review (MTR) recommendations - Status

In 2024, we actively **integrated the Mid-Term Review (MTR) recommendations** to strengthen programme alignment, advocacy strategies, learning mechanisms, and sustainability planning.

- **Strengthening Programme Coherence & Learning;** We enhanced understanding of the RS! programme Theory of Change (ToC) by embedding it in annual learning and reflection workshops, ensuring alignment across projects. The ToC assumptions were revised to explicitly integrate GESI, reinforcing an intersectional approach. Additionally, Outcome Harvesting methodology was scaled up to track effective advocacy interventions and regulatory enforcement, with training provided to consortium partners.

- **Advancing Policy Advocacy & Private Sector Engagement;** To strengthen linkages between local, national, and global advocacy strategies, we mapped policy agendas across RS! Projects, particularly aligning work on EU Deforestation Regulation (EUDR) and Corporate Sustainability Due Diligence Directive (CSDDD). A series of joint strategic and learning sessions, bringing together civil society actors, private sector stakeholders, and policy influencers, helped facilitate stronger coherence, ensuring mutual reinforcement between Global South and North interventions. The active participation of private sector representatives in these dialogues enriched discussions with practical insights and supported shared ownership of advocacy goals. Additionally, further effort was made to increase strategic alignment between the RS! and Pathways to Prosperity programme, ensuring that private sector engagement is leveraged to support and complement the work under the RS! programme, as well as the reverse.
- **Building CSO & Government Capacity;** We deepened support for CSOs and farmer organizations, prioritizing governance, financial sustainability, and advocacy skills to strengthen their accountability role and ensure local ownership post programme closure.
- **Gender Equality & Social Inclusion (GESI);** The gender champions approach was scaled up within a broader GESI strategy, and training for government officials and industry players was expanded to reinforce regulatory enforcement and sustainability policies. Additionally, in partnership with Pathways to Prosperity, the RS! programme contributed learnings and best practices to the development of Solidaridad Network's updated Global GESI Policy, which streamlines an agreed upon minimum standard and overarching aims for GESI mainstreaming in global programming, like RECLAIM Sustainability!.
- **Scaling Innovation & Digital Tools;** To ensure business viability and scalability, we strengthened user-centered design and value propositions for innovation models in collaboration with BopInc and the GLL Coordinator.
- **Exit Strategy & Sustainability Planning;** We assessed MSP sustainability, identifying platforms with long-term potential for independent operation post-RS!. Work is ongoing to transition advocacy work to government agencies and industry associations, ensuring continued policy engagement beyond 2025.

3 AGGREGATED RESULTS 2024

The 2024 results reflect significant progress in shaping policies, empowering civil society, and scaling innovation to drive sustainable and inclusive value chains. The programme contributed to the implementation of **53 governmental policies (113% of target)** and influenced **108 public and private sector policies**, ensuring that sustainability principles are now embedded in national strategies and corporate practices. **Policy dialogues (218; 158% of target)** and **submitted recommendations (139)** underscore growing trust in RS!-led platforms to shape fairer market and labour systems. The rollout of **45 disruptive business models and tools** led to the uptake of **market-based solutions by over 666,000 farmers, miners, and workers**, showing growing confidence in inclusive innovations. However, **137,357 individuals (75% of target)** saw direct improvements in bargaining power, signalling the need for deeper structural shifts to achieve equitable market participation. Civil society engagement was a major highlight, with **334 CSOs participating in advocacy (130% of target)** and a record **4.8 million people mobilized**, a signal of growing public support for sustainable and rights-based reforms.

FIGURE 2. AGGREGATED RESULTS FOR KEY PERFORMANCE INDICATORS 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	27	22	36
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	23	35	28
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	86	113	112
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	47	53	66
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	256	334	200
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	107	139	65
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	138	218	118
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	138	108	102
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	183,210	137,357	100,300
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	272,441	666,833	105,600
	# of tools and business models developed and being tested for sourcing, production, trade and investment	35	45	46
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	124	161	99
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	101	107	111
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	328,296	4,852,995	54,000
OUTPUT	# of CSO led awareness raising campaigns	77	113	70
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	167	195	200
OUTPUT	# and type of Civil Society actors and target groups supported	359	394	200

4 COMPLEMENTARITY & ALIGNMENT

Collaboration / Alignment with STITCH

In Europe, we worked with Fair Wear Foundation (FWF) on the topic of mandatory due diligence and purchasing practices. We share a joint position with FWF and ETI on mandatory environmental and human rights due diligence. This allows us to collaborate on this topic in a complementary way with STITCH partners, adding expertise on human rights to Solidaridad's strong environmental portfolio. Fair Wear, ETI, and Solidaridad are also collaborating in the Common Framework for Responsible Purchasing Practices (CFRPP). Solidaridad is supporting a couple of non-FW or ETI member brands in their journey and looks at the role of purchasing practices in tier 2, wet processing. Solidaridad and FWF are also exploring how we can collaborate on the Human Rights Due Diligence (HRDD) Hub developed by FWF, where Solidaridad would add the environmental due diligence component.

Collaboration / Alignment with FairforAll and Fair Green and Global Alliance

In the EU in 2024, we co-convened the Dutch NGO platform on palm oil with IUCN NL. Other organisations from the BuZa strategic alliances participate in this platform as well: for example, Both Ends, ActionAid, Milieudefensie, SOMO, Oxfam Novib, and CNV Internationaal. We also cooperated with parties from other MoFa strategic alliances, for example with CNV Internationaal in the Sustainable Palm Oil Choice (SPOC) platform hosted by Solidaridad. With the SPOC platform, we regularly amplify the online messaging of NGOs on sustainable palm oil.

Collaboration / Alignment with Pathways to Prosperity

In the Pathways to Prosperity programme, Solidaridad adopts a dual approach, combining interventions at the level of the production system, with complementary interventions in the market system. These two dimensions strengthen each other, with the explicit aim to address the structural weaknesses and its root causes in the market and production system. A crucial complementary approach relates to changing the governance system, creating the enabling policy and governance context to enable many more market actors to take up, copy, and adopt solutions. In 2024, both programmes cooperated on their 2025 work plans to map, analyse, and galvanise synergies that supported RS!'s final year implementation and identified potential risks and opportunities for sustainability of each programme's impact.

Collaboration / Alignment with NISCOPS programme

Under the palm oil EU NISCOPS 2 programme, the Dutch and UK governments fund the implementation of climate smart practices of oil palm farmers in Indonesia, Malaysia, Ghana, Nigeria, and Colombia. The programme is innovative in the sense that the KPIs are defined in MOUs between the governments. Within RS!, the focus is on ensuring that the farmers implementing these climate smart practices are actually rewarded for this by their buyers, through this creating more fair and sustainable value chains. The RS! KPIs that are categorized under a *supportive public sector* and *inclusive dialogue* will partially be achieved through cooperation with the NISCOPS 2 programme, for example with the publication of the Palm Oil Barometer, to be published in 2025.

Collaboration / Alignment with Dutch Embassies

RECLAIM Sustainability! Consortium partners have continued to foster collaboration, enhancing diplomatic relations, and securing commitments that align with the relevant Embassies. Below is an update of our 2024 engagements with the Embassies:

- In **India**, regular updates were provided to the Dutch Embassy regarding RS! project developments. Collaborative efforts were explored to enhance financial inclusion and trade opportunities for STGs.
- **China**, we engaged the Dutch Embassies for Government to Government (G2G) discussions, facilitations and events in line with the Asian Palm Oil Alliance (APOA) agenda.
- In **Indonesia**, the Dutch Ministry of Foreign Affairs met with programme stakeholders (worker unions) and invited Business Watch Indonesia to promote and display the smallholder tea products at the *Orange Market*, national level event.
- In **Bangladesh**, Dutch and Danish Embassies supported RS! Project key dialogues, enhancing engagement and raising awareness. The Dutch embassy took part in the Policy Dialogue on Strategy Development and Investment Mobilization for Sustainable Growth of the Smallholder Tea in Bangladesh.
- **Mozambique**, the Dutch Embassy actively participated in workshops organized by Solidaridad, as well as thematic working groups focused on policy discussions and project dialogues.
- In **Zambia**, RS! Cotton project was selected for a Third-Party Monitoring and Learning (M&L) and Validation Workshop, conducted by Ecorys on behalf of the Netherlands Embassy. Ecorys conducted the ThirdParty Monitoring (TPM) of our project activities. The recommendations from the TPM report are being carefully considered as we plan for future project activities and strive for continuous improvement.
- **In Ethiopia, Development partners (GIZ, PAN Ethiopia, IDH, JICA, and Partner Africa)** piloted a Contract Farming System (CFS) with seven organic cotton cooperatives (800SHFS) and the Gamo Association, covering 1,000 hectares and producing 5,000 quintals of cotton. This initiative is the first under Ethiopia's contract farming law. The State Minister of Agriculture pledged to scale the system nationwide. The collaboration with the Embassy of the **EKN** led to a €25,000 grant for a small-scale project on monitoring and learning, supporting our RS! and other project interventions in 2025.
- In **Kenya** we kept the EKN informed on the implementation progress of our projects, and had a joint meeting with the Ambassador in September 2024 together with Solidaridads' Executive director.
- **Uganda**, The Embassy of the Kingdom of the Netherlands Uganda invited Solidaridad to participate at the Harvest Money Expo, where the National Association of Women in Tea Uganda showcased their specialty tea business model. Consequently, **Programma Uitzending Managers (PUM)**, an international Dutch company, is working with the project to provide organizational capacity-building training and business planning for the National Association of Women in Tea. They are also assisting the association in securing investment for machinery needed to implement the specialty tea business model.

The RS! projects kept all the relevant Embassies informed on the implementation progress and participated in all meetings organized by the Dutch Embassies for Strategic Alliances including **Accra, Ghana; Yamoussoukro, Côte d'Ivoire; Tegucigalpa, Honduras; Freetown, Sierra Leone; Cairo, Egypt; Lilongwe, Malawi; Maputo, Mozambique** and **Lima, Peru**.

5 RISK IMPACTS

In 2024, we navigated both contextual and internal risks that impacted our programme's implementation, advocacy efforts, and long-term sustainability. Through adaptive management, strategic engagement, and resilience-building, we ensured that our interventions remained effective despite external shocks. Below is an analysis of key risks we encountered and how we addressed them.

Contextual Risks

In 2024, we navigated multiple contextual risks, including shifting EU regulations, political transitions, climate disruptions, and private sector resistance. We intensified advocacy to influence EUDR and CSDDD implementation, aligned with government roadmaps in mining, and accelerated activities ahead of elections in the affected countries. Climate shocks prompted a scale-up of climate-smart agriculture advocacy, while market volatility in tea and cotton sectors was addressed through supply chain resilience and diversification. Gender and social inclusion remained central, and we strengthened smallholder voices through multi-stakeholder platforms and financial access to counteract private sector resistance.

Programmatic risks and programmatic changes

In 2024, financial and operational constraints, including inflation and forex shortages in some countries in the South, increased implementation costs, prompting adaptive planning and flexible budgeting to keep field activities on track. Meanwhile, in **China**, the successful registration of the country office marked a strategic shift back from regional to localized programming, enabling direct stakeholder engagement and implementation of context-specific sustainability initiatives. From 2022, due to complications related to registration, the decision was taken to shift local implementation in China to the Asia regional level - to ensure progress was made where possible. Now that registration has been successful, implementation has been able to proceed as originally planned at the national level.

Due to prolonged challenges in registering a Solidaridad office in **Egypt**, implementation of the RS! programme activities experienced consistent delays. In 2024, we commissioned a third-party consultant to assess the situation and explore potential pathways forward. This assessment was completed in May 2024. Following a careful review of the findings and consultations with the relevant Ministry, a strategic decision was made to phase out operations in Egypt. A detailed cost work plan covering the period from July 2024 to March 2025 was developed to guide the Egypt team through this transition.

Accordingly, 31 March 2025 was established as the official conclusion date for RS! programme implementation in Egypt. We are pleased with the progress made on the ground despite the administrative challenges, and we believe the achievements reflect the strong efforts of the local team. A report summarising the key accomplishments during the implementation period has been compiled, and an audit review covering the January–March 2025 period is currently underway. The 2024 achievements in Egypt are highlighted within the Cotton & Textiles and Africa Food sections. In 2025, both progress and financial updates related to Egypt will be fully integrated into the consolidated annual reports.

SECTION 2

Global Supply Chain Programmes

1. Cocoa

Key milestones achieved in 2024:

- Policies and decisions influenced.
- Sustainable policy implementation structures established in government systems.
- MSPs (Multi Stakeholder Platforms) self-sustaining with increased women and youth representation in important policy dialogues and decision making processes.
- Farmers and other value chain actors adopt voluntary and mandatory standards for sustainability.
- 2 private sector players commit to use TRACE.
- Lessons learnt and success stories shared.
- European citizens reached and activated to push for change with policy makers.

Total Actuals 2024: €888,204 for Ghana (24%), Côte d'Ivoire (24%), Sierra Leone (23%) and Europe (29%)

1.1 INTRODUCTION

In 2024, the RS! Cocoa programme continued to advance a sustainable, inclusive, and fair cocoa sector across Ghana, Côte d'Ivoire, Sierra Leone, and Europe. As cocoa prices soared globally, RS! Cocoa focused on ensuring farmers are not left behind—strengthening their collective voice, advancing land rights and gender equality, and pushing for fair value distribution. A major milestone was the formalization and strengthening of national farmer associations and civil society platforms, which played an instrumental role in influencing fair pricing mechanisms, gender and land policies, and compliance with EU regulations like the Deforestation Regulation (EUDR) and the Corporate Sustainability Due Diligence Directive (CSDDD). Women also advanced into leadership roles within cooperatives and platforms, shaping key policy dialogues and reinforcing gender-responsive governance.

Progress on market compliance was supported by the piloting and expansion of the Cocoa TRACE tool, helping cooperatives improve traceability and meet EU standards. Training on ARS-1000 and OHADA cooperative governance frameworks further strengthened farmer organizations as market actors and advocates. At the European level, RS! Cocoa amplified farmer voices in global supply chain debates, leading public campaigns and engaging with companies and policymakers to secure commitments on living income, fair pricing, and child labour prevention—contributing to more equitable and accountable sourcing practices.

1.2 PROGRESS TOWARDS MILESTONES 2024

1.2.1 Ghana

In Ghana, the RECLAIM Sustainability! Cocoa programme supports a fair, sustainable cocoa sector by promoting safe, child-labor-free working conditions, fair farmer incomes, secure land rights, and forest protection. It strengthens civil society advocacy and farmer-led governance for lasting systemic change. From 2021 to 2023, Ghana strengthened the cocoa sector through stakeholder dialogues, farmer advocacy, and sustainable policies. Key achievements included the 2022 National Land Conference on governance and women's land rights and the 2023 push for gender inclusion through cooperative policy reforms and a sector-wide gender policy initiative.

In 2024, the RECLAIM Sustainability! programme in Ghana made key strides in strengthening the cocoa sector through farmer representation, policy advocacy, and sustainability. A major milestone was the **formal launch of a national cocoa farmers' association**, uniting over 70 cooperative unions and representing 334,000 farmers to advocate for fair pricing. The programme **facilitated multi-stakeholder consultations**, resulting in recommendations to amend 34 sections of the Land Act. To advance inclusivity, a **gender policy led to six women assuming executive roles** within the association. In response to the EU Deforestation Regulation, **over 2,000 informational materials were distributed and cooperative leaders trained**. The programme also **established Customary Land Secretariats** to improve land tenure security. To support fair pricing, we engaged **COCOBOD through media and policy** dialogues, underpinned by a cocoa cost study. We also introduced the **Cocoa Price Tracking Tool** and launched a digital tool— **the Datalect App**—to enhance transparency and strengthen farmers' negotiation power. These efforts collectively contributed to a more equitable and sustainable cocoa sector. While the majority of planned outcomes were achieved and engagement with private sector actors took place

as intended, actual commitments to fair pricing and traceability were lower than anticipated. This was primarily due to hesitancy among companies, driven by ongoing uncertainties in the enforcement of regulatory frameworks and volatile market conditions.

In 2025, sustainability will be driven by **stronger cooperatives and platforms advocating** for fair pricing, land rights, and EUDR compliance. GCCFMAL will lead advocacy, while ongoing training supports local governance and policy reform.

1.2.2 Côte d'Ivoire

In Cote d'Ivoire, we aim to contribute to a sustainable and inclusive cocoa value chain focusing on the correct implementation of different regulatory frameworks related to child labour eradication and land rights, which are key for the sector, as well as the gender inclusion in leadership positions and decision making. From 2021 to 2023, the RECLAIM Sustainability! Cocoa project in Cote d'Ivoire advanced sustainability by strengthening civil society advocacy, promoting gender equality, tackling child labor, expanding traceability, and influencing policies on fair pricing and land rights. It reinforced women's participation in decision-making and contributed to the validation of ARS 1000 for sustainable cocoa production.

In 2024, the RECLAIM Sustainability! The Cocoa Côte d'Ivoire Program made significant contributions in strengthening governance, sustainability, and equity in the cocoa sector. It empowered cooperatives through **multi-stakeholder collaboration**, **policy advocacy**, and **training over 313 members on EUDR and ARS-1000 compliance** to boost global market access. To promote inclusive leadership, **governance training** supported **women's** participation in key organizations like FNFPCC-CI, **advancing gender equity**. The Program also **secured land tenure rights** by educating farmers on **land certification**, reducing disputes and encouraging long-term investment. It introduced **blockchain-based traceability systems** to ensure transparency and fair pricing, while **partnering with private sector actors** to promote responsible sourcing. To combat child labor, the Program launched **monitoring systems**, engaged stakeholders, and promoted education as prevention. These efforts **reinforced governance, improved compliance, secured land rights, and strengthened social responsibility**, supporting a more sustainable and equitable cocoa industry in Côte d'Ivoire. While the majority of planned outcomes were achieved and engagement with private sector actors took place as intended, actual commitments to fair pricing and traceability were lower than anticipated. This was primarily due to hesitancy among companies, driven by ongoing uncertainties in the enforcement of regulatory frameworks and volatile market conditions.

Empowering Women Through Land Ownership – A Farmer's Journey in Côte d'Ivoire

Cocoa (Côte d'Ivoire - TrustAfrica)
An inspiring story emerged during TrustAfrica's awareness campaign on land certification that underscored the impact of knowledge and advocacy on gender equality in land ownership. The campaign was also linked to the European Union's Deforestation Regulation (EUDR), the European Union's Human Rights Due Diligence (EUHRDD), and the African Regional Standard for Sustainable Cocoa (ARS 1000).

At one of the sessions, women in attendance paid tribute to Mr. Ouédraogo Adama, a cocoa farmer from Sassandra, describing him as a champion of women's rights and empowerment. Unlike many in his community, Mr. Ouédraogo made a groundbreaking decision to divide his cocoa plantation into three parts and allocate three hectares each to his two wives. What made his action even more remarkable was that he had also initiated the land certification process for his wives, ensuring their legal ownership and long-term financial security.

Mr. Ouédraogo credited his decision to a TrustAfrica radio program he listened to during a visit to Divo, where a gender expert from AFOR led a passionate discussion about the importance of women's land ownership. The discussion convinced him that securing land for his wives was not just a legal right but an economic necessity for their independence.

Upon returning home to Sassandra, he gathered his wives and informed them of his decision. Reflecting on the change, he shared:

"Since making this decision, I sleep peacefully. My wives now contribute to household expenses and support the families when needed. I have seen firsthand how empowering women benefits the entire household."

In 2025, the programme will focus on sustaining impact by **formalizing the Plateforme Ivoirienne pour le Cacao Durable (PICD)** as a key advocate for fair pricing and governance. **Cooperative training on OHADA, financial management, and EUDR compliance** will strengthen their negotiation capacity. Efforts will also expand on **child labour prevention and digital traceability systems**, supported through strategic public-private partnerships.

1.2.3 Sierra Leone

In Sierra Leone, we aim to engage the civil society in inclusive dialogues to develop and submit recommendations on land rights, forest governance, living wages and child labour to the national authorities. From 2021 to 2023, the RECLAIM Sustainability! programme advanced land rights, women's inclusion, regulatory reforms, and cocoa traceability through advocacy, awareness, and the Cocoa Trace tool. It strengthened CSOs, promoted fair pricing, addressed child labour, and engaged stakeholders on sustainability and living wages.

In 2024, the RECLAIM Sustainability! Cocoa programme in Sierra Leone advanced a more equitable cocoa sector by **strengthening civil society, public and four private sector collaborations, and policy implementation**. Targeted capacity building empowered CSOs to advocate for **women's land rights and leadership**, resulting in key appointments, including the **first female president of the National Federation of Farmers (NaFF-SL). Multi-stakeholder dialogues** fostered transparency, while collaboration with cocoa companies to meet **EUDR standards** led to the **formalization of farmer groups** into cooperatives and enterprises, such as **Wassa Cocoa Farmer's Cooperative** and **Unity Women Agribusiness Enterprise**. The launch of the Cocoa **Trace platform** enhanced traceability and farmer bargaining power. On the public sector side, the programme supported the implementation of the **Customary Land Rights Act, GEWE Acts, and Forestry Policy** through training and engagement. These integrated efforts improved **market access, legal protections, and environmental sustainability** across the cocoa value chain.

In 2025, sustainability will be reinforced by **transitioning land governance to local cooperatives and civil society. Policy dialogue on land rights, gender, and fair wages** will continue, supported by **digital tools like the Cocoa Trace app** for EU compliance. **New land committees with 40% women** and ongoing training will embed reforms locally.

1.2.4 Europe

In Europe we aim to contribute to a sustainable and inclusive cocoa value chain, in which European companies work towards living income for cocoa farmers, end child labour in cocoa fields, and embrace transparency. From 2021 to 2023, the RECLAIM Sustainability! program in Europe drove **policy advocacy, fair pricing, and sustainability**, influencing **EU regulations (EUDR & CSDDD)**, securing **corporate commitments to living income**, amplifying **smallholder voices**, and expanding **Cocoa Trace** with **Tradin Organic** to enhance **traceability and farmer incomes**.

In 2024, the RECLAIM Sustainability! programme in Europe advanced responsible cocoa sourcing through **regulatory advocacy, private sector engagement, innovation, and gender inclusion**. A major highlight was the **Government of Sierra Leone's commitment to EUDR and CSDDD compliance** via an MoU with Solidaridad and Fairfood, enhancing traceability and market access. **A Cocoa Campaign mobilized over 136,042 people and collected more than 15,000 petition signatures** and pressured retailers like **Jumbo and Superunie** to act on income gaps. Following the campaign, retailer **Albert Heijn joined Tony's Open Chain**, promoting living income principles. On the tech front, **Fairfood launched a due diligence dashboard** with Tradin Organic and GIZ. **Gender inclusion was strengthened** through the WINCC event in Côte d'Ivoire. Governance efforts led to the **Good Governance Practices Paper**, co-developed with VOICE Network and set for launch at Amsterdam Cocoa Week 2025—advancing fair pricing and transparency in the sector. While

most outcomes were achieved and one private company has committed to implementing fair pricing and traceability, the process remains ongoing. However, given the evolving political environment, further progress is unlikely at this stage. As a result, we were unable to secure a second partnership as initially planned.

In 2025, sustainability will be secured by embedding advocacy in VOICE Network, Cocoa Barometer, and Dutch Initiative on Sustainable Cocoa (DISCO) to keep **fair pricing and living incomes** on the EU agenda. The **Cocoa Barometer and governance paper** will guide industry action, while **consumer campaigns** and **EU policy engagement** will push for fairer purchasing and aligned regulations.

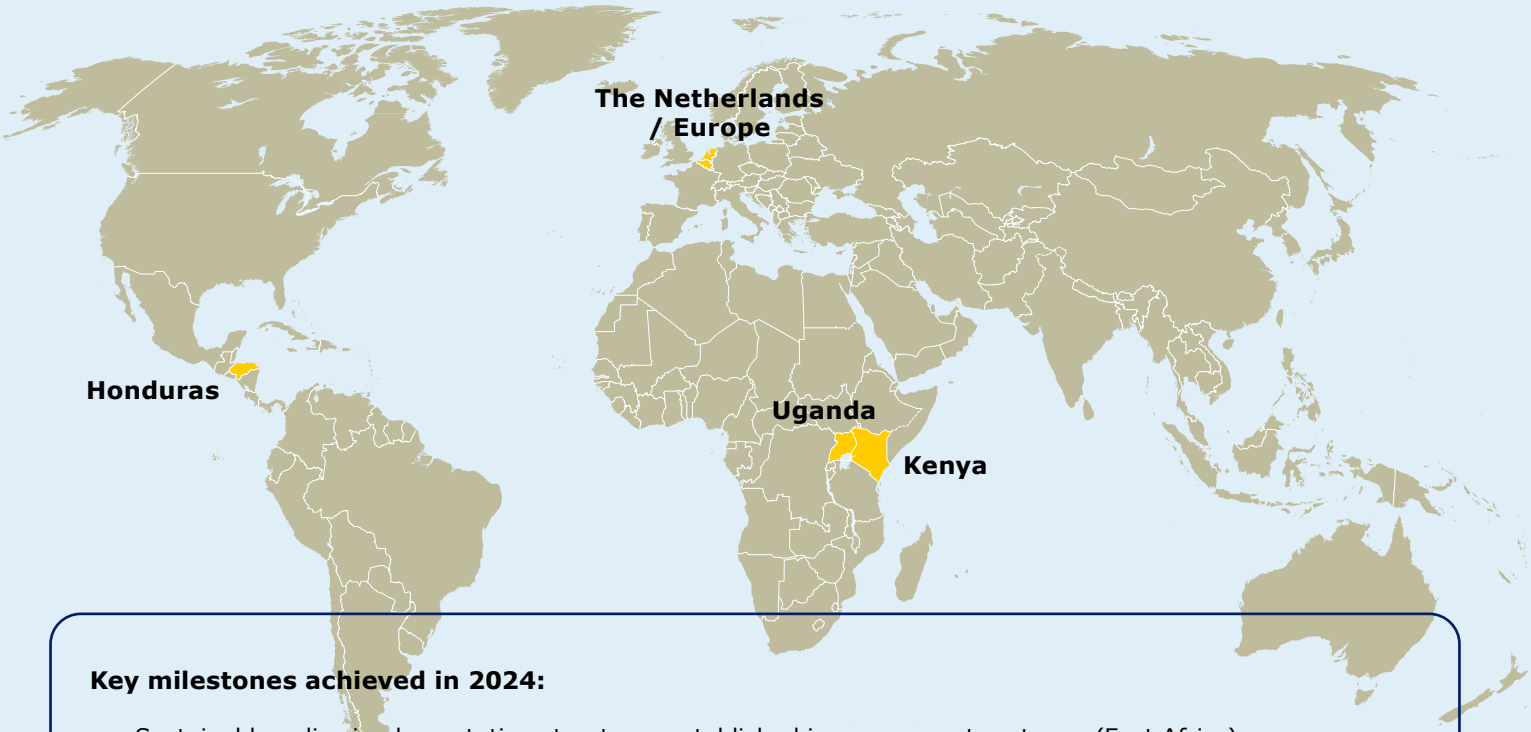
1.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 3. KEY PERFORMANCE INDICATORS COCOA PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	1	1	2
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	1	2	2
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	6	5	25
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	6	4	12
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	13	41	11
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	12	21	4
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	17	21	15
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	16	19	12
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	150	0	10,000
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	600	600	10,000
	# of tools and business models developed and being tested for sourcing, production, trade and investment	2	2	5
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	8	2	7
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	1	2	1
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	252	2,498	8,900
OUTPUT	# of CSO led awareness raising campaigns	5	10	6
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	29	15	41
OUTPUT	# and type of Civil Society actors and target groups supported	143	146	41

COCAFE

2. Coffee



Key milestones achieved in 2024:

- Sustainable policy implementation structures established in government systems. (East Africa)
- MSPs self-sustaining with increased women and youth representation in important policy dialogues and decision making processes. (East Africa)
- Coffee Barometer 2024 published, one large coffee event organised, campaign around Coffee Barometer executed and 4th citizen campaign executed in the Netherlands. (Europe)*
- 2 private sector partners adopt a transparency/fair value distribution model. One model (Co-) developed with financial institutions that provide incentives to traders and roasters for supply chain transparency, fair value distribution and risk sharing models. European citizens mobilised to push for policy change. (Europe)**
- Farmers and other coffee value chain players have adopted voluntary and mandatory standards for sustainable coffee business.**
- A contract for the sale of coffee under the traceability model. (Honduras)*****
- Inclusive standards adapted in the coffee sector at all levels for gender transformative and social inclusivity approaches.****
- Households, communities and decision makers adapt change processes that address inequalities in the coffee value chain. (East Africa)
- Regulatory Frameworks updated favouring the distribution of value throughout the coffee chain.

Total Actuals 2024: €684,739 for Kenya (25%), Uganda (12%), Honduras (32%) and Europe (31%)

* Planned for 2025
** We will not focus on financial institutions, but rather try to develop models with the coffee sector stakeholders.
*** For 2024, this milestone is oriented to the sector compliance with the relevant regulations established by the European Union, more than to voluntary standards.
**** We will not focus on standards but rather shift the focus to development and implementation of inclusive national Coffee policies.
***** Achieved in 2023

FAIRFOOD Solidaridad

2.1 INTRODUCTION

In 2024, RECLAIM Sustainability! Coffee programme continued to advance a fair, inclusive, and sustainable coffee value chain across Kenya, Uganda, Honduras, and Europe. Despite increasing focus on sustainability and regulations such as the EU Deforestation Regulation (EUDR), coffee farmers remain confronted with low incomes, unequal value distribution, limited market access, gender exclusion, and weak representation. RS! Coffee addressed these challenges through a comprehensive strategy, combining policy advocacy, inclusive governance, gender equality, and traceability innovations, while strengthening producer-market linkages.

A major achievement in 2024 was enhancing farmer representation and policy influence. In Kenya and Uganda, multi-stakeholder platforms (MSPs) successfully shaped national coffee policies, including EUDR alignment and adoption of faster payment mechanisms (DSS), while in Honduras, a national Gender and Social Inclusion Roundtable was launched to implement gender-responsive coffee policies.

Gender inclusion and women's leadership were strengthened through gender action plans in Uganda and gender champions in Kenya, which led to more women securing leadership roles in farmer cooperatives. In Honduras, 16 organizations adopted gender-inclusive approaches in service delivery. On traceability and transparency, RS! Coffee scaled Coffee Trace in Honduras, enabling traceable coffee exports, and expanded traceable transactions to 2,000 farmers in Uganda. In Kenya, 15 producer organizations were onboarded onto the BEYCO platform, boosting access to price and market information.

In Europe, RS! Coffee drove global advocacy on value distribution, with The Grounds for Sharing report sparking industry-wide debates and commitments to fairer value sharing. Public campaigns mobilized consumers and pressured companies, leading to commitments from 12 major roasters and traders to prioritize fair value distribution.

2.2 PROGRESS TOWARDS MILESTONES 2024

2.2.1 Kenya

In Kenya, we aim to contribute to an inclusive sustainable coffee value chain and trade in an innovative way, in which the interests, voices and rights of farmers and citizens are represented and heard in decision making for sustainable use of natural resources, fair value distribution, and sustainable consumption. From 2021 to 2023, we concentrated on forming partnerships, strengthening CSOs capacities in Lobbying and advocacy through technical assistance, conducting studies, promoting gender inclusivity, and addressing inequalities and establishing platforms to address stakeholders' needs in the coffee sector.

In 2024, as a result of our support in enhancing the CSOs technical capacities, the strengthened CSOs, the Kenya Coffee Producers Association (KCPA) and the Kenya Coffee Platform (KCP) through our support, convened **8 Multi stakeholder platforms** which led to the successful development of **policy recommendations** that aligned the Coffee Bill with new EUDR regulations. These recommendations, including the adoption of the Direct Settlement System (DSS) to ensure faster payments to coffee farmers, were presented to the National Senate and subsequently **adopted for implementation**, marking a significant improvement in reducing payment timelines from 5–6 months to within 5 days of buyer

payment. We complemented this by conducting **media campaigns** to raise awareness about the new payment system, and the **local consumption of locally produced coffee** to drive the growth of local industries, adding value to raw coffee beans, and strengthening industry resilience. We also collaborated with the KCP to organize a national-level Multi-Stakeholder platform on the implications of the EUDR regulations. Additionally, we established a **technical working group**, including representatives from key state ministries and legislators, to spearhead sensitization on EUDR compliance and provide strategic advice to the Ministry of Agriculture. The training of 60 gender champions to promote **gender equality and inclusive decision-making**, reached over 5,000 farmers and 60 cooperatives, leading to **increased women and youth representation** in leadership, exemplified by women securing board positions in Trans Nzoia county and the election of the first female chairperson for the Nyeri Estates Farmers Association. To enhance coffee value chain **transparency and traceability**, 15 farmer organisations producers were registered on the BEYCO trading Platform and trained on its usage to improve access to market information and strengthen their bargaining power.

As we conclude the programme in 2025, our focus will be transitioning key advocacy initiatives to local stakeholders and CSOs, to spearhead policy influence to ensure sustained sector progress and local ownership, thereby securing the gains achieved in creating a supportive regulatory environment for coffee farmers.

2.2.2 Uganda

In Uganda, we aim to contribute to inclusive sustainable coffee value chain and trade in an innovative way for the promotion of interests, voices and rights of coffee farmers and their communities. Our interventions from 2021 to 2023 focused on building partnerships and strengthening the local CSOs, supporting multi-stakeholder dialogues for policy influence, facilitating formation and formalisation of Area Marketing Enterprises (AMEs), empowering gender champions, and launching the Coffee Trace Uganda pilot.

In 2024, we supported the Uganda Coffee Development Authority and Cafe Africa to organize 12 national multi-stakeholder platforms (MSPs) to review the **National Coffee Regulations 2023**, to incorporate EUDR compliance provisions, with the **revised recommendations submitted** to the Ministry of Agriculture for inclusion in the **national Coffee policy framework**. To enhance **transparency and traceability**, 3,601 additional farmers were onboarded to the ICT4 Farmers Digital Platform, gaining access to market information for informed production and marketing decisions and becoming digital champions for wider tool dissemination. Building on 2023 training, support continued for **gender champions** and assemblies, leading to the submission of the **gender recommendations action plan** to four districts for integration into the District workplans and budgets for sustainability. The gender action plans have since been adopted by the districts for inclusion into the district workplans for implementation ensuring a long-term sustainability and institutional support for gender equality, enhancing community resilience. In November 2024, the Ankole Coffee Producers Cooperative Union (ACPCU) and Fairfood signed an MoU to **implement the Coffee Trace solution** for digitization and traceability, transitioning from pilot to commercial use and addressing **EUDR** and **CSDDD** requirements to benefit farmers and ensure sustainable practices to enhance **living incomes** and financial inclusion for farmers, as well as raising a commitment to joint fundraising to support these initiatives. Finally, the International Women's Coffee Alliance (IWCA) promoted **consumption of locally produced** Uganda Coffee at the Speciality Coffee Association Conference and exhibition, complementing **media campaigns** that educate consumers about the unique attributes of Ugandan coffees to inform their consumption choices.

Digitization changing the game for coffee farmers and cooperatives

Coffee (Uganda - Fairfood and Solidaridad East & Central Africa)
In this video, Alice Natukunda (left on photo), coffee farmer and secretary manager at Nyeibingo Growers Co-operative Society, along with John Cherek and Derrick Komwangi, shares how digitization is changing the game for small-scale coffee farmers and cooperatives in Uganda.

Coffee cooperatives in the country have started using Trace, a digital application from Fairfood, to streamline farmer payments and transactions, with the goal of increasing transparency and traceability in the value chain, from producer to consumer.

This is an important step that supports compliance with a new regulatory environment that requires greater insight into the value chain. Companies like Fairtrade Original are now able to trace the coffee they purchase back to the producers and show that the producers received a living income reference price for their produce. This RECLAIM Sustainability! programme is implemented in collaboration with the Ankole Coffee Producers Co-operative Union (ACPCU) and Nyeibingo Growers Co-operative Society.

In 2025, we will continue supporting the implementation of the National Coffee Regulations, expand the adoption of ICT tools for market access, enhance gender inclusion in the coffee sector,including promoting the implementation of the gender action plans, scale up the Coffee Trace project for more farmers, and strengthen producer associations to improve productivity, quality, and income sustainability.

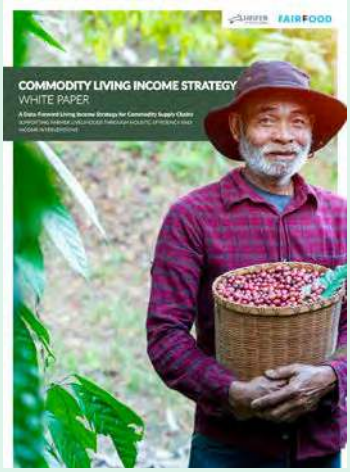
2.2.3 Honduras

In Honduras, we aim to contribute to the adoption of new public policies that strengthen the opportunity of women producers in an environment of equal opportunities, as well as the formulation of a public policy for the Honduras coffee sector, that addresses the issue of fair value distribution throughout the value chain. From 2021 to 2023, our interventions focused on establishing a foundation for gender inclusion and improved value distribution in the coffee sector through policy support, stakeholder dialogues, and capacity building.

In May 2024, together with the Subsecretary of coffee, public and private sector actors as well as civil society actors, we created the institutional **Gender Roundtable**, the first national **Multistakeholder platform**, to support the **implementation of the gender policy** through the development of an **action plan** on the implementation of four core areas

of the policy. To prepare the sector for **EUDR compliance**, we conducted a study, to assess level of preparedness and compliance gaps, which revealed that deforestation-based risk assessment alone is insufficient for meeting EUDR legal and traceability requirements, and advocated for multi-sectoral dialogue to establish governmental legal compliance criteria and traceability tool interoperability. In April 2024, Molinos de Honduras began piloting a **living income strategy** for commodity supply chains, based on an open-source methodology for calculating a living income price and cost of production, that uses two key instruments: the **Living Income Price (LIP)** and **Cost-Yield Efficiency (CYE)** methodologies aiming to support farmer livelihoods by addressing structural inefficiencies in production operations and rectifying shortcomings in prevailing market pricing mechanisms. The CAPUCAS Cooperative also adopted the **Coffee Trace tool** and made adjustments to ensure compliance to the EUDR regulation. To strengthen **women's participation, leadership, and decision-making** within the value chain, we conducted training workshops, exchange visits, and established gender committees within the Coffee organizations, resulting in 16 organizations improving their understanding and use of gender-inclusive technical assistance and the gender policy for the coffee subsector, with a total of 103 women and 136 men trained.

Paving the Way to a Living Income in Honduras



Coffee (Honduras - Fairfood)
For smallholder farmers in Honduras, earning a living income from coffee remains a challenge. Prices fluctuate, production costs rise, and inefficiencies in farming operations eat into already slim margins. To tackle these issues, Fairfood joined Heifer, a living income expert, to champion an open-source methodology designed to close the income gap, strengthening farmer and supply chain resilience.

The key data – real supply chain data to inform targeted interventions. Developed in 2024 through a co-creation process with cooperative leaders and first-mile actors, this assessment gives supply chain partners the insights needed to make decisions rooted in farmers' realities. By identifying cost-efficiencies and income gaps, the methodology helps design interventions that boost farmer profitability—not just through better prices but by optimizing production for long-term sustainability.

In April 2024, Molinos de Honduras began piloting this approach, applying two key tools: the Living Income Price (LIP) and Cost-Yield Efficiency (CYE) methodologies. These open-source instruments provide the data needed to turn insights into action. With these findings in hand, 2025 will be the year for implementing interventions to close the income gap.

This effort is more than a pilot, but a blueprint for action. An upcoming case study will offer practical lessons for replication, and the approach is already being followed in Sierra Leone's cocoa sector. To learn more, explore the methodology and stay tuned for the case study, where farmers' experiences will bring this strategy to life.

In 2025, as we conclude the programme, we will focus on supporting the **institutionalisation** of the **Gender Roundtable** to ensure continued support in the implementation of the **gender policy**, and continue to promote the adoption of the **Coffee Trace tool** by other cooperatives, to ensure sustained improvements in value distribution and market access for producers.

2.2.4 Europe

In Europe, we aim to contribute to a sustainable and inclusive global coffee value chain, in which European companies work towards living income for coffee farmers, while respecting the environment, and embracing transparency/traceability. In 2021 to 2023, we focussed on conducting Value distribution research and raising awareness about value distribution in the coffee sector through various platforms and initiatives, including the launch of the Coffee Barometer and Coffee Brew Index.

In 2024, we **launched *The Grounds for Sharing* report**, the first Coffee **Value Distribution Study**, which **exposed costs, taxes, and margins** and revealed that while the supply chain generates enough value for all actors to earn positive margins, **farmer incomes remain disconnected from consumer prices**. In June 2024, leading companies, including JDE Peets, Nestlé, ECOM, and Louis Dreyfus, **validated the study's findings, recognizing the need for systemic change**. The report **reached over 38 million people worldwide** and was presented at major industry events, including the Living Income Summit and the Global Coffee Platform (GCP) conference. Following its release, **12 major roasters and traders committed to prioritizing procurement principles** that support **fair value distribution**. In October 2024, after 18 months of engagement led by Solidaridad and IDH, GCP formally agreed to work on value distribution, **launching a 12-month process to institutionalize procurement principles that safeguard farmers' incomes**. Additionally, we played a key role in EUDR discussions, supporting **multi-stakeholder platforms** in Uganda, Kenya, Tanzania, Honduras and Brazil, to **address regulatory challenges**. We also participated in the International Coffee Organization's (ICO) Working Stream 3, advocating for policies that prevent smallholder farmers from being excluded from the European market.

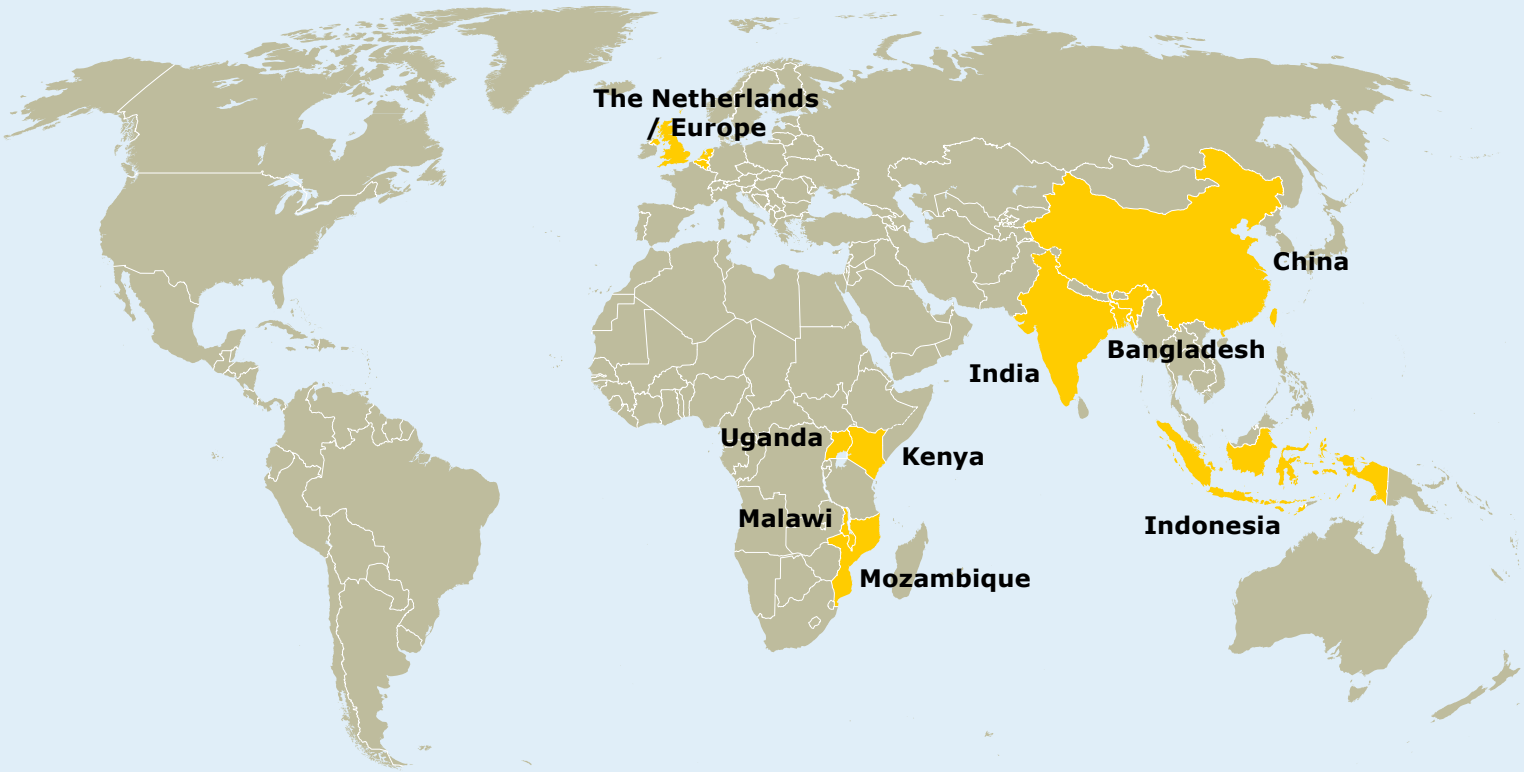
In 2025, we will focus on supporting the **institutionalization of fair procurement principles** within the GCP and guiding companies in their adoption to enhance fair value distribution, thus ensuring the sustainability of improved practices within the industry.

2.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 4. KEY PERFORMANCE INDICATORS COFFEE PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	1	1	9
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	4	8	10
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	7	10	12
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	3	4	6
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	18	12	15
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	8	7	3
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	20	44	36
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	7	6	7
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	7,600	13,275	0
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	7,600	7,298	11,900
	# of tools and business models developed and being tested for sourcing, production, trade and investment	6	5	3
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	14	16	4
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	13	12	8
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	200	6,220	8,900
OUTPUT	# of CSO led awareness raising campaigns	5	7	4
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	17	14	19
OUTPUT	# and type of Civil Society actors and target groups supported	17	14	19

3. Tea



Key milestones achieved in 2024:

- Policy recommendations submitted to the national and/or provincial governments.
- Adoption of the Tea Sector Strategy and sustainable resource management implementation plan by industry players. (Africa)
- Asian consumers mobilised to increase consumption of sustainable smallholder produced tea. (Asia)
- In Kenya and Uganda an interlinked regional, national, country/district e-auction and digital trade hub is operational with improved traceable, transparent tea sector information sharing.
- Partnership established with leading tea importing countries for sustainable tea procurement from the STGs. (Asia)
- Inclusive standards adapted in the tea sector at all levels for gender transformation and social inclusion approaches. (Africa)
- New disruptive business models operationalised in Southern Africa.
- Traceability model operational in Mozambique.

Total Actuals 2024: €1,721,668 for India (32%), Indonesia (20%), Malawi (10%), Bangladesh (11%), Uganda (6%), Kenya (8%), Mozambique (8%) and Europe (5%)

3.1 INTRODUCTION

In 2024, the RECLAIM Sustainability! Tea programme advanced its efforts to create a more **inclusive, sustainable, and fair tea value chain**, working across Asia, Africa, and Europe. Building on previous years, the programme continued addressing persistent sector challenges, including **low and volatile prices for smallholders, limited market access, gender exclusion, and unequal value distribution**. A core focus was on **strengthening civil society and smallholder representation**, advocating for **inclusive national tea policies**, and supporting the **adoption of gender-transformative and socially inclusive standards**. Through sustained policy advocacy, **Tea Sector Strategies and sustainable resource management plans** were adopted in several African countries, while the **Asia Tea Alliance (ATA)** grew as a key regional platform to influence tea policies and amplify smallholder voices. In **Mozambique**, a milestone was reached with the **legalization of the National Tea Platform** and the **launch of an Inclusive Ownership model**, ensuring that workers share in tea revenues and decision-making.

The programme also focused on **market access and transparency innovations**. In **Kenya and Uganda**, national and regional **e-auction and digital trade hubs** became operational, increasing traceability and enabling better price negotiation for producers. At the same time, **traceability tools were rolled out in Mozambique**, while **new inclusive business models were piloted in Southern Africa**. In Asia, partnerships were established with leading tea-importing countries to promote **direct sustainable sourcing from smallholder tea growers (STGs)**. Consumer campaigns such as **Teh Juwara** mobilized over **one million Asian consumers**, creating demand for smallholder-produced tea. Across all countries, gender and social inclusion were at the forefront, ensuring that women and marginalized groups are engaged in leadership and benefit from the sector. These **interconnected efforts reflect RS! Tea's ongoing commitment to restructuring the tea sector into one that is equitable, transparent, and resilient for producers and workers alike**.

3.2 PROGRESS TOWARDS MILESTONES 2024

3.2.1 Asia

The RS! Asia Tea programme, promotes a sustainable, equitable, and resilient tea sector by enhancing smallholder market access, advocating for fair pricing and policy reforms, and strengthening civil society, private sector engagement, and public policy influence.

From 2021 to 2023, we established and strengthened the Asia Tea Alliance (ATA), influenced policy alignment and sustainable pricing models, and introduced digital tools to enhance market transparency. We also piloted gender inclusion strategies, tested carbon reduction initiatives, and explored specialty tea business models to diversify income streams for smallholders.

In 2024, we expanded ATA's influence by integrating smallholder associations from India, China, Sri Lanka, Nepal, Indonesia, and Bangladesh into our common charter, strengthening their role in national and regional policy dialogues. We facilitated structured dialogues between smallholders, policymakers, and industry leaders, ensuring collective participation in shaping national tea policies. To support smallholder resilience, we finalized

sustainable pricing mechanisms and business models, reinforced by strategic partnerships and capacity-building initiatives. Through the Teh Juwara consumer campaign, we engaged over 1 million people, while branding efforts such as Teasta enhanced market visibility for smallholder-produced tea, positioning it as a premium, ethical choice in competitive markets. Our policy recommendations secured government support for fair pricing and smallholder welfare, driven by targeted advocacy and collaboration with key stakeholders. To strengthen climate resilience, we established a climate task force, piloted agroforestry models, and supported Regenagri certification, enabling smallholders to adopt more sustainable practices. Throughout these interventions, we integrated Gender Equality and Social Inclusion (GESI) principles, ensuring women's increased financial inclusion and leadership in tea communities, and promoting equitable participation and decision-making across the sector.

In 2025, we will consolidate gains and ensure long-term sustainability. ATA will embed its initiatives into national strategies, establish a self-sustaining funding model, and formalize a carbon and climate strategy to help smallholders benefit from carbon markets. Strengthened multi-stakeholder platforms will sustain policy advocacy, market access, and inclusive business models, ensuring lasting impact beyond the programme's conclusion.

3.2.2 India

Our RS! Tea India project aims to empower small tea growers (STGs) through fair pricing, sustainable sourcing, and inclusive value chain governance. Between 2021 and 2023, **we laid the groundwork by strengthening STG associations, initiating policy advocacy, and promoting traceability and sustainability frameworks.**

In 2024, we made substantial progress across key outcomes. **We supported the formation of the Federation of Darjeeling Hills Small Tea Growers (FDHSTG)**, bringing together 11 STG organisations under a unified platform to amplify smallholder voices in policy and trade. Through joint advocacy with Confederation of Indian Small Tea Growers Associations (CISTA), we submitted policy recommendations to the Government of India and the Tea Board, calling for reforms in the Price Sharing Formula, crop insurance for STGs, and access to agricultural benefits. **We strengthened STG collectives, including three women-led groups**, helping them adopt sustainable practices, eliminate middlemen, and increase incomes by up to 35%. Initiatives like regenagri® and Trinitea were scaled, and we facilitated direct trade partnerships with ethical buyers. Our consumer-facing campaigns elevated the visibility of women tea growers and sustainably produced tea, reinforcing demand and awareness. Throughout, **we integrated Gender and Social Inclusion (GESI)** by equipping women with leadership, market access, and financial literacy skills, enabling them to take ownership in cooperatives, diversify income through handmade teas, and participate in local governance structures.

Tea growers uniting into collectives and associations to improve their position in value chain

Tea (India - Solidaridad Asia)
Tea grower Tapan Mandal (middle on photo) takes us along to show his farm in India and tells his story! In India, many small-scale tea growers sell their harvest individually through supply chain brokers, which often results in a low price. Tea growers are now uniting into collectives and building their abilities to improve their position in the value chain and negotiate for better prices and terms. Some of the strengthened collectives are now supplying their tea leaves directly to the factories.

And these collectives, in turn, can join larger associations that support and amplify their impact as tea growers. In this video about the project's impact, Bangshidhar Roy and Bijoy Gopal Chakraborty also offer their perspectives on how collective organizing is changing prospects for tea growers in the country. This project is implemented in collaboration with the Indian Tea Association (ITA) and the Confederation of Indian Small Tea Growers Associations (CISTA). Seven associations, including 2 women's collectives, that currently represent 110,000 tea growers, continue to expand across India.

As we move into 2025, we are focused on **consolidating these gains, scaling proven business models and policy wins,** and ensuring long-term sustainability through stronger federations and inclusive market access.

3.2.3 Indonesia

The RS! Tea programme in Indonesia promotes a responsible and inclusive tea value chain by strengthening smallholder bargaining power, improving market access, and advocating for fair value distribution, decent working conditions, and sustainable production practices. **Since 2021, we have strengthened civil society networks, facilitated policy dialogues, and promoted sustainable tea branding**. The Teh Juwara initiative increased smallholder visibility in the market, while our policy engagements with the Indonesian Tea Board and government helped shape regulatory reforms to support smallholder inclusion.

In 2024, we achieved major progress in Indonesia's tea sector through strategic policy advocacy, market engagement, and sustainability initiatives, with gender and social inclusion (GESI) integrated as a cross-cutting strategy. We mobilized over 5,000 participants through Smallholder Tea Week, gaining endorsements from a national senator and Miss Indonesia 2024. Our policy lobbying with the Ministry of Agriculture and the Indonesia Tea Board resulted in a directive encouraging private sector partnerships with

smallholders and unlocked government support for seed, fertilizer, and trade exhibitions. We strengthened smallholder market visibility through the Teh Juwara campaign, reaching over 1 million consumers, with active participation from women-led micro-entrepreneurs in branding and distribution. We supported the development of a carbon roadmap, conducted impact investment research, and submitted policy recommendations for the Tea Sector Law. Throughout, we tailored project activities to accommodate the needs and schedules of rural women, particularly tea pickers and small-scale entrepreneurs, ensuring they actively contributed to and benefited from market and policy outcomes.

In 2025, we will transition key initiatives to local stakeholders to ensure independent smallholder governance and policy advocacy. The Indonesian Tea Board and smallholder associations will lead the Garuda national tea logo adoption, while Solidaridad will oversee long-term impact monitoring and conduct a comprehensive impact study to guide future interventions and ensure a sustainable, locally-driven tea sector.

3.2.4 Bangladesh

The RS! Tea programme in Bangladesh promotes a sustainable and inclusive tea sector by empowering small tea growers with fair pricing, market access, quality improvements, and policy influence. **Since 2021, we have empowered Small Tea Growers (STGs) and strengthened civil society actors, including the Small Tea Growers Association (STGA)** and Environment and Social Development Organization (ESDO), to advocate for their rights. Our work has facilitated multi-stakeholder dialogues, improved access to finance, and engaged with the private sector to ensure a more inclusive and sustainable tea sector.

In 2024, we advanced policy advocacy, market access, and supply chain sustainability in Bangladesh's tea sector, with Gender Equality and Social Inclusion (GESI) integrated as a cross-cutting strategy. Our support to STGA and ESDO led to a Bangladesh Tea Board directive setting minimum prices for green leaves and made tea, ensuring fairer returns for STGs. We facilitated BDT 4.6 million in loans and supported the adoption of sustainable sourcing policies by three factories, boosting tea quality and auction prices. We partnered with Green Field Industries to form a women's cooperative involving 100 women, supported by training through ESDO. Three workshops reached 140 participants (30% women), focusing on branding, quality, and governance. Policy dialogues and advocacy campaigns emphasized joint decision-making in farming, promoted the slogan "Husband and wife make the garden well," and increased women's access to finance, services, and technologies, ensuring their active role and control over income in the tea value chain.

In 2025, we will focus on sustaining project gains by ensuring quality-based payment systems, strengthening STGA's governance, and institutionalizing policy dialogues with the Bangladesh Tea Board and private sector actors. We will also attract investment for continued growth, disseminate lessons learned, and facilitate national workshops to ensure the long-term sustainability and resilience of the tea sector.

3.2.5 China

The objective of the RS! Tea China project is to strengthen China's tea sector by promoting sustainable production and trade practices that align with global regulations and ensure inclusivity across the supply chain. **Between 2021 and 2023, we focused on building policy engagement and industry understanding of sustainability in global trade.** We

laid the groundwork through early research and stakeholder consultations, preparing Chinese stakeholders for upcoming EU regulations.

In 2024, we advanced policy advocacy and private sector engagement by producing four bilingual research reports and training over 2,000 stakeholders on the EUDR and CSDDD, strengthening business compliance and positioning Solidaridad as a trusted sustainability advisor. These efforts led to the creation of the Xihua ESG Think Tank to sustain long-term policy dialogue. We also piloted a sustainable tea initiative with Yongchuan Xiuya, promoting regenerative agriculture and decent work. Gender and Social Inclusion (GESI) was integrated through field visits and dialogues that captured the perspectives of women, elderly farmers, and persons with disabilities, ensuring inclusive design. Additional interventions included launching a WeChat advocacy platform, drafting new sustainable tea guidelines, and building partnerships with research institutions to scale impact.

In 2025, the project will focus on scaling the tea pilot, institutionalizing the outcomes into updated sector guidelines, and strengthening the Chongqing Office as a hub for regional sustainability and trade compliance work, ensuring continued local ownership and long-term impact.

3.2.6 Africa

The RS! Tea programme in Africa aims to promote fair, inclusive, and sustainable regional tea trade by strengthening smallholder representation, advocating for fair value distribution, and leveraging opportunities within the African Continental Free Trade Area (AfCFTA). **From 2021 to 2023, we established a strong foundation for smallholder participation in regional tea trade** by convening the first-ever Regional Tea Multi-Stakeholder Platform, engaging with the East Africa Tea Trade Association (EATTA), and advocating for inclusive policies. These efforts enabled smallholder farmer associations, workers, and women in tea value chains to actively participate in policy dialogues, shaping discussions on regional trade and market access.

In 2024, we achieved key milestones in policy influence, market access, and smallholder representation across Africa. Smallholder associations actively participated in the Africa Tea Convention, presenting policy reform recommendations and advocating for fair value distribution, with direct engagement from ministers of agriculture and trade from Kenya, Uganda, Malawi, and Mozambique. These outcomes were driven by sponsoring smallholder leaders especially women to regional dialogues, supporting their role in multi-stakeholder platforms, and conducting targeted policy research. A media campaign further amplified smallholder voices. Gender and Social Inclusion (GESI) was a cross-cutting strategy, with women supported to lead in key spaces and present recommendations to high-level policy and industry leaders, ensuring inclusive advocacy and sectoral visibility.

As we conclude in 2025, we will transition our efforts to regional institutions such as EATTA, ensuring continued advocacy for inclusive trade policies. The recommendations from the AfCFTA assessment will guide national tea sector strategies, embedding sustainable trade practices and strengthening market access for smallholder tea farmers across Africa.

3.2.7 Mozambique

The RS! Tea programme in Mozambique aims to establish an inclusive, sustainable, and responsible tea value chain by ensuring that smallholder tea farmers, workers, and

communities have a voice in decision-making and benefit from fair value distribution. **Between 2021 and 2023, we integrated workers and small-scale tea growers into key sector conversations, advocated for policy changes, and strengthened civil society organizations** (CSOs) such as the National Tea Platform. These efforts facilitated dialogue between workers, government departments, and tea estates, while mobilizing smallholder associations to push for sector reforms collectively.

In 2024, we strengthened civil society advocacy in Mozambique, leading to the legalisation of the National Tea Platform and registration of the Mussorize Small Tea Growers Association, enabling formal engagement with government and private sector actors. Through targeted advocacy training, we empowered CSOs, including women and marginalised groups, to take on leadership roles in tea sector governance. We convened the country's first decent work dialogue, where worker representatives, both women and men, presented demands to tea companies and officials, informing revisions to the Recognition Agreement with more gender-sensitive provisions. The formation of the Mozambique Tea Association and adoption of an Inclusive Ownership model further empowered workers and especially women to manage tea bushes and increase their bargaining power. Additionally, we finalized the Tea Sector Strategy draft and established 22 Natural Resource Management Committees, with active participation from women in local environmental governance and decision-making.

As we conclude in 2025, we will transition responsibilities to local institutions, ensuring that smallholder farmers and workers continue to have a voice in decision-making. The National Tea Association will take over convening multi-stakeholder platforms, and we will host a final stakeholder workshop to secure the long-term sustainability of Mozambique's tea sector.

3.2.8 Malawi

The RS! Tea programme in Malawi aims to create an inclusive and sustainable tea sector by ensuring that the voices, interests, and rights of producers, workers, and smallholder farmers are represented in decision-making processes, while also promoting gender equality, fair wages, and sustainable business models. **Between 2021 and 2023, we strengthened civil society organizations (CSOs), facilitated policy discussions**, and empowered small tea growers through the National Smallholder Tea Growers Association (NSTGA). Key milestones included the ILO-led Gender Policy Review, the establishment of Multi-Stakeholder Platforms (MSPs), and government dialogues on fair wages, environmental sustainability, and land security.

In 2024, we deepened civil society, private sector, and government engagement in Malawi, advancing decent work, inclusive policy reform, and environmental sustainability with gender and social inclusion (GESI) integrated throughout. We trained union representatives, emphasizing gender-sensitive negotiation, which led to a revised Recognition Agreement supporting paternity leave, fair wages, and improved PPE for all workers. Our dialogues influenced the Malawi Tea Association's (TAML) gender policy, and the Climate Vulnerability Assessment (CVA), shaped by women and marginalized groups, informed Malawi's Carbon Market Policy. Through trade fairs and regional platforms, NSTGA expanded smallholder market access, while partnerships with the National Bank of Malawi and Telecom Network Malawi enhanced digital financial inclusion especially for women. Collaborating with police and forestry departments, we co-developed an Environmental Sustainability Action Plan. Public campaigns through events like International Women's Day and International Tea Day helped amplify voices for fair value distribution and gender equity, embedding GESI in both implementation and outcomes. While most outcomes progressed well, finalisation of the Occupational Safety and Health policy was deferred to 2025, with only preparatory steps completed. Similarly, engagement on the Crops Bill stalled due to limited government movement during the reporting period.

As we conclude in 2025, NSTGA and PAWU will take the lead in advocacy, ensuring that smallholder farmers and workers continue to benefit from policy reforms and sustainable business practices. Institutionalized gender policies and a final closeout workshop will secure the long-term sustainability of the programme and transition responsibilities to local stakeholders.

3.2.9 Uganda

The RS! Tea programme in Uganda aims to create an inclusive and responsible tea value chain that ensures fair value distribution, decent working conditions for smallholder farmers and workers, and sustainable tea production practices that align with environmental conservation and gender inclusivity. **Between 2021 and 2023, we mobilized smallholder farmers, worker representatives, and producer associations to strengthen civil society**. We supported the establishment of national tea associations, including the Uganda Tea Outgrowers Association and the National Association of Women in Tea Uganda, while facilitating multi-stakeholder dialogues. Our advocacy efforts focused on the adoption of the Comprehensive Uganda Tea Policy, engaging smallholder farmers and women's organizations in consultative meetings with the government.

In 2024, we made significant progress in Uganda's tea sector by advancing policy reform, market access, and innovation, while ensuring Gender and Social Inclusion (GESI) remained a cross-cutting theme. Our cabinet consultations and national dialogues led to the submission of the Comprehensive Uganda Tea Policy, reflecting inputs from diverse stakeholders, including marginalized groups. We operationalised the specialty tea business model, enabling smallholder producers, many of them women, to process and market value-added teas for premium markets, supported by DGGF and PUM. Through training, product testing, and exposure at trade events, farmers secured international buyers and better prices. Collaborations with the Ministry of Agriculture and EATTA strengthened private sector advocacy, while the introduction of biochar innovation supported sustainable farming. GESI was embedded throughout, with women actively participating in training, leadership, and business development, including through the National Association of Women in Tea Uganda, whose members now hold leadership positions and have accessed external funding to grow their enterprises.

As we conclude in 2025, we will handover the Market Information System, transition multi-stakeholder platforms to local leadership, and empower civil society organizations and journalists to sustain policy engagement. We will secure partnerships to scale specialty tea production and host a final closeout workshop to document lessons learned, ensuring long-term impact for Uganda's tea sector.

3.2.10 Kenya

The RS! Tea programme in Kenya aims to establish an inclusive, sustainable, and responsible tea value chain where growers, workers, and communities have a voice in decision-making processes, ensuring fair value distribution, gender inclusivity, and responsible business practices. **Between 2021 and 2023, we strengthened civil society organizations (CSOs) through capacity-building initiatives, multi-stakeholder dialogues**, and advocacy training. We facilitated the establishment of national tea platforms and industry associations, enhancing smallholder participation in governance and policy-making. Key milestones included advancing gender-responsive policies, promoting fair trade practices, and advocating for better industry regulations.

In 2024, we strengthened civil society, public sector reforms, and private sector engagement in Kenya's tea sector through targeted, inclusive interventions. Stakeholder consultations led to the registration of the Kyai Nchi Kenya National Tea Association, uniting actors to advocate for reforms. We supported the Purple and Specialty Tea Association of Kenya (PSTAK), which works primarily with women producers, to host the first International Specialty Tea Conference, linking smallholders to global buyers. Our contributions to the Tea (Levy) Regulations 2024, Licensing and Registration Regulations, and a new Code of Conduct enhanced inclusivity and accountability. GESI was embedded across interventions by enabling women and smallholder farmers to actively participate in policy dialogues, trade forums, and advocacy campaigns. The Kenya Women in Tea Value Chain Association (KWTVCA) played a key role, with 30 members trained in leadership, advocacy, and governance, empowering them to influence decisions, including advocating for leadership changes on gender-based violence issues. We also developed a Market Information System and launched 1, 2 Taste to improve transparency and market access, while collaboration with KPAWU advanced collective bargaining and worker protections.

Accelerating action on fair value and gender-based violence in Kenya's tea sector

Tea (Kenya - TrustAfrica)

Through the RECLAIM Sustainability! Tea programme, TrustAfrica organized a transformative feminist leadership and governance workshop in Kericho to enhance the capacity of women in the tea value chain in transformative leadership and advocacy skills. In collaboration with the newly formed Women in Tea Value Chain (WiTEVA), TrustAfrica strengthened the capacity of 24 women and 7 male champions, coming from the four tea-growing regions. The women's expectations echoed a shared yearning for change to limitations on women's participation in decision-making roles. The participants were equipped to address gender-based violence (GBV), and promote economic empowerment, and decent and safe conditions for women working long hours.

The workshop delved into the roots of gender-based violence, urging women to break the silence and demand accountability; addressed issues ranging from hygiene to family planning and empowering women with knowledge and strategies. The workshop's focus shifted to the importance of transformative feminist leadership development, urging the participants to demand accountability from elected officials and those in decision-making over their work. In the opening remarks, the Governor of Kericho county called for a collaborative approach, recognizing that a better society is built on gender equality.

The timely workshop, aligned with the commemoration of 16 days of activism against gender-based violence, afforded an opportunity for the workshop participants to amplify their voices in support of strong measures to be taken against perpetrators of GBV in the tea sector. The workshop also advocated for safety measures for women working in conditions that make them vulnerable to abuse. The formation of WiTEVA, with the support of the RECLAIM Sustainability! programme, has largely happened as a response to and an express desire and urgency to address and bring meaningful systemic change in gender disparities following one of the exposed tipping points, BBCworld on GBV, was aired.

Media interviews on 16 days of activism against GBV, Eunice Muthoni, labour rights specialist

Participant receiving their certificate after the workshop

The women explored advocacy strategies, identified gaps that made them vulnerable, and crafted action plans for change. They discussed feminist leadership, policy influencing, and the urgent need to address sexual harassment and economic inequality. Eunice Muthoni, a seasoned human and labour rights activist and advocate for the end of gender-based violence, highlighted: *"The scourge of gender-based violence in the tea sector must stop, we see cases of this everyday. Making sure women are equipped and can speak up against GBV and advocate for themselves is extremely important."*

Women left with increased confidence, actionable plans, and a strengthened network that continues to grow in membership and strategy. The seeds of change were sown, promising a future where the women who nurtured Kenya's tea industry would finally reap its rewards.

As we conclude in 2025, the Tea Board of Kenya will oversee the MIS, while specialty tea producers will manage the 1,2 Taste platform for ongoing market access. CSOs will continue advocacy efforts, and a final closeout workshop will document lessons learned and ensure long-term stakeholder engagement for sustainable transformation in Kenya's tea sector.

3.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 5. KEY PERFORMANCE INDICATORS TEA PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	8	4	0
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	7	14	0
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	16	34	10
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	8	14	23
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	64	95	22
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	16	17	21
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	23	39	12
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	24	23	19
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	67,200	81,317	85,000
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	168,200	139,622	64,600
	# of tools and business models developed and being tested for sourcing, production, trade and investment	11	19	8
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	7	73	15
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	23	21	22
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	230,355	3,555,404	3,200
OUTPUT	# of CSO led awareness raising campaigns	21	23	12
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	36	72	36
OUTPUT	# and type of Civil Society actors and target groups supported	36	83	36

4. Palm Oil

Key milestones achieved in 2024:

- IPOS-ISPO-CPOS aligned and mutually recognized for sustainable palm oil production and trade in Asia. (Asia)
- Traceability tool launched. (Asia)
- Strengthened governance of CSOs and smallholders' associations and enhanced access to knowledge and information. (Asia)
- National FFB evacuation and pricing policies and decisions influenced. (Africa)
- Policy implementation structures established in government systems. (Africa)
- MSPs have increased women and youth representation in decision making processes. (Africa)
- New National FFB quality and processing standards adopted. (Africa)
- Lessons learnt and success stories shared. (Africa)
- Citizens in Europe activated to influence the policy agenda. (Europe)
- 2 additional private sector partners adopt recommendations. (Europe)

Total Actuals 2024: € 1,480,653 for Ghana (15%), Côte d'Ivoire (14%), Sierra Leone (13%), India (15%), Indonesia (8%), China (16%), Honduras (14%) and Europe (5%)

4.1 INTRODUCTION

In 2024, the RS! Palm Oil programme continued to tackle key challenges in the sector, particularly compliance with the EU Deforestation Regulation (EUDR), fair value distribution, and smallholder inclusion. As smallholders faced increasing barriers to market access, RS! Palm Oil worked to strengthen governance structures, enhance traceability, and influence national policy frameworks. In Asia, a major achievement was the alignment of IPOS, ISPO, and CPOS sustainability standards, ensuring greater recognition of sustainable palm oil production and trade across the region. In Africa, national Fresh Fruit Bunch (FFB) pricing and processing standards were successfully adopted, improving transparency and smallholder bargaining power. In Europe, citizen engagement campaigns and corporate advocacy pushed for inclusive EUDR implementation, ensuring smallholder voices were heard in global sustainability discussions. Additionally, multi-stakeholder platforms (MSPs) saw increased representation of women and youth in decision-making, reinforcing a more equitable sector.

Efforts also focused on strengthening smallholder organizations, enhancing traceability, and advancing decent work initiatives. In Honduras, the Zero Deforestation Roundtable was reinstated to support EUDR compliance and strengthen sector governance, while a communications campaign on gender inclusion and decent work raised awareness of labor rights. In Indonesia, a traceability tool was launched, accelerating smallholder compliance with ISPO certification and improving supply chain transparency. Meanwhile, in China, training sessions on sustainable palm oil trade engaged over 2,000 stakeholders, positioning the sector for stronger alignment with international standards. Across all regions, RS! Palm Oil reinforced policy advocacy, fair market access, and sustainable production models, ensuring that smallholders remain at the center of the industry's transformation towards greater resilience, equity, and sustainability.

4.2 PROGRESS TOWARDS MILESTONES 2024

4.2.1 Asia

At a regional level our objective is to strengthen the palm oil sector governance, coordination, cooperation and alignment of the Asian sustainability standards for palm oil production and trade between the Asian countries. From 2021 to 2023, our work focused on establishing and operationalising the **Asian Palm Oil Alliance (APOA)**, a **regional MSP** to promote sustainable palm oil consumption and address common interests among major Palmoil consuming countries, and collaborating with the Council of Palm Oil Producing Countries (CPOPC) to develop policy recommendations to support smallholder inclusivity and EUDR compliance.

In 2024, we supported APOA in establishing the **India-Indonesia Joint Working Group** for sustainable palm oil to facilitate **Multistakeholder dialogues**, promote smallholder-inclusive sustainable oil palm development, and strengthen trade relations between the two countries. The group is developing strategies to boost **consumer awareness** and adoption of **IPOS-ISPO** aligned sustainable palm oil in both markets. It also participates in regional advocacy forums, emphasizing the importance of the national standards, smallholder inclusivity, and the welfare of workers and marginalized groups. Through these efforts, including **Multistakeholder dialogues** facilitated by the Asian Palm Oil Alliance (APOA), the group is working towards aligning Asian sustainability standards for palm oil production and trade. Additionally, in collaboration with CPOPC, we supported APOA in **launching a**

campaign to educate consumers about the **health benefits and sustainability of palm oil** dubbed "Palm Oil - Transforming Perceptions for Health and Nutrition" talk show series, aimed at dispelling misconceptions with factual insights. Two successful talk shows were held at prestigious Indian colleges, engaging students and faculty through interactive quizzes and ingredient-check sessions.

Addressing Myths and Misconceptions around Palm Palm Oil (India and Asia regional - Solidaridad Asia)

In 2024, a key focus of the Asian Palm Oil Alliance was highlighting the crop's role in sustainable livelihoods and busting myths and misconceptions around it. Talk shows and a conference were held in collaboration with the Council of Palm Oil Producing Countries (CPOPC).

In India, the conference Palm Oil – Transforming Perceptions for Health and Nutrition brought together leading nutritionists, scientists, medical professionals and edible oil industrialists to discuss the multiple benefits of palm oil and its place within India's edible oil landscape.

"Requiring less water compared to other crops, [oil palm] also enables farmers to have an assured source of income for more than 20 years, besides leaving room for alternate sources of livelihood through intercropping," said Sougata Niyogi, CEO–Oil Palm Business, Godrej Agrovet Limited, at the conference.

The talk shows targeted students and young professionals interested in sustainability. They featured a quiz and an interactive activity where participants analysed ingredients of various edible and non-edible products containing palm oil, helping them recognize the vital role palm oil plays in India's food system.

In 2025, we will prioritize the transition of the APOA and India-Indonesia Joint Working Group's initiatives to local stakeholders, empowering them to continue driving policy alignment, enhance smallholder support, and promote the adoption of IPOS-ISPO aligned sustainable palm oil across Asian markets, thereby securing the long-term continuation of our efforts.

4.2.2 India

In India, we aim to strengthen the sector governance, CSOs and smallholders' associations through a National Platform for coordination, cooperation and alignment with the India Palm Oil Sustainability (IPOS) standard for production and trade. From 2021 to 2023, we focused on promoting a sustainable palm oil supply chain through **multi-stakeholder dialogue** Initiatives and the development of **standards** and **traceability** mechanisms. We facilitated the **adoption of the IPOS standard** by a major industry player,Godrej, and initiated the **revision and benchmarking of the IPOS standard**, and launched **consumer campaigns** to promote sustainable palm oil consumption.

In 2024, we supported a series of **Multistakeholder consultations**, facilitated by the IPOS-Council, and involving relevant stakeholders; the local communities, CSOs, workers as well as smallholders' associations, to finalise the **revision of the IPOS standard** to include a focus on improving **workers' rights by eliminating forced and child labor**, ensuring fair treatment, and providing **safe working conditions**, clear labor contracts, and training programs to promote a more ethical, sustainable, and worker-friendly palm oil industry. The stakeholders adopted the inclusion of all these indicators and recommended **benchmarking the IPOS standard with the EUDR requirements**, to make it comprehensive and support the **compliance to EUDR**, positioning the Indian sustainable palm oil in global markets, strengthening its role in regional trade and promoting sustainability. Godrej Agrovet Ltd., a major Indian industry player, **deployed the digital farm traceability model**, for sustainable palm oil, which will ensure that palm oil is being sourced and produced, under the environmental and social conditions, following **IPOS and ISPO principles**. We also supported the IPOS council to organise **campaigns, and talk shows** to promote the health and nutritional benefits of palm oil and dispel myths surrounding its consumption. The IPOS Council collaborated with food processors, entrepreneurs, and the Ministry of Agriculture to integrate **awareness campaigns** about sustainable palm oil consumption into the National Mission Edible Oils - Oil Palm (NMEO-OP).

To promote inclusivity, we implemented **targeted training and capacity-building activities** to actively encourage the participation of marginalized groups, including CSOs, smallholder associations, and **women's groups** in lobby and advocacy platforms. As a result, these marginalized groups gained the knowledge, skills, and confidence and are now participating in lobby and advocacy platforms to voice their concerns and issues in the sector.

In 2025, we will focus on enhancing the training programs to support EUDR and CSDDD compliance, promote sustainable palm oil practices through awareness campaigns and strengthen collaborations with key industry players.

4.2.3 Indonesia

In Indonesia, we aim to strengthen the governance of the Indonesian Sustainable Palm Oil (ISPO) standard, which serves smallholders, businesses and consumers. We also aim to enhance the capacity of CSOs to influence policy, and achieve greater inclusivity of smallholders in the palm oil sector. From 2021 to 2023, we focused on improving the ISPO standard and promoting smallholder inclusion in decision making through **multi-stakeholder dialogues**, supporting the development of an **action plan** to accelerate **ISPO certification for smallholders**, and finalizing the development of a **Traceability Model** to improve production practices and value chain transparency.

In 2024, we supported the rollout of the **Traceability Model**, to accelerate the compliance of smallholder producer organisations to **ISPO certification** by assessing farm management practices, agricultural practices, compliance to the principles and criteria of sustainable palm oil production, out of which 3% of the smallholder farmers managed to **achieve certification** and can now access global markets. Additionally, we supported, through a **Multi stakeholder platform**, the development of a **policy recommendation** to accelerate the **adoption of ISPO** by ensuring the Stakeholders (in the government, civil society, private sectors, and smallholders) have reached consensus on their roles to implement smallholders ISPO acceleration adoption roadmap, which was submitted to Estate Crops Directorate General of the Ministry of Agriculture for consideration. The planned rollout of **national consumer**

awareness campaigns to promote sustainable palm oil consumption experienced delays due to the timing coinciding with national elections, as these campaigns require government involvement and alignment with official programs, but this was hindered by the electoral period and pushed to 2025. To address gender equity, equality, and social inclusion (GESI), we conducted a **gender assessment** that highlighted challenges such as **women's limited access to resources and lower participation in cooperatives** due to traditional cooperatives membership structures. We subsequently rolled out a **Training of Trainers (ToT) program**, and identified **50 local gender leads** who have been empowering women to increase their involvement in decision-making, successfully reaching **6,258 female farmers, 16 cooperatives**.

In the programmes' final year, 2025, our emphasis will be on empowering local organizations and government agencies to independently deliver training and technical assistance to smallholders, facilitating their journey towards **ISPO certification** and integrating the **Traceability Model** into the existing agricultural extension programs and promoting its utilization by farmer organizations to ensure ongoing improvements in farm management and value chain transparency.

4.2.4 China

In China, we aim to create the conditions to contribute to smallholder inclusive sustainable palm oil production and trade, in which workers in plantations and mills work under decent working conditions, forests and land rights are equally protected, and smallholders are rewarded for the investments made to produce under sustainable conditions. From 2022 to 2023, our efforts focused on establishing a foundation for the development of a **National Standard** for Sustainable Palm Oil Production (CPOS), by mobilizing stakeholders to form a national **multi-stakeholder platform (MSP)** and engaging in research to understand the palm oil trade, trade policy, and CPOS development. Due to challenges with Legal Entity, our work with China National Vegetable Oil Association was diminished and the planned National **MSP** and **CPOS standard** did not progress as well as scheduled. In 2024, we shifted our focus from the **CPOS framework** to a comprehensive study on palm oil industry in China, including palm oil related trade and investment from China, Climate change and palm oil, biodiversity and palm oil and international cooperation on palm oil sustainability,

In 2024, we finalised the comprehensive studies on the **EUDR and CSDDD** assessment of their impact on China's trade and investment, and to draw lessons from ASIAN and Asia-Pacific countries trading bulk commodities with the EU, producing detailed reports and training materials on **EUDR and CSDDD regulatory compliance**. We engaged with local governments, associations, and enterprises through **multi-stakeholder dialogues**, and promoted **Consumer awareness campaigns** on sustainable palm oil consumption through mainstream media and public forums. Additionally, we supported institutional representatives to visit the Chongqing Agriculture and Rural Committee and participate in the **RSPO Annual Conference** which helped **raise awareness of sustainable palm oil consumption** and compliance. We also successfully opened the Solidaridad Network Foundation (Netherlands) Chongqing Office to enhance outreach and advocacy efforts, and launched the Xihua West China ESG Think Tank to foster collaboration on sustainability and regulatory compliance.

In 2025, we will focus on strengthening the established **national multi-stakeholder platform** (MSP) to formalize its structure and ensure ongoing collaboration for the governance and implementation of CPOS. Furthermore, the program will promote market uptake of

sustainable palm oil through consumer awareness campaigns and initiatives to encourage sourcing of CPOS-certified products enhancing the training programs to support EUDR and CSDDD compliance.

4.2.5 Ghana

In Ghana, we aim to contribute to smallholder inclusive sustainable palm oil production and trade, in which workers in plantations and mills, work under decent working conditions, forests and land rights are equally protected, and smallholders are rewarded for the investments made to produce under sustainable conditions. From 2021 to 2023, we supported the drafting of a Legislative Instrument for the Land Act, developing a Seedling Production and Distribution Policy, implementing a gender strategy to increase women's representation, and creating the Harvest Alert app to give smallholders fairer prices.

The implementation of the **pricing mechanism policy**, which determines floor prices for fresh fruit bunches to ensure fair prices for all, continued into 2024, utilising **harvest alert** platform to disseminate **Monthly fresh fruit bunch prices** to 6,000 oil palm farmers, enabling them to make informed decisions and negotiate for better prices and enhancing **transparency and bargaining position** of the farmers. Additionally, to enhance access to quality seedlings, we supported Oilpalm development association of Ghana, (OPDAG) to convene **2 Multistakeholders platforms**, bringing together the Oil Palm value chain actors, to finalise on the development of the **Seedling Production and Distribution Policy** which will regulate seedlings production and distribution. The draft policy was submitted to the Tree Crops Development Authority (TCDA) for their review and is expected to be adopted for implementation in 2025. As many of the palm oil smallholder farmers are also coconut farmers facing similar challenges with the transparency and the value distribution, we supported the development of a draft **pricing mechanism** for fresh and dried coconut in collaboration with sector actors, which will be validated and finalized for submission to the Tree Crops Development Authority in 2025 for consideration.

The National Oil Palm Value Chain Association, OPDAG newly elected executives **adopted a revised constitution**, ensuring at least 30% of leadership positions are reserved for women, promoting greater gender representation in decision-making. Additionally, OPDAG **implemented gender action plans** across five zones, including community **awareness sessions** on gender norms and financial literacy. We strengthened the functionality of Land Management Committees (LMCs) and Customary Land Secretariats (CLS) in 34 traditional areas across six OPDAG zones, through **capacity-building sessions** focusing on **land tenure policies, legal frameworks**, and **conflict resolution skills** to promote equitable and transparent **land administration**, contributing to sustainable development and improved land use management.

Moving into 2025, we will **transition key activities to OPDAG**, enabling them to independently lead policy and advocacy efforts. OPDAG will continue engaging with TCDA and stakeholders, while the **Harvest Alert Innovation** will integrate into National Initiatives for Sustainable and Climate Smart Oil Palm Smallholders (NISCOPS 2) to enhance digital extension, traceability, and farmer services.

4.2.6 Côte d'Ivoire

In Côte d'Ivoire, we aim to contribute, in an innovative way, to a sustainable inclusion in the palm oil value chain by taking into account the interests, voices and rights of producers, workers and citizens who need to be represented and listened to in the decision-making relating to the sustainable management of resources, decent working conditions, equitable distribution of value and sustainable consumption. Between 2021 and 2023, our efforts focused on promoting **decent work** and **child labor-free palm oil production**, enhancing **gender inclusion**, and addressing **land rights issues**. Through capacitating stakeholders on child protection provisions, developing and implementing a gender strategy that led to increased women's representation in leadership, and conducting awareness-raising campaigns on land rights.

In 2024, we conducted public **awareness campaigns** on the law prohibiting **child labour** and the worst form of child labour among cooperatives and the oil palm farmers to enhance their compliance to **EUDR regulations**, through Radio talkshows and through printing and distribution of three thousand **(3000) booklets** on the national and international laws on child protection. These efforts strengthened legal awareness, encouraging community behavioural change, and promoting a culture of compliance and sustainability. We supported **Multi-stakeholder Meetings** engaging key stakeholders including government, private sector, and civil society representatives, to discuss the **institutionalization roadmap** of the ASCI/TFA (Africa Sustainable Commodities Initiative) **platform**, to ensure sustainability of commodity governance by embedding ASCI/TFA within government structures. Once adopted, the platform will provide a formal mechanism for engaging stakeholders on sustainable palm oil production, deforestation, and climate change and aligning national policies with global market regulatory requirements like the EUDR and RSPO to ensure continued global market access. In collaboration with the local government authorities and the producer organisations, we conducted **awareness raising campaigns** and **training sessions**, involving community radio broadcasts and workshops to educate farmers on land certification, land tenure security, EUDR compliance and the Forestry Code, and to provide legal guidance on land documentation and dispute resolution, promoting land security, reducing disputes and ensuring long-term investment in sustainable production, agroforestry and compliance with the EUDR regulation. To increase **women's participation in decision-making** and **management positions** in cooperatives, we initiated **capacity-building** for 25 women producers to ensure that they are involved in decision-making processes of the cooperatives and also take up management positions to achieve parity between men and women in management positions.

In 2025 as we approach the programme closure, we will prioritize embedding **child labour** protection practices within community structures to ensure the long-term protection of children and promote ethical labor practices. We will also work on strengthening institutional capacity of the ASCI/TFA platform to ensure sustainable commodity governance and influence in the sector.

4.2.7 Sierra Leone

In Sierra Leone, we focus on addressing policy and other regulatory frameworks, through advocacy, lobbying, women's inclusion, and natural resource management along the oil palm value chain. From 2021 to 2023, we focused on supporting the formulation of the first-ever **Oil Palm Value Chain Policy, raising awareness** of the Forestry Policy, and enhancing citizens' knowledge of key legislations like the Land Commission Act, Customary Land Rights Acts, and Gender Act, while **building the capacity of CSOs** and other stakeholders to advocate for policy improvements and address sustainability issues.

In 2024, we submitted the validated **draft national oil palm value chain policy** and engaged the Ministry of Agriculture and Food Security (MAFS) through the Chief Agriculture Officer to facilitate the speedy passing of the draft oil palm policy into law. We supported the convening of three **Multistakeholder workshops** bringing together farmers, government officials, and CSOs to develop new **policy recommendations** on **sustainable farming**, which focused on **promoting climate-resilient agriculture**, which were subsequently submitted to policy makers and formally **adopted** as part of the **National Agricultural Policy framework**. Following our **awareness campaign on women's land rights** under Part 4 of the Customary Land Act, empowering women to claim land, a woman managed to secure a five-acre plot despite **gender-based barriers**. Additionally, we **raised awareness** through **nationwide radio discussions on EUDR** and **land rights**, alongside two community engagement sessions that led to the **formation of community land committees** which for the first time, **increased women's representation from 20% to 30%**, marking progress toward **gender equity in land governance**, enabling fair land allocation, dispute resolution, and sustainable management. We distributed 1,000 copies of the **RSPO Independent Smallholder (ISH) Standard** and trained farmers in seven districts on **RSPO principles and forestry laws** to **promote sustainable palm** oil production and combat deforestation, to enhance compliance with sustainable palm oil production standards and **improve market access**.

Moving into 2025, we will work towards institutionalising the **National Oil Palm Value Chain Policy**, empowering the local stakeholders, the CSOs, women leaders, and cooperatives to advocate for land rights, gender inclusion, and sustainability initiatives independently and promoting a sense of ownership.

4.2.8 Honduras

In Honduras, we aim to build an inclusive model to achieve decent work conditions based on evidence, increase the knowledge and implementation capacity of producers, workers, the private and public sectors, to achieve decent working conditions for workers in the palm oil sector and to strengthen the capacity of CSOs to promote decent work in the sector. In 2021 to 2023, we focussed on **lobbying the private sector for the adoption and implementation of the Decent Work model and RSPO Principles & Criteria**.

In 2024, we **successfully re-established the Zero Deforestation Roundtable**, providing a structured platform for government-private sector coordination to ensure **compliance with EUDR regulations**. Through strategic partnerships with FENAPALMAH, companies and government entities, we facilitated the first **multi-stakeholder engagements**, between companies and government entities, identified regulatory gaps, and initiated the development of an **EUDR compliance roadmap**. Additionally, we launched a **capacity assessment** to

strengthen sector leadership, **improve traceability systems**, and enhance the federation's role in sustainable palm oil governance. Through the **multi-stakeholder engagements**, we supported the development of the **action plan for regulatory compliance**, increasing producers' understanding of EUDR requirements and developing mechanisms to process deforestation data. To further **promote sustainability and responsible palm oil production**, we partnered with JAREMAR Group to **integrate Gender Equality and Social Inclusion (GESI) initiatives** in line with **RSPO principles**. We conducted **social inclusion and gender workshops** for JAREMAR's Gender Committee, addressing gender-based violence in the workplace and promoting a gender-conscious mindset among employees. These workshops saw strong participation, with **101 women and 20 men** engaging in discussions to promote a more inclusive and equitable working environment.

In 2025, we will concentrate on strengthening the **Zero Deforestation Roundtable**, ensuring its capacity to drive EUDR compliance and sustainable palm oil governance through continued government-private sector coordination. We will also focus on institutionalizing the Gender Equality and Social Inclusion (GESI) initiatives within JAREMAR Group and promoting their wider adoption across the palm oil sector to promote a more inclusive and equitable working environment that benefits all stakeholders.

4.2.9 Europe

In Europe, we aim to contribute to the development of more sustainable and inclusive global palm oil value chains by influencing both public and corporate policies in the areas of value distribution, decent work and natural resources management. From 2021 to 2023, we focused on stimulating **government-to-government dialogues** to address EUDR implications, raising private sector interest in smallholder-inclusive value chains, and contributing to the review of RSPO Principles & Criteria to advocate for free, prior, and informed consent, living wage, and women's rights.

In 2024, we advocated for smallholder inclusion, fair value distribution, and responsible sourcing. In response to compliance challenges posed by the European Union Deforestation Regulation (EUDR), we pushed for an inclusive implementation approach and published a consultation paper for the **2024 Palm Oil Barometer combined with an event in the London Zoo**, which successfully brought smallholder-inclusive sourcing to the attention of major European buyers. We presented its findings at key industry platforms, leading to **direct engagement with retailers exploring inclusive procurement practices**. Additionally, our collaboration with ZSL/SPOTT encouraged the integration of **procurement criteria into sustainability rankings**, further promoting **responsible sourcing**. Solidaridad also influenced **RSPO governance and policies** to better support smallholders and labor rights, **securing revisions to the Smallholder Strategy, protecting land rights** through the retention of Free, Prior, and Informed Consent (FPIC) requirements, and **advocating for smallholder representation on the RSPO Board**. Additionally, through stakeholder engagements, we played a vital role in ensuring the adoption of a **revised Living Wage standard**, strengthening **labor protections** in palm oil certification.

In 2025, we will focus on publishing and disseminating the full Palm Oil Barometer report to drive the adoption of sustainable practices, actively engaging industry stakeholders to foster accountability and translate report findings into actionable change, and strengthening partnerships and platforms to ensure continued progress on key sustainability issues beyond the project's duration.

4.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 6. KEY PERFORMANCE INDICATORS PALM OIL PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	1	5	12
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	3	2	3
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	12	14	23
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	4	5	21
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	67	54	47
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	9	17	7
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	25	27	22
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	24	18	22
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	2,550	2,550	200
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	8,841	14,999	2,500
	# of tools and business models developed and being tested for sourcing, production, trade and investment	4	4	6
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	13	10	12
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	16	15	17
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	140	1,200	2,500
OUTPUT	# of CSO led awareness raising campaigns	4	20	10
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	25	25	47
OUTPUT	# and type of Civil Society actors and target groups supported	69	37	47

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TEAM

5. Cotton & Textiles

Key milestones achieved in 2024:

- Digital integration of farmers on Farm to Spinning Framework in Asia.
- Inclusive standards in place in the cotton and textile sector at all levels with integrated gender transformative approaches.
- Active engagement of supported CSOs in management of inclusive platforms, management of sustainability standards, market linkages, database.

Total Actuals 2024: €2,000,207 for Bangladesh (17%), Indonesia (14%), India (15%), China (12%), Mozambique (11%), Zambia (12%), Ethiopia (7%), Egypt (5%) and Europe (7%)

5.1 INTRODUCTION

In 2024, the RS! Cotton & Textiles programme continued its efforts to transform the sector towards sustainability, inclusivity, and fair value distribution. With the increasing impact of the EU Corporate Sustainability Due Diligence Directive (CSDDD) and sustainability requirements in global markets, smallholder cotton farmers, textile workers, and garment producers faced growing pressure to comply with stricter environmental and labor standards. To address these challenges, RS! Cotton & Textiles strengthened multi-stakeholder engagement, advanced policy advocacy, and promoted responsible purchasing practices. Across Africa and Asia, efforts focused on empowering smallholder farmers and textile workers, integrating regenerative and climate-smart agriculture, and enhancing decent work standards. In Europe, targeted campaigns and advocacy pushed for corporate accountability, responsible sourcing policies, and fairer supply chain relationships.

Key milestones included strengthening cotton producer organizations, expanding regional market integration, and embedding gender and labor rights into textile industry frameworks. In Bangladesh, leading RMG companies adopted clean energy and chemical management policies, while digital advocacy campaigns reached over five million people. In India, over 30,000 farmers transitioned to regenerative and organic cotton farming, supported by policy integration with the National Mission on Natural Farming (NMNF). Across Africa, the Eastern and Southern Africa Cotton Organization (ESACO) expanded its regional influence, while Mozambique, Zambia, and Ethiopia achieved significant progress in policy reform, sustainable cotton production, and social dialogue. In Europe, the programme influenced CSDDD implementation and corporate sustainability strategies, securing commitments from leading retailers to adopt responsible purchasing frameworks. By integrating policy change, innovative business models, and sustainability standards, RS! Cotton & Textiles continues to drive lasting impact towards a fairer, more responsible global textile industry.

5.2 PROGRESS TOWARDS MILESTONES 2024

5.2.1 Bangladesh

The RS! Textile Supply Chain in Bangladesh project aims to enhance environmental and social sustainability in the Ready-Made Garments (RMG) sector by promoting resource efficiency, gender inclusivity, compliance with global standards, and strengthening institutional capacity for long-term resilience. Between 2021 and 2023, we **focused on policy advocacy, capacity building, and industry-wide engagement** to improve compliance with sustainability standards. We strengthened multi-stakeholder dialogues on fair labour practices, energy efficiency, and environmental sustainability while engaging trade unions, industry associations (BGMEA & BKMEA), and policymakers to prepare for EU Corporate Sustainability Due Diligence Directive (EUCSDDD) compliance.

In 2024, we **advanced sustainability policies and cleaner production standards** in Bangladesh's RMG sector. Seven companies adopted energy and clean production measures, while BGMEA and BKMEA issued policy notes promoting alignment with EUCSDDD. Digital campaigns with top media outlets reached over 5 million people, raising awareness on regulatory compliance. Gender and Social Inclusion (GESI) was integrated throughout, including the rollout of the **Gender Inclusivity Assessment Tool (GIAT)**, developed with BGMEA to improve leadership diversity, safety, and workplace equity. Companies like Desh

Garments and InterFAB applied GIAT to strengthen female representation in supervisory roles. We also piloted gender-sensitive training modules in three factories, reaching 750 workers, 90% women, to enhance leadership, compliance, and readiness for the Fourth Industrial Revolution (4IR). These efforts collectively advanced inclusive, sustainable transformation in the sector.

In 2025, we will transition key activities, such as training, policy advocacy, and sustainability monitoring, to BGMEA, BKMEA, and the Bangladesh Labour Foundation to ensure the long-term sustainability of the project. This transition will include a closeout workshop that will consolidate and share learnings with local actors to empower them to sustain the impact of the project.

5.2.2 China

The objective of the project is to strengthen the sustainability of China's cotton and textile supply chains by promoting inclusive, responsible trade and production practices aligned with global standards and regulatory frameworks. Between 2021 and 2023, the groundwork was laid through **stakeholder engagement, institutional partnerships, and advocacy on sustainable production**. The project began raising awareness on upcoming EU regulations and their implications for Chinese enterprises, while initiating collaboration with key actors in the textile industry.

In 2024, we achieved significant progress in knowledge generation, advocacy, and multi-stakeholder engagement. Our bilingual research and training materials on the **EU's Deforestation-Free Regulation (EUDR) and Corporate Sustainability Due Diligence Directive (CSDDD) reached over 2,000 stakeholders**, raising awareness among public officials, businesses, and academics on regulatory implications for China's textile trade. Key interventions, including the International Forum on Investment, Trade, and Sustainable Development, the launch of Solidaridad's Chongqing Office, and the formation of the Xihua ESG Think Tank, expanded our national advocacy presence. GESI was integrated into these processes, particularly through the updated China SME Social Responsibility Guide, which embedded inclusive standards for small and medium enterprises. Participation in major industry platforms such as the World Fabric Conference and the China Cotton Industry Development Summit further strengthened cross-sector partnerships and reinforced sustainability and equity in the cotton and textile value chains.

In 2025, the project will focus on deepening multi-stakeholder collaboration, scaling the dissemination of sustainability tools, and leveraging our local office and platforms for long-term impact. Special emphasis will be placed on enabling enterprises, particularly SMEs, to operationalize sustainability strategies, adopt inclusive business models, and align with international standards, ensuring continuity and institutionalization of results beyond the project's closure.

5.2.3 Indonesia

The RS! Cotton & Textile project aims to establish a responsible, inclusive, and climate-friendly cotton and textile supply chain in Indonesia by strengthening Micro, Small and Medium Enterprises (MSMEs), cooperatives, and civil society, promoting sustainable production, and enhancing workers' rights and market access. From **2021 to 2023, we successfully mobilized key stakeholders, including Perserikatan BumDes Indonesia**

Gerbangmassa (PBI Gerbangmassa) and Torajamelo, to improve the sustainability of Indonesia's textile industry. We strengthened cooperatives, facilitated market linkages, and engaged the private sector in sustainable practices. We empowered Trade Unions to advocate for workers' rights, and introduced digital innovations like KUBU.id to enhance worker networks and skills.

In 2024, we advanced disruptive business models and policy innovations in Indonesia to improve fair value distribution and strengthen producer bargaining power in the textile sector. Our policy advocacy influenced CSR policy in Sragen Regency, leading to the formation of the Koperasi Multi Pihak Plupuh Ampuh, chaired by a woman leader, reflecting inclusive governance. We expanded weaver groups in Sintang and Buton Tengah and delivered tailored training that enhanced women's leadership, confidence, and business skills. The Know My Brand campaign engaged over 3,000 union members on sustainability, while KUBU.id connected 5,077 workers to employers and market intelligence. GESI was integrated throughout these activities by ensuring women's participation in cooperative decision-making and leadership roles, and by equipping them with tools to boost their economic independence. Training of 160 social auditors and the distribution of guidebooks on Social Audits, ILO C190, and EUCSDDD strengthened compliance, while partnerships with universities and civil society supported the integration of sustainability standards across the value chain. These combined efforts enhanced inclusivity, resilience, and transparency in the textile industry.

In 2025, local partners will take over advocacy initiatives and digital platforms to ensure sustainability. Trade unions will maintain worker rights campaigns, cooperatives will lead market access strategies, and the AHANA platform will support SME development, while local partnerships will drive financial sustainability, with a final closeout workshop to synthesize lessons learned.

5.2.4 India

The RS! programme in India aims to create a sustainable and inclusive cotton value chain by empowering smallholder farmers and workers through regenerative agriculture, improved market access, fair pricing, and enhanced supply chain transparency. **Between 2021 and 2023, we strengthened civil society engagement, supported Farmer Producer Organizations (FPOs) in adopting climate-smart agriculture, and introduced traceability** tools like Solitrace to improve market access and transparency. We also expanded the ACRE platform, creating policy dialogues with government and private sector stakeholders.

In 2024, we strengthened sustainable agriculture in India by supporting over 30,000 farmers to adopt regenerative and organic practices, reducing cultivation costs by 32% and increasing incomes. We trained 30 farmer groups in climate-smart agriculture, collective marketing, and conducted soil testing, while aligning with the National Mission on Natural Farming to secure policy support for sustainable soil health. Over 10,000 bales of Regenagri-certified cotton were procured, attracting brands such as Kontoor, Bestseller, Sting, and Uniqlo through strategic dialogues. Gender and social inclusion were woven into all interventions, two women-led FPOs were established, with women trained in leadership, financial literacy, and sustainable input production. Women farmers actively participated in regenerative certification, ran small input enterprises, and engaged directly with buyers, boosting their market access and decision-making power. Tools like Solitrace and MAKARA improved traceability and connected 650 farmers, many of them women, to advisory services and market intelligence, creating a more resilient and inclusive cotton sector.

In 2025, we will ensure sustainability by institutionalizing ACRE as an independent multi-stakeholder platform for policy advocacy and regenerative farming. The Solitrace and MAKARA apps will be scaled to support broader adoption. FPOs and federations will take full ownership of supply chain transparency and collective bargaining initiatives, while a final closeout workshop will document best practices, securing stakeholder commitments for continued investment in regenerative cotton farming.

5.2.5 Africa

The Reclaim Sustainability! Cotton Regional Project aims to strengthen multi-stakeholder platforms (MSPs) and representative institutions under the Eastern and Southern Africa Cotton Organization (ESACO) to amplify voices for policy change, inclusive trade, and sustainable cotton production. Between **2021 and 2023, we revived ESACO as a regional cotton multi-stakeholder platform, expanding its influence across Malawi, Zambia, Zimbabwe, Mozambique, and Tanzania**. ESACO secured a seat on the International Cotton Advisory Council's (ICAC) technical advisory committee, enhancing its role in shaping regional and global trade policies. Additionally, the election of a female chairperson in 2023 led to the introduction of gender-responsive programming, including the Women Economic Empowerment Project supported by We Effect.

In 2024, we expanded ESACO's regional influence by integrating the Ethiopian Cotton Producers Exporters and Ginners Association (ECPGEA), strengthening its role as a continental driver for sustainable cotton development. Through multi-stakeholder dialogues in Ethiopia, we secured commitments from ginners, textile companies, and designers to adopt green technologies and promote transparent market structures. Our high-level policy engagement led to Ethiopia's membership in ICAC and the signing of three MoUs between the Ministry of Agriculture, ESACO, and ICAC. A regional dialogue involving participants from nine countries yielded policy recommendations, including a fair value distribution brief to inform pricing, marketing, and public support strategies. Throughout these processes, GESI was embedded as a cross-cutting element, dialogues addressed barriers to women's participation in the cotton value chain, and cotton farmer associations, including smallholders and women's groups, were actively involved in shaping advocacy messages. Partnerships with We Effect and GIZ further strengthened the integration of gender equality and economic empowerment into the sector's sustainability and reform agenda.

As the project concludes in **2025, ESACO will be strengthened through strategic partnerships**, capacity building, and funding mobilization to sustain its advocacy and policy engagement role. Aligning with AfCFTA and COMESA, the platform will ensure regional market integration, while ongoing training and institutional support will empower local stakeholders to sustain impact beyond the RS! programme.

5.2.6 Mozambique

The RS! Cotton Mozambique Project aims to establish a resilient and inclusive cotton sector by strengthening farmer organizations, advocating for decent work conditions, and promoting sustainability through multi-stakeholder platforms (MSPs) and policy dialogue. **Since 2021, we have built the capacity of farmer associations and enhanced policy advocacy and governance within the cotton sector.** By 2023, key farmer organizations such as FOPANA and FOPANI were formally recognized, increasing their influence in pricing negotiations, contract farming, and sustainability efforts. We also engaged ginners and trade unions, strengthening private sector commitment to fair labor practices and sustainability standards.

In 2024, we strengthened smallholder voice and influence in Mozambique's cotton sector by training 54 farmer leaders in advocacy, governance, and leadership, enabling their active participation in district and provincial dialogues that produced policy recommendations on contract farming, investment gaps, and pricing. These inclusive forums brought together farmers, ginners, researchers, financial institutions, and government representatives to address sector challenges. Through multi-stakeholder platforms such as the Nampula MSP, we advanced dialogue on fair pricing, decent work, and sustainability, and facilitated engagement between ginners (Sanam and Fesap) and workers' unions to improve labor relations, wages, and occupational health. GESI was integrated throughout these processes, particularly through the empowerment of women and youth in rural cotton communities. In Cuamba district, we identified and trained 15 youth gender champions to represent young farmers in decision-making, following tailored sessions designed to overcome literacy barriers. Farmer organizations were also supported to engage in pricing and market access forums, while decent work principles were promoted among farmers and ginners to reinforce inclusive and fair labor practices.

In 2025, we will focus on capacity-building support to key farmer organizations and the Provincial Cotton Multi-Stakeholder Platform (CROESPA) to sustain policy dialogue, gender

inclusion, and regenerative agricultural practices. A national policy convening will strengthen linkages between local, provincial, and national platforms, securing long-term impact on Mozambique's cotton sector.

5.2.7 Zambia

The RS! Cotton Zambia project aims to promote a sustainable, inclusive, and climate-resilient cotton sector by strengthening civil society, empowering farmers, and advocating for policy reforms that enhance governance, fair pricing, and decent work conditions. **From 2021 to 2023, we focused on strengthening the governance structures of the Cotton Association of Zambia (CAZ), establishing the National Cotton Multi-Stakeholder Platform (MSP)** in 2022, and advocating for key policy reforms, including the review of the Cotton Act. Our engagement with ginners and labor organizations led to greater recognition of decent work principles and fair labor practices in the cotton value chain.

In 2024, we facilitated multi-stakeholder platform (MSP) dialogues that informed the drafting of a Theory of Change to guide the formalisation of smallholder cotton farmers into a cooperative-led federation, ensuring the inclusion of diverse voices, particularly women and youth, through targeted consultations. In partnership with the Cotton Association of Zambia (CAZ), we supported the review and development of a five-year strategic roadmap, where stakeholder engagement intentionally considered gender and regional representation to strengthen ownership and equity. We worked with the Ministry of Labour to launch Decent Work Guidelines addressing social protection, workers' rights, and occupational safety, with provisions that reflect the realities of both male and female agricultural workers. To enhance productivity, we introduced a harmonised extension manual, developed with input from field officers and lead farmers, including female extension agents, to ensure content accessibility and relevance across gender and age groups. These outcomes were achieved through capacity-building workshops, policy dialogues, and radio campaigns that helped amplify smallholder perspectives and reinforce inclusive and sustainable sector transformation.

Our sustainability activities in 2025 will focus on strengthening CAZ's capacity to advocate independently, institutionalizing the MSP for continued policy engagement, and ensuring the integration of Decent Work Guidelines into sector policies. We will ensure continuity in policy advocacy, farmer support, and sustainability initiatives through government and private-sector partnerships, securing a resilient and inclusive future for Zambia's cotton sector.

5.2.8 Egypt

The RS! Egypt project aims to establish a responsible, inclusive, and climate-smart cotton and textile value chain, ensuring that smallholder cotton farmers and garment workers benefit from decent work, fair value distribution, and environmental protection. **Between 2021 and 2023, we strengthened partnerships with key institutions**, including the Environmental Compliance Office of the Federation of Egyptian Industries (FEI) and the Ministry of Agriculture, to improve occupational safety and sustainability in the cotton and textile sector. We facilitated multi-stakeholder dialogues, promoted sustainable farming practices, and initiated digital solutions to support smallholder farmers.

In 2024, we strengthened occupational safety and health (OSH) practices in Egypt by conducting OSH dialogues across industrial zones, deliberately including

female workers and union representatives to ensure gender-responsive workplace safety protocols. We improved conditions in wet processing factories through chemical management workshops that engaged both men and women, raising awareness of hazardous substances. Partnering with the Ministry of Agriculture, we developed a gender-informed policy brief on sustainable cotton farming, now adopted into the National Agricultural Policy framework. To boost resource efficiency, remote sensing technology was introduced across 1,462 plots, with inclusive training for male and female extension agents and farmers. A textile waste mapping study informed our circular economy interventions, complemented by gender-aware training designed around roles in the textile sector. We also launched digital tools, including a web portal and SMS-based services, tailored to bridge literacy and ICT gaps among women smallholder farmers. Throughout, multi-stakeholder dialogues included women from government, academia, industry, and factory floors, helping embed inclusive perspectives in policy and practice across the cotton and textile value chains.

RS! Egypt will conclude its activities by March 2025, transitioning key responsibilities to local partners. The Environmental Compliance Office will continue overseeing chemical management initiatives in textile factories, while a multi-stakeholder forum will sustain dialogue on sustainability. Digital extension services for farmers will be supported through collaboration with other projects, ensuring the continuity of knowledge transfer and resource efficiency improvements.

5.2.9 Ethiopia

The RS! Cotton & Textile Ethiopia project fosters a responsible, inclusive, and climate-smart cotton and textile value chain by ensuring smallholder farmers and garment workers benefit from decent work, fair income, and sustainability, while promoting multi-stakeholder engagement, inclusive governance, and sustainable farming and labor practices. **Between 2021 and 2023, we strengthened the National Cotton Multi-Stakeholder Platform (NCMSP)**, enabling dialogue on sustainable cotton production and advocating for fair pricing, VAT exemptions for cotton sales, and inclusive market systems. We also integrated the Start, Awareness, Support, and Action (SASA) methodology to promote gender equality and collaborated with the Industrial Federation of Textile, Leather, and Garment Workers' Trade Unions (IFTLGWTU) to advocate for decent work policies.

In 2024, we strengthened civil society and multi-stakeholder engagement in Ethiopia's cotton and textile sector by training 112 CSO and trade union representatives in advocacy, gender equality, and sustainable production, enabling 21 local actors to influence policy reforms. GESI was integrated through the SASA methodology, ensuring women and marginalized groups actively shaped decisions across the value chain. We facilitated a contract farming system on 1,000 hectares between organic cotton cooperatives and the Gamo Development Association, supported by ETB 1 million (€7,575) in loans from Kanoria Textile PLC. At the enterprise level, we piloted the CSDDD toolkit at Jay-Jay Textiles PLC and launched the National Cotton Multi-Stakeholder Platform (NCMSP) to improve governance. Policy engagement led to Ethiopia joining ICAC, while piloting biochar on private farms boosted yields by 50%. GESI was further reinforced through training on leadership and financial literacy for women, gender-focused advocacy campaigns using local languages, and the active participation of gender champions in public awareness efforts, including the 16 Days of Activism and a 5km run for gender equality in Addis Ababa.

Empowering change: Birtukan Bogale's Journey In Ethiopia's Textile Industry

Cotton & Textiles (Ethiopia - Solidaridad East and Central Africa)

Birtukan Bogale has faced numerous hurdles in her pursuit of a career in the textile industry. The 25-year old is a textile inspection expert from Bansa Daye Zone, in Ethiopia's Sidama Region. Upon completing her studies in Hawassa, she secured a job and quickly impressed her trainers with her efficiency and rapid learning. This led to a promotion and a salary increase. *"I was determined to prove my worth and show my employers that I was capable of taking on more responsibility,"* Birtukan says. *"My diligent work and dedication were recognized by the promotions and pay raises."*

But despite being a hard worker, she faced gender discrimination and was unjustly dismissed, which affected her self-esteem. This is not unique to Birtukan. Working conditions within the Ethiopian textile and clothing industry often affect worker productivity and the industry's reputation. Women and youth, in particular, face considerable discrimination in this male-dominated sector, leaving little room for equal opportunities.

The Ethiopian textiles industry is grappling with a range of challenges that significantly hinder its growth, particularly impacting small-scale industries. This includes: limited access to funding and financial resources, limited access to markets as well as regulatory and infrastructural challenges, poor management practices, and lack of technology and innovation. These factors reduce the efficiency and competitiveness of the sector. Moreover, the industry faces sustainability and inclusivity issues, such as environmental hazards, unethical practices, and gender inequality.

When Solidaridad introduced the RECLAIM Sustainability! project at Birtukan's workplace, she was recognized for her strengths and abilities. Through the project, she received training in gender equality, confidence, and empowerment, leading to transformative changes in her life. It not only taught her sustainable industrial practices but also empowered her to become a gender champion in Ethiopia.

The project aims to create a responsible, inclusive, and climate-smart global cotton and textiles value chain, and seeks to ensure that smallholder cotton farmers and garment workers in Ethiopia benefit from decent work, fair wages, and protected ecosystems. It provides an inclusive learning platform to train participants as community gender champions, fostering community dialogues and strengthening women's action groups to promote gender-responsive solutions.

Birtukan's dream now is to continue growing her skills, become a manager, and make a difference in the lives of others, guiding them to become better versions of themselves.

In 2025, the sustainability activities will include transitioning advocacy work to government agencies, industry associations, and CSOs. Additionally, the CSDDD toolkit will be scaled to reach more companies, and the Ministry of Agriculture's contract farming model will be expanded. Finally, a steering committee will be established to manage policy engagement and ensure long-term sustainability.

5.2.10 Europe

The RS! Cotton & Textiles Europe project drives systemic reforms in the European cotton and textile sector by collaborating with Multi Stakeholder Initiatives (MSIs), corporate partners, and EU policy makers to promote fair value distribution, decent work, and sustainable environmental management. **From 2021 to 2023, we engaged with EU institutions, MSIs, and private sector actors to strengthen corporate accountability** and sustainability regulations in the textiles sector. The EU Strategy for Sustainable and Circular Textiles was launched in 2022, and we influenced its implementation to ensure a balance between social, environmental, and commercial sustainability. We made progress in **integrating decent work standards into MSIs like Better Cotton Initiative (BCI)**, Organic Cotton Accelerator (OCA), and the Social and Labor Convergence Program (SLCP).

In 2024, we influenced EU textile policies and corporate practices by advocating for the inclusion of responsible purchasing practices in the **Corporate Sustainability Due Diligence Directive (CSDDD)**, ensuring businesses address the social and environmental impacts of their sourcing. Through collaborations with FWF and OCA, we promoted frameworks for mandatory living wages and improved purchasing terms, while supporting OCA's Decent Work Strategy on living income, child labor, and worker safety. We played a key role in rebranding SAC into Cascale, strengthening its social sustainability agenda, and guided Better Cotton to enhance its due diligence framework to prevent labor violations and land grabbing. Our co-leadership of the Learning and Implementation Community (LIC) for the Common Framework for Responsible Purchasing Practices (CFRPP) led to corporate shifts, HEMA adopted a 2-way Code of Conduct and improved supplier payment terms, while O'NEILL reduced payment terms from 90 to 60 days. These outcomes were driven by policy advocacy, multi-stakeholder dialogues, and roundtables with organizations such as BCI, SLCP, and Cascale. Gender and social inclusion were woven into these processes by ensuring that marginalized groups, particularly women and migrant workers, benefit from stronger labor protections and corporate accountability, and by assessing how their needs are reflected in regulations, company policies, and MSI requirements. Our global presence enabled us to bring Southern voices into European debates, advocating for policies and business practices that are more inclusive and just.

In 2025, we will transition our advocacy and corporate engagement roles to MSIs, CSOs, and corporate partners to ensure that public and corporate policies continue evolving through coalitions. The tools and strategies developed under RS! will be embedded into ongoing industry initiatives, ensuring sustainability beyond the project's duration. MSIs will take the lead in monitoring sustainability commitments, while we focus on sharing lessons learned, securing long-term funding, and ensuring knowledge dissemination through global platforms to sustain the impact of the project beyond 2025.

5.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 7. KEY PERFORMANCE INDICATORS COTTON AND TEXTILES PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	8	9	0
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	4	11	0
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	18	20	0
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	12	15	18
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	37	62	0
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	24	35	16
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	22	49	10
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	42	23	20
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	100,500	34,789	3,100
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	81,600	46,694	3,100
	# of tools and business models developed and being tested for sourcing, production, trade and investment	6	13	10
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	20	33	14
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	21	37	30
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	9,719	327,843	3,500
OUTPUT	# of CSO led awareness raising campaigns	17	28	23
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	28	31	18
OUTPUT	# and type of Civil Society actors and target groups supported	34	61	18

6. Gold

Key milestones achieved in 2024:

- Adjusted Policies and decisions are approved.
- MSPs are self-sustaining with increased women and youth representation in important policy dialogues and decision making processes.
- ASM value chain players have adopted voluntary and mandatory standards for sustainable mining.
- ASM miners are formalised and integrated in formal supply chains.
- European citizens reached and activated to push for change with policy makers.

Total Actuals 2024: €1,075,992 for Ghana (18%), Kenya (19%), Uganda (11%), Peru (46%) and Europe (6%)

6.1 INTRODUCTION

In 2024, the RS! Gold programme advanced its mission to transform the artisanal and small-scale gold mining (ASGM) sector into one that is inclusive, responsible, and environmentally sustainable. The programme focused on strengthening responsible mining practices, gender and social inclusion, financial access, and policy reform. A key achievement was its contribution to national and regional ASGM policy frameworks, including the development of self-regulatory mechanisms led by miners' associations and gender-responsive policy inputs. These efforts were backed by multi-stakeholder coalitions uniting miners, government, civil society, and the private sector to address sector formalization, environmental risks, and inclusion.

The programme also supported miners in improving environmental and social standards through capacity building, adoption of mercury-free technologies, and access to formal financing. Women miners gained increased visibility and leadership through targeted training and engagement in policy platforms. Internationally, RS! Gold strengthened connections between ASGM producers and responsible markets, advancing the Responsible Gold Credit System (RGCS) and promoting inclusive sourcing commitments from companies. The programme ensured that Global South miner perspectives were represented in global responsible sourcing and due diligence dialogues.

6.2 PROGRESS TOWARDS MILESTONES 2024

6.2.1 Africa

The RS! Gold project aims to contribute to a responsible global gold value chain by ensuring artisanal and small-scale miners (ASM), particularly women, operate under legal and safe conditions while earning a living income with an improved bargaining position. Since 2021, we have strengthened advocacy on responsible mining, facilitated multi-stakeholder dialogues, and supported policy domestication to align national frameworks with the Africa Mining Vision (AMV).

In 2024, our efforts led to significant policy advocacy outcomes, regional engagement, and public awareness initiatives. We **disseminated three policy briefs on AMV domestication in Ghana, Kenya, and Uganda, securing government commitments** through dialogues. A continental discussion at the Alternative Mining Indaba (AMI) brought together ASM communities, governments, and media to address mercury use, illicit financial flows, and miners' health and safety. Public awareness gained traction with the documentary Poison for Gold, highlighting mercury's impact and reaching thousands through AMI screenings and a social media campaign. Additionally, an investigative article on illegal mining attracted media attention, including a CNN feature. We also integrated GESI approaches, profiling challenges faced by women miners and advocating for equal pay, access to finance, and safer working conditions. The documentary underscored the disproportionate effects of mercury on women and children.

As we approach programme closure in 2025, we will consolidate policy commitments, facilitate final learning exchanges, and amplify advocacy efforts for lasting impact on responsible gold mining governance in Africa.

6.2.2 Ghana

The RS! Gold project in Ghana, aims to promote responsible and inclusive small-scale mining practices in Ghana by addressing social, environmental, and economic challenges in the sector. From 2021 to 2023, the project strengthened gender and social inclusion, mitigated illegal mining's impacts, and promoted mercury-free gold processing. Partnerships with CSOs, regulators, and mining associations were instrumental in advocating for policy reforms and responsible mining practices.

In 2024, we **validated the Gender Equality and Social Inclusion (GESI) policy with the Ghana National Association of Small-Scale Miners** (GNASSM) and **supported twelve mines in adopting responsible mining practices** through the Code of Risk-mitigation for ASM engaging in Formal Trade (CRAFT) Code. Investments in mercury-free technologies increased, while CSO coalitions submitted a communique addressing illegal mining. Our media campaign and health screenings raised awareness of mercury's health impacts, and dialogues assessed the implementation of the Africa Mining Vision (AMV). Additionally, we **established the National Partners' Forum** to combat child labour in the artisanal and small-scale gold mining (ASGM) sector.

Minerals Commission, Solidaridad unveils forum to tackle child labour in the mining sector

Gold (Ghana - Solidaridad West Africa)
Child labour remains a pressing concern within mining communities in Ghana where children are often exposed to hazardous conditions and deprived of education. In partnership with Ghana's Minerals Commission, Solidaridad has set up a National Partners Forum (NFP) to tackle child labour in the mining sector.

The forum provides a platform for stakeholders to collaborate and advocate for policy reforms, as well as mobilize resources to implement the Child Labour Eradication Framework (CLEF).

The National Partners Forum comprises representatives from the Ministry of Lands and Natural Resources, Minerals Commission, Ministries of Education, Employment and Labour Relations and Gender, Children & Social Protection.

Through the RECLAIM Sustainability! programme, Solidaridad has been advocating for responsible mining practices where fair value distribution, safe working conditions, child labour, and deforestation were central to the agenda of policymakers.

To promote gender inclusion, we integrated Gender Action Learning Systems (GALS) into training programs and launched initiatives to equip women with technical skills for better-paid mining jobs. Through our Kering project, 18 women have enrolled in technical colleges to gain expertise in excavator driving, health and safety, and mining prospecting. A GESI expert guides these efforts to ensure meaningful inclusion. Broader interventions have trained over 80 actors on mercury-free smelting forges, strengthened responsible mining campaigns, and enhanced the Environmental Protection Agency's (EPA) capacity to integrate responsible mining standards.

As we approach programme closure in 2025, we will focus on sustaining responsible mining practices, strengthening regulatory frameworks, and securing long-term investment in mercury-free technologies to ensure a safer, more inclusive, and sustainable mining sector in Ghana.

6.2.3 Kenya

The RS! Gold project in Kenya aims to address sustainability challenges in the Artisanal and Small-Scale Gold Mining (ASGM) sector by empowering miners and their representatives to actively participate in decision-making processes. Between 2021 and 2023, the project advanced occupational health and safety, gender inclusion, and miner-led advocacy. Over 30,000 gold miners were indirectly reached through media outreach, while initiatives like the Self-Regulatory Framework and the Artisanal and Small-Scale Miners Association of Kenya (ASMAK) strengthened collective representation.

In 2024, we mobilized over 400 miners through five civil society organizations in Migori, Narok, Kakamega, and Turkana, **enabling them to influence county finance bills** and reverse punitive tax rates. **ASMAK's capacity was strengthened** through Standard Operating Procedures, and Kenyan miner leaders participated in the Geita Mineral Expo and a Ghana learning visit, leading to **50% of participants adopting sustainable mining technologies**. To advance gender inclusion, the project implemented the Start Awareness Support and Action (SASA) methodology, identifying gender champions to support women and youth participation in mining. These champions, trained by GESI experts, reached 200 miners, supported women in mining events, and facilitated dialogues on the Africa Mining Vision. Additionally, consultative meetings with the State Department of Mining helped integrate stakeholder feedback into the Self-Regulatory Framework.

As we approach programme closure in 2025, our focus will be on fully implementing the self-regulatory framework, empowering miners to independently enforce safety and mining standards, ensuring long-term sustainability in the sector.

6.2.4 Uganda

The RS! Gold project in Uganda aimed to enhance the capacity of civil society and artisanal miners to influence mining regulations, promote sustainable practices, and foster an inclusive and transparent artisanal and small-scale mining (ASM) sector in Uganda. Between 2021 and 2023, the project mobilized over 500 miners through the Uganda Association of Artisanal and Small-Scale Miners (UGAASM) to engage in policy discussions, strengthening advocacy and stakeholder engagement, including with the Bank of Uganda.

In 2024, key milestones included **finalizing mining regulations**, advancing a **draft gold purchasing framework**, and **expanding a self-regulatory tool for improved accountability.** Leadership and advocacy training **empowered UGAASM representatives to influence policies**, while gender inclusion efforts ensured women's active participation in decision-making. A gender committee was established to advocate for policies optimizing ASM formalization, and the Start Awareness Support and Action (SASA) methodology was deployed to challenge gender norms and advance equitable participation. **Gender champions led awareness campaigns** on gender-based violence and engaged power holders to address inequalities.

Three miner representatives contributed to the Gender and Social Inclusion Thematic Learning Group Roundtable, sharing best practices and mobilizing women miners for greater economic opportunities. The Regional Gender Inclusivity Advisor and National Gender Officer played key roles in aligning interventions with gender analysis and training gender champions.

As the project concludes in 2025, efforts will focus on securing final approval of mining regulations, scaling the self-regulatory tool, and advocating for the central bank's gold purchasing framework to ensure lasting formalization, accountability, and inclusion in Uganda's ASM sector.

6.2.5 Peru

The RS! Gold Peru aimed to strengthen the sustainability and formalization of the artisanal and small-scale mining (ASM) sector by addressing regulatory challenges, enhancing financial inclusion, and promoting gender equality. Between 2021 and 2023, the project reactivated the Grupo de Diálogo Minería de Pequeña Escala (GDMDS), a multi-stakeholder platform uniting miners, government agencies, and civil society to address ASM challenges. It also promoted financial inclusion and strengthened women miners' representation in policy discussions.

In 2024, the project **facilitated over 30 GDMDS dialogues**, resulting in **10 policy recommendations and enhancing civil society** oversight. Through the **PrestaMAPE initiative, 17 ASM mines secured loans exceeding USD 150,000**, prompting Caja Ica to sustain financing independently. The **National Network of Women Miners (RNM-MAPE) expanded to support 14 organizations**, engaging 370+ women in training and policy advocacy. Women miners influenced the new ASM law and, through the "Emprende Pallaquera" program, 90 women received business training and seed capital, leading to six micro-enterprises. These milestones were achieved through structured technical support, financial education, and gender equity initiatives under MINEM's Gender Plan. **Participation at the OECD Forum in Paris further amplified these efforts globally.**

Women miners advocating for their rights for formalization

Gold (Peru - Solidaridad Latin America)
Justa Taype (left on photo) is a miner and board member at the National Network of Women in Artisanal and Small-Scale Mining in Peru. Along with Soledad Limascca and Lucía Hidalgo, in this impact video, she is among the storytellers on behalf of women miners and *pallaqueras* in Peru.

Pallaqueras are women miners who work on the outskirts of artisanal mines, manually collecting gold-bearing ore from mine waste piles or slopes. They face challenging working conditions and a lot of insecurity, but they are taking charge to improve the situation. More than 400 women miners have united in the National Network of Women in Artisanal and Small-Scale Mining to advocate and lobby the government to recognize their work as women miners. They also advocate for the regulations on artisanal and small-scale mining to take their situation into account.

Together, they are stronger in advocating for this important change. Currently, the National Network comprises 18 supporting associations. In the recent past, it has visited eight communities, engaging with more than 240 women miners who learned about the Network and voiced their key demands.

In December 2023, the first Gender Plan was approved by the Ministry of Energy and Mines to promote gender equality in the artisanal mining sector. Starting in March 2025—after a period of political instability within the Ministry—the plan will be implemented in coordination with the National Network, reflecting the organization's ongoing commitment to advancing equal rights and opportunities in the sector.

As the programme concludes in 2025, priorities will include consolidating policy gains, strengthening ASM financial access, and sustaining gender inclusion. RNM-MAPE will continue advocacy, and lessons from PrestaMAPE will be systematized for broader replication, leaving a more structured, inclusive ASM sector in Peru.

6.2.6 Europe

In Europe, we aimed to promote responsible gold sourcing, strengthen civil society's role in policy discussions, and advocate for gender equity in the artisanal and small-scale mining (ASM) sector. Between 2021 and 2023, the project engaged companies, policymakers, and civil society to drive systemic change in responsible ASM gold sourcing, amplify Global South voices in policy discussions, and address gender disparities.

In 2024, key milestones included **commitments from Fairphone, Bruna the Label, and Shiftphone to purchase credits from the Responsible Gold Credit System** (RGCS), validating industry support for responsible sourcing. **Global South representatives led panels at the OECD Responsible Minerals Forum**, strengthening ASM miners' role in decision-making. The project also **spotlighted gender equity, with a case study on village savings and loan associations** (VSLAs) featured in the World Bank's ASM Sector Report, highlighting financial inclusion for women miners. **Dutch jewelry brand A Beautiful Story committed to direct ASM gold sourcing** from Tanzania, setting a precedent for traceable supply chains. Meanwhile, the **European Partnership for Responsible Minerals (EPRM) continued prioritizing ASM gold** alongside energy transition minerals.

These achievements resulted from strategic engagement with corporate actors, policymakers, and advocacy networks. The project facilitated direct industry-miner connections, ensuring corporate commitments to ethical ASM sourcing. Co-organizing panels at global forums strengthened Global South participation in policy discussions, while partnerships with the World Bank elevated gender-focused financial solutions. Advocacy efforts safeguarded ASM gold's relevance in responsible minerals policies, emphasizing formalization, environmental protections, and gender inclusion.

As the programme nears completion in 2025, priorities will include scaling RGCS, expanding industry participation, and securing policy gains to sustain responsible ASM gold sourcing and gender equity.

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6.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 8. KEY PERFORMANCE INDICATORS GOLD PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	5	2	13
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	4	6	7
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	8	6	26
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	5	5	18
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	21	30	29
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	12	12	5
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	13	17	10
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	13	11	14
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	610	934	2,000
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	1,400	444	3,000
	# of tools and business models developed and being tested for sourcing, production, trade and investment	6	6	8
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	49	4	30
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	15	9	15
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	1,620	9,132	4,000
OUTPUT	# of CSO led awareness raising campaigns	10	9	7
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	10	19	31
OUTPUT	# and type of Civil Society actors and target groups supported	38	28	31

7. Africa Food

Key milestones achieved in 2024:

- Farmer associations, unions and women groups' capacity to negotiate and bargain improved.
- Increased women and youth representation in important policy dialogues and decision making processes.
- Inclusive standards adopted by policy makers and farmers.
- Sustainable policy implementation structures established in government systems.

Total Actuals 2024: €488,344 for Mozambique (30%), Zambia (27%), Uganda (9%), Kenya (14%) and Egypt (21%)

7.1 INTRODUCTION

In 2024, the RS! Africa Foods programme continued to drive inclusive, sustainable, and resilient food value chains across Mozambique, Zambia, Kenya, Uganda, and Egypt. Amidst rising concerns over food safety, market access, and fair value distribution, smallholder farmers, particularly women and youth, faced challenges related to unfavorable policies, climate change, and limited representation in decision-making. In response, the programme strengthened multi-stakeholder platforms, advanced food safety regulations, and expanded digital market access solutions. Across the region, efforts focused on policy advocacy, capacity building for farmer organizations, and the promotion of climate-smart agricultural practices, ensuring smallholder farmers could secure better market opportunities and influence sector governance.

Key achievements in 2024 included increased adoption of Good Agricultural Practices (GAP), strengthened governance frameworks, and improved farmer market linkages. In Mozambique, the Farmer2Market tool enhanced traceability and transparency, while engagement with policymakers advanced national pesticide regulations. In Zambia, the ZAMGAP food safety standard was institutionalized, strengthening government and private sector collaboration. Kenyan CSOs successfully influenced policy frameworks such as the National Food Redistribution Guidelines, while Uganda launched its 10-year Horticulture Strategy, increasing market access for farmers. Meanwhile, Egyptian soybean farmers benefitted from digital extension services and contract farming mechanisms, reducing dependency on imports and improving production sustainability. By integrating policy change, inclusive governance, and market innovations, RS! Africa Foods continues to empower smallholder farmers, promote food security, and enhance agricultural sustainability across the continent.

7.2 PROGRESS TOWARDS MILESTONES 2024

7.2.1 Mozambique

The RS! Africa Foods project in Mozambique aims to promote good agricultural practices (GAP) and improve market access for smallholder farmers in Mozambique by strengthening farmer organizations, enhancing food safety standards, and facilitating connections between farmers, markets, and policymakers. Since 2021, we have progressively expanded our efforts, working closely with civil society organizations, farmer networks, and government institutions to raise awareness about safe food production and consumption. By leveraging existing Solidaridad initiatives, we have reinforced structural organization among farmers and promoted inclusive leadership within farmer groups.

In 2024, key achievements included increased farmer **adoption of good agricultural practices (GAP)**, improved market linkages, and greater consumer awareness about food safety. Farmers, particularly those in Maputo and Chimoio, gained better access to stable markets such as Maxamba and Shoprite due to improved production quality. The Farmer2Market tool was further developed to enhance transparency in transactions, while **successful engagement with policymakers advanced national agricultural quality standards and pesticide regulations, ensuring stronger institutional support** for sustainable farming practices. These outcomes were driven by targeted interventions, including capacity-building initiatives with farmer organizations, media campaigns through Proconsumers, and inclusive stakeholder dialogues. Direct engagement with government

institutions facilitated discussions on pesticide management, biopesticides regulation, and the dissemination of Mozambique's Good Agricultural Practice Standard (Mozbopa). Additionally, structured partnerships with companies and regulatory bodies enhanced farmers' ability to meet quality requirements, further strengthening their market access and reinforcing sustainable agricultural practices.

A core element of the program's success was the integration of Gender Equality and Social Inclusion (GESI) principles, **ensuring that women, youth, and other marginalized groups were not only included but actively engaged in decision-making and leadership**. RECSAF's GESI expert played an instrumental role in aligning program activities with gender-sensitive strategies, such as income diversification training through the SASA methodology. The program also emphasized participatory visioning and planning, equipping women and youth with leadership and decision-making skills to influence agricultural practices within their communities. Gender-friendly tools and tracking mechanisms ensured that progress in gender inclusion was measurable and continuously improved.

As the programme moves toward its conclusion in 2025, efforts will focus on further institutionalizing GAP through continued collaboration with policymakers, expanding the Farmer2Market tool, and advocating for investments in national laboratory testing facilities. The long-term sustainability of these initiatives will depend on sustained engagement with key stakeholders to ensure that food safety, market access, and responsible agricultural practices remain a national priority while maintaining an inclusive approach that empowers all participants in the agricultural sector.

7.2.2 Zambia

The RS! Africa Foods project in Zambia aims to empower farmers, including women, men, and youth, by enhancing their advocacy and lobbying skills, improving market access, and strengthening agricultural standards through collaboration with key stakeholders. Between 2021 and 2023, we successfully built the capacity of farmers and facilitated market access by connecting them with commercial retailers such as Fresh Mark, Choppies and Pick' n pay. Through partnerships with organizations like Kvuno and ActionAid, our farmers received digital training and support in understanding supply chain requirements, leading to improved negotiation power and better pricing for their produce.

In 2024, key achievements included enhanced market linkages for farmers meeting retailer criteria, increased transparency in pricing through the Kvuno platform, and the **successful adoption of ZAMGAP by policymakers at the Zambia Bureau of Standards**. These successes were driven by targeted interventions such as advocacy and lobbying training, farmer-retailer dialogue meetings, and digital solutions for traceability and fair pricing. We also **strengthened government structures by training public extension officers and Zambia Bureau of Standards officers** in ZAMGAP scheme development, ensuring institutional capacity for long-term implementation. Additionally, multi-stakeholder dialogues and financial support facilitated ZAMGAP's institutionalization, while engagement with the Dutch Embassy through Ecorys' Third Party Monitoring (TPM) process provided valuable feedback, refining strategies for sustainable impact. Collaboration with the Dutch Embassy ensured continuous evaluation and alignment with best practices, reinforcing our efforts to integrate ZAMGAP into national frameworks.

Blooming Together: Cultivating Safe and Sustainable Food Systems in Zambia

Guest of honour, Mr Edwin Zimba (far left) was joined by Solidaridad Country Manager, Sheila Garakara (in the middle); Acting Executive Director, Mr Nathan Sing'ambwa and Mr Humphrey Nxumalo, Solidaridad Southern Africa Head of Programmes (far right)

Africa Foods (Zambia - Solidaridad Southern Africa)

For years, Zambia's horticultural sector has struggled with power imbalances, weak policies, and poor resource management, leading to unsafe food in markets and homes. Pesticide residues on fresh produce posed serious health risks, while smallholder farmers lacked access to fair markets and technical knowledge on safe food production. Recognizing these challenges, Solidaridad stepped in to create lasting change.

Through its RECLAIM Sustainability! Africa Foods project, Solidaridad convened a multi-stakeholder platform to draft Zambia's first-ever Good Agricultural Practices (GAP) standard, ZAMGAP, ensuring that fruits and vegetables are produced sustainably and safely. The initiative engaged key players, including the Zambia Bureau of Standards (ZABS), Zambia Agricultural Research Institute, and the University of Zambia, to set a benchmark for safe food production. Solidaridad also partnered with AAU Technical to train lead farmers and extension officers, while research institutions conducted chemical residue analyses to assess contamination levels.

The impact will be transformative. With ZAMGAP now approved and gazetted by the ZABS Board of Directors, farmers will have clear guidelines to adopt safe production methods, ensuring healthier food reaches consumers. *"This milestone is not just about policy change, it's about protecting lives,"* says Sheila Garakara, Zambia Country Manager for Solidaridad. *"Farmers now have the tools to grow safe food, and consumers can trust that what's on their plates won't harm them. This is how we build a sustainable food system."*

Despite challenges such as ethical clearance delays and limited local laboratory facilities, Solidaridad's commitment never wavered. *"Collaboration was key. By bringing together government agencies, researchers, and the private sector, we've created a roadmap for safer food production. Now, our focus is on scaling up and ensuring that every farmer in Zambia has access to these standards,"* Garakara adds.

With ZAMGAP paving the way, Zambia is on the path to a safer, more sustainable food future. Solidaridad is working with the ZABS and the Ministry of Agriculture to train extension officers who can then train farmers nationwide.

GESI principles were embedded in the project at every stage to ensure that all stakeholders, particularly women, youth, and marginalized groups were included and had equal access to opportunities. We partnered with Action Aid to provide inclusive training in **advocacy**

and lobbying, ensuring that women, men, and youth were equally represented. This approach **enabled farmers from diverse backgrounds to actively engage in decision-making and leadership processes**. Through subsequent dialogue meetings between farmers and retailers, all participants had the opportunity to understand and appreciate the supply chain and negotiate fair prices, promoting gender equity within the agricultural market. Additionally, we worked with Kvuno to provide inclusive digital training to farmers, enhancing their access to information regardless of their gender or social status. By ensuring equal participation in training sessions and dialogue meetings and through inclusive digital tools, we empowered women, youth, and smallholder farmers who are often excluded from larger agricultural value chains to actively engage in the agricultural economy. External GESI experts from Action Aid played a crucial role in ensuring that all activities were gender-sensitive and inclusive, aligning project strategies to meet the diverse needs of marginalized groups. These experts provided guidance on making activities accessible, promoted the use of gender-friendly tools such as the GALS methodology, and ensured that training and advocacy efforts fostered inclusivity.

As the programme moves toward its conclusion in 2025, efforts will focus on finalizing the integration of ZAMGAP into national frameworks, strengthening market linkages for farmers, and leveraging TPM insights to enhance impact. The groundwork laid for policy adoption and institutional capacity building aims to ensure long-term sustainability beyond the project's lifecycle.

7.2.3 Kenya

In Kenya, the RS! Africa Foods project aims to strengthen the capacity of Civil Society Organizations (CSOs) to advocate for the rights of their constituents, hold power holders accountable, and influence policies while promoting sustainable agricultural practices and fair value distribution. Between 2021 and 2023, the project built CSO capacity through targeted training on lobbying, advocacy, leadership, governance, and strategic planning. It facilitated multi-stakeholder engagement, enhanced the visibility of CSOs, and encouraged their active participation in policy discussions. Key milestones included the submission of petitions, the development of a market information system, and the establishment of inclusive platforms for advocacy and policy influence.

In 2024, we continued strengthening civil society organizations (CSOs) by training additional groups on SACCO formation and strategic planning, supporting their participation in multi-stakeholder platforms, and facilitating advocacy efforts that led to government action on policy recommendations. Key achievements included the **development of a draft implementation plan for the Crop Irish Potato Regulations 2019**, the drafting of the National Food Redistribution Guidelines, and the formation of a technical committee to oversee sustainable food systems. The project also onboarded over 336,000 farmers onto a digital market information system and scaled up the Viazi Soko platform to enhance market access and transparency. These outcomes were achieved through targeted capacity-building interventions, CSO-led advocacy, and strengthened multi-stakeholder collaboration. The project **trained gender champions using the SASA methodology to promote inclusivity, supported CSO participation in national and county-level policy discussions**, and engaged private sector actors in sustainable sourcing models. Additionally, it played a key role in enforcing regulatory frameworks, advocating for fair value distribution, and promoting food safety through the KS1758 code of practice.

The project's interventions were guided by a gender analysis of African food systems and aligned with its Gender, Equity, and Social Inclusion (GESI) strategy. By adopting an intersectional approach, the project empowered gender champions and committee members to engage effectively with decision-makers, addressing barriers faced by women and marginalized groups. These efforts contributed to shifts in power relations, economic empowerment, and social agency. A key initiative was training 20 gender champions in the SASA methodology to systematically challenge negative social norms from the household to the national level. The project also ensured **inclusive participation in training sessions, workshops, and multi-stakeholder platforms, integrating marginalized groups** into cooperative leadership and advocacy efforts. Collaboration with gender experts helped develop communication materials, advocacy messages, and impact monitoring tools, ensuring the project's interventions were both effective and sustainable.

As the programme moves toward closure in 2025, it will focus on finalizing and institutionalizing key policy recommendations, ensuring the adoption of the National Food Redistribution Guidelines and the Crop Irish Potato Regulations implementation plan. It will also continue strengthening partnerships, facilitating policy adoption, and ensuring the sustainability of advocacy efforts beyond the project's lifespan.

7.2.4 Uganda

In Uganda, the RS! Africa Foods project aimed to enhance the representation and advocacy capacity of Civil Society Organizations (CSOs) in Uganda's horticulture sector, ensuring the inclusion of farmers, workers, and marginalized groups in decision-making processes. From 2021 to 2023, the project focused on building the technical and operational capacities of key CSOs, enabling them to participate in policy advocacy, stakeholder engagements, and market access initiatives. This laid the foundation for their increased involvement in lobbying efforts, policy discussions, and multi-stakeholder platforms.

In 2024, the project successfully strengthened CSO participation in national dialogues, policy discussions, and multi-stakeholder platforms, enhancing the horticulture sector's representation and policy influence. The project contributed to the development of key policy papers, promoted gender inclusion in decision-making, and supported private sector engagement in sustainable trade and market access. These efforts resulted in increased market access for farmers, a 10% rise in incomes, greater food security, and the formulation of Uganda's 10-year horticulture strategy. To achieve this, the project worked closely with **CSOs by facilitating lobbying efforts for farmer rights and participation**. We hosted **National Horticulture Multi-Stakeholder Platforms, organized national food safety dialogues, and promoted gender equality** through gender assemblies. The project also collaborated with private sector actors and financial institutions to influence trade and investment policies, onboarded 3,601 farmers onto the ICT4 Farmers market information platform, and worked with the **Ministry of Agriculture to advance policy frameworks on food safety**, plant genetics, and sustainable horticulture.

Marginalized groups, including women, youth, and people living with disabilities, played an active role in the project as members of gender committees and as gender champions. Their involvement ensured that their perspectives were effectively integrated into gender action plans submitted to local governments, influencing decision-making processes at district, local, and national levels. Additionally, women, youth, and other minorities actively participated in a food safety multi-stakeholder dialogue at the National Agricultural Show, where they not only

showcased their products but also engaged in horticulture platform discussions, amplifying their voices among national market stakeholders and key government decision-makers.

As the programme closes in 2025, efforts are focused on ensuring the sustainability of its achievements by institutionalizing inclusive policy frameworks, strengthening CSO advocacy capacity, and finalizing the 10-year horticulture strategy. These steps will ensure continued sectoral improvements in market access, fair trade, and sustainable agricultural practices in Uganda.

7.2.5 Egypt

In Egypt, the RS! Africa Foods project aims to strengthen the soybean value chain in Egypt by advocating for policy reforms, enhancing local production, and leveraging digital innovations to support farmers. Between 2021 and 2023, the project laid the groundwork for policy advocacy by identifying key challenges in the soybean sector, including high dependence on imports, fragmented local production, and limited access to training and input supplies. Additionally, initial efforts were made to explore innovative solutions to improve agricultural practices and market transparency.

In 2024, we successfully facilitated multi-stakeholder dialogues, leading to the development of a policy brief addressing key issues in the soybean sector. By engaging key stakeholders, including the Ministry of Agriculture, research institutions, and cooperatives, we **facilitated policy discussions that supported sectoral growth**. Simultaneously, digital solutions such as a web portal and remote sensing technology were introduced, benefiting 2,412 farmers across two governorates. These farmers received essential training on good agricultural practices, climate adaptation, and input usage, contributing to increased productivity and improved market organization.

To further enhance farmer support, the project implemented targeted training programs on crop management, irrigation, and pesticide use while leveraging digital tools like WhatsApp chatbots and SMS-based information services to improve access to extension services. Additionally, the establishment of contract farming mechanisms strengthened local production and reduced dependency on imports, ensuring a more resilient and sustainable soybean value chain.

As the programme moves towards closure in 2025, efforts will focus on sustaining these achievements by integrating digital extension services into local agricultural systems and finalizing policy recommendations for adoption by national authorities.

7.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 9. KEY PERFORMANCE INDICATORS AFRICA FOOD PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	3	0	0
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	3	6	6
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	19	24	16
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	8	5	4
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	33	38	76
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	16	11	6
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	13	15	10
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	10	9	8
ACCELERATE DISRUPTIVE INNOVATIONS Improved transparency and negotiation position for farmers and workers in the supply chain, by co-developing and implementing innovative digital and fair business models				
OUTCOME	# of farmers, miners and workers with improved bargaining position through equitable access to (digital) market intelligence or as a result of new and innovative business models	4,600	4,492	0
OUTPUT	# of farmers, miners and workers using the developed tools and business models being tested for sourcing, production, trade and investment	4,200	457,176	10,500
	# of tools and business models developed and being tested for sourcing, production, trade and investment	3	6	6
	# and kind private sector partners engaged to co-design, test and promote new tools and business models for sourcing, production, trade and investment	13	23	17
	# of other non private sector partners (knowledge, public, CSOs, others) engaged in co-design, test and promote new tools or business models for sourcing, production, trade and investment	12	11	18
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	11,010	801,744	13,000
OUTPUT	# of CSO led awareness raising campaigns	11	11	6
STRENGTHENING CIVIL SOCIETY CSOs are strengthened to speak up and engage in policy dialogue				
OUTCOME	# Civil Society actors and target groups with increased L&A capacities	22	19	8
OUTPUT	# and type of Civil Society actors and target groups supported	22	25	8

PANEL 1
Smallholder inclusive due diligence systems:
Risks, responsibilities and opportunities
Marchel Gerrmann
Rachel Wanyoike
Solidaridad
CHANGE
THAT MATTERS

8. Advocate and Amplify in Europe

8.1 INTRODUCTION

In Europe, we advocate for inclusive supply chains, through the implementation of a smart mix of voluntary and mandatory measures for European companies, as well as government policies to support producing countries. We do this by engaging policy makers directly, as well as via engagement in multi-stakeholder initiatives and sector policy dialogues. To support this, we activate citizens through campaigns, encouraging them to demand public and private sector policy makers for more sustainable and inclusive supply chains. Building on the progress made in 2021-2023, In 2024, Solidaridad advanced inclusive and sustainable supply chains by influencing key European Union policies and private sector practices. Notable achievements included securing strong provisions in the finalized **Corporate Sustainability Due Diligence Directive (CSDDD)** and safeguarding the **EU Deforestation Regulation (EUDR)** against industry-led rollbacks. Through strategic advocacy and collaboration with partners such as Rainforest Alliance and Fair Trade Advocacy Office, Solidaridad ensured the inclusion of **living income, responsible purchasing practices, and meaningful stakeholder engagement** in EU frameworks.

Public campaigns mobilized over **148,000 citizens**, while efforts across cocoa, coffee, palm oil, textiles, and gold embedded **Gender Equality and Social Inclusion (GESI)** principles, ensuring that women, smallholder farmers, and marginalized groups were not left behind. As the initiative moves toward conclusion in 2025, Solidaridad will prioritize sustaining these outcomes through integration into future projects and ongoing advocacy for an enabling policy environment.

8.2 PROGRESS TOWARDS MILESTONES 2024

In Europe, Solidaridad advocates for inclusive and sustainable supply chains through a smart mix of voluntary and mandatory measures for European companies, alongside supportive policies for producing countries. We engage directly with policymakers and contribute to multi-stakeholder initiatives (MSIs) and sector dialogues. From 2021 to 2023, Solidaridad successfully influenced EU legislation for more inclusive supply chains. Key achievements include securing smallholder-friendly provisions in the Corporate Sustainability Due Diligence Directive and supporting fair implementation of the EU Deforestation Regulation, ensuring smallholders are not excluded. These efforts were backed by field evidence, stakeholder collaboration, and public campaigns.

In 2024, we drove systemic change across cocoa, coffee, palm oil, textiles, and gold, with a strong focus on Gender Equality and Social Inclusion (GESI). A major milestone was finalizing the **CSDDD**, where, with partners like **Rainforest Alliance, Fair Trade**, and the **Cocoa Coalition**, we secured key provisions. We also contributed to **national CSDDD implementation** via the **MVO Platform** and co-authored a paper on accompanying measures, now under review by the **European Commission (DG INTPA)**. Despite industry efforts to weaken the **EUDR**, Solidaridad helped prevent major rollbacks by mobilizing civil society and progressive companies. We also influenced **private sector policies** on transparency, fair pricing, and smallholder support across commodities. In gold, we advanced **gender-inclusive finance and Global South representation** in the **OECD Responsible Minerals Forum**, with our **village savings and loan associations (VSLA) case study featured in a World Bank report**, highlighting innovative approaches to women's economic empowerment. Public mobilization played a key role, with 148,954 individuals engaged,

including 136,042 activated through a joint RS! and Pathways to Prosperity Programme (P2P) **cocoa supermarket campaign**. Solidaridad's advocacy across cocoa, coffee, palm oil, textiles, and gold consistently integrated **GESI principles**, ensuring women, smallholder farmers, and marginalized groups were not left behind in the transition toward fair and sustainable supply chains.

Bringing together stakeholders at events in Europe

Advocacy and Amplification in Europe (The Netherlands, Germany and UK - Solidaridad Europe)

Solidaridad has hosted a number of in-person events in 2024 closely connected to our advocacy work for RECLAIM Sustainability! In April 2024, one day after the Corporate Sustainability Due Diligence Directive (CSDDD) passed through the European Parliament, Solidaridad organized a stakeholder meeting in Düsseldorf, Germany, to discuss what an effective and inclusive due diligence framework would look like in practice with high-level representatives from companies, governments and civil society. The conference was well attended and delivered a sparkling debate.

Furthermore, at our palm oil consultation event in London in October, we presented a consultation paper called Procurement for Prosperity, designed to inform the upcoming Palm Oil Barometer, set for publication in 2025. The event stirred high-level industry engagement, with retailers and sustainability initiatives acknowledging the importance of smallholder inclusion in responsible palm oil sourcing. However, meaningful change also requires broader public awareness. Despite progress in the palm oil sector, many consumers in Europe still believe that palm oil is inherently harmful and should be banned. To challenge this misconception, we created an online palm oil quiz to highlight the facts about sustainable palm oil, with more than 13,000 quiz participants in the Netherlands.

Moreover, in Germany we launched a business and a consumer campaign to catch the attention of stakeholders in the coffee sector and the general public respectively, and to enlist their help to the importance of addressing these systemic issues to transform the coffee industry. The campaigns promote more equitable value distribution, strive to ensure that farmers' voices are heard, and inspire action across the value chain.

As the Program concludes in 2025, we will embed outcomes in ongoing work and remain active in **priority MSIs**. While limited resources may lead to scaling back some roles, Solidaridad will ensure **handovers to aligned CSOs** and pursue **strategic partnerships** to sustain our **smallholder- and GESI-focused agenda**.

8.3 KEY PERFORMANCE INDICATOR RESULTS 2024

FIGURE 10. KEY PERFORMANCE INDICATORS EUROPEAN POLICY ADVOCACY PROGRAMME 2024

	Key Performance Indicator	TARGET 2024	RESULTS 2024	EOP TARGET
RESPONSIBLE PRIVATE SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new and improved private sector policies for sustainable sourcing, production, trade and investment developed and implemented	0	0	
	# and qualitative description of new and improved private sector inclusive tools and business models for sustainable sourcing, production, trade and investment developed and implemented	0	0	
	# of private sector actors that commit to implement innovative tools and business models recommended beyond the project	0	0	
SUPPORTIVE PUBLIC SECTOR				
HIGHER LEVEL OUTCOMES	# and qualitative description of new or improved governmental policies implemented for sustainable production, trade and/or consumption	1	1	
VIBRANT AND STRONG CIVIL SOCIETY				
HIGHER LEVEL OUTCOMES	# of civil society actors actively participating in dialogue, safeguarding sustainability, gender and social inclusiveness, and holding public and private decision makers accountable	3	2	
ADVOCATE THROUGH INCLUSIVE DIALOGUE Better, innovative and inclusive solutions that address issues in the value chain are co-developed and submitted to policy makers				
OUTCOME	# of innovative and inclusive solutions / recommendations that are submitted by civil society through inclusive dialogues to key public and private sector decision makers for adoption and implementation	10	19	3
OUTPUT	# of dialogues initiated, strengthened or joined to engage Civil Society and Civil Society's agenda in debate with public and private decision makers	5	6	3
	# of (governmental and private) policies for sustainable production, trade and consumption influenced	2	2	0
AMPLIFY VOICE OF CITIZENRY Citizens and CSOs are mobilised, activated and engaged to change norms and influence policy agendas				
OUTCOME	# of individuals activated and mobilised to raise their voice to push the policy agenda, influence societal (gender) norms, make informed decisions (consumer and corporate behaviour, e.g. on production and consumption practices)	75,000	148,954	10,000
OUTPUT	# of CSO led awareness raising campaigns	4	5	2

Textile Mills Limited

SECTION 3

Global Digitalisation & Innovation

1 INNOVATION TRACKS

In 2024, the RECLAIM Sustainability! Innovation Facility underwent a strategic repositioning to enhance its role as a driver of scalable, value-driven solutions. Insights from the Mid-Term Review (MTR) highlighted the need to bring innovations closer to other parts of the programme to strengthen alignment with RS!'s broader learning and impact agenda. As a result, innovations became more integrated into Global Linking and Learning (GLL), fostering collaboration with Thematic Learning Groups (TLGs), Communities of Practitioners (CoPs), and country teams—establishing a coherent, business-focused pipeline aligned with RS!'s Theory of Change.

Under the guidance of the Head of Innovation, the 2024 strategy focused on three priorities. First, a stronger emphasis was placed on commercial and donor-aligned value offerings, requiring each innovation to define a viable paying customer solution. Through a targeted small grant mechanism, innovations submitted structured proposals addressing business development fundamentals—such as business models (market-driven, donor-driven, or hybrid), customer archetypes, and tested value propositions. This shift moved innovations beyond pilots, emphasizing user-centered design and product development to enhance smallholder empowerment and value chain sustainability.

Second, investment readiness and business modeling support were strengthened through a technical partnership with BopInc. A dashboard tracking business and impact KPIs was introduced, and innovations received one-on-one coaching, scenario planning, and tailored guidance to improve engagement with investors, donors, and partners. A non-digital innovation focused on inclusive business models for tea cooperatives demonstrated the potential of market-driven, non-digital solutions to strengthen farmer agency and income diversification. Third, innovations were showcased and connected during the Global Linking and Learning (GLL) event, resulting in new partnerships, co-created learning opportunities, and joint case studies. This integration positioned innovations as a core component of RS!'s 2025 knowledge product strategy and ensured alignment with the broader program priorities through the jointly developed Impact Catalogue.

Progress Across Key Innovations

PrestaMAPE (formerly Oro Justo)
PrestaMAPE is an innovative financing service connecting artisanal and small-scale gold mining (ASGM) operations with formal financial institutions and equipment providers. In 2024, it refined its business model to focus on FFIs and equipment providers as paying customers, shifting to a market-driven approach. This clarified its value proposition as a provider of risk-mitigated credit leads and pre-financed buyers. Despite national strikes and political instability, **PrestaMAPE enabled over USD 150,000 in credit disbursements to 17 ASM** mines and played a visible role through ExpoMAPE and digital identity dialogues.

The team worked with the GESI TLG to integrate gender considerations into financial inclusion models and began exploring the copper ASM sector for future expansion. While engagement from some actors paused due to political shifts, PrestaMAPE maintained momentum and credibility as a trusted intermediary. Final business model documentation and scaling pathways are being developed with BopInc to inform RS!'s Impact Catalogue and legacy planning.

Harvest Alert
Harvest Alert is a digital platform transforming oil palm supply chain management by connecting farmers, aggregators, and mills. In 2024, it refined its model to target mills and aggregators as paying customers via a freemium SaaS approach. **Over 7,000 users joined, including nearly 7,000 farmers**, 40 aggregators, and 14 mills, with the platform demonstrating strong uptake and efficiency improvements despite short development cycles.

New features under development—such as voice-based farmer access and AI tools—aim to increase inclusivity. The platform will continue under Solidaridad with NISCOPS funding to finalize traceability functions. Its achievements and lessons will be captured in RS!'s 2025 knowledge products.

KUBU.id
KUBU.id is a digital platform supporting workers and unions in Indonesia to manage memberships, strengthen networks, and build advocacy skills. In 2024, the platform shifted its business model to focus on private sector employers and government agencies as primary customers. Through its RS! proposal, it sharpened offerings like Premium Job Vacancy and GroupKU tools. KUBU.id grew its user base to over **5,000 job seekers and eight active labor unions**, supported by new e-learning content and labor-focused resources.

With BopInc's support, a **user insights dashboard was developed**, contributing to pitch readiness for investor engagement. However, challenges remain in converting users to paying clients due to sector-specific financial constraints. As part of RS!'s exit strategy, KUBU.id will remain under Solidaridad to deepen partnerships and assess future spin-off potential.

FarmImpact
FarmImpact is a digital solution that delivers climate risk assessments and climate-smart recommendations to smallholders, integrated with a **WhatsApp chatbot (WADI)**. In 2024, it refined its business model to serve carbon finance, humanitarian, and financial organizations through tailored risk data and early warning tools. Supported by BopInc, a business dashboard and paying customer proposition were developed, and beta testing was launched in Malawi and Uganda, engaging over 10 potential clients.

The innovation reached proof of concept while securing interest from key partners. Further refinement of pricing models and partnership agreements will continue under Solidaridad in the short term. A business model report and roadmap will contribute to RS!'s 2025 Impact Catalogue and future replication strategies.

Trace (Fairfood)
Trace is a farmer-centric traceability and fair value distribution platform supporting agrifood companies in meeting due diligence and transparency requirements. In 2024, it focused its business model on mid-sized and large companies, establishing a hybrid revenue structure with subscriptions and service fees. The platform piloted traceability and cost-yield tools with Molinos in Honduras and implemented living income payments with **ACPCU and Fairtrade Original**.

Trace also developed a methodology and open-source toolkit on living income pricing. Although some brands remain hesitant to absorb traceability costs, supply chain partners have engaged actively. Tools developed with **BopInc and inclusion in pitch development**

position Trace for further growth. It will continue under Fairfood post-RS!, with strategies to deepen engagement across cocoa, coffee, and other high-risk supply chains.

2 KITOVU (AFRICA TECH HUB)

To create a more transparent cotton sector, following the **successful pilot of an e-payments system**, Kitovu partnered with the Cotton Council of Malawi and four ginneries to digitize the cotton sector, establishing an **Open Farmer Data Ecosystem** following a successful e-payments system pilot. This initiative, which registered 22,000 farmers with unique Farmer IDs, addressed major challenges in cotton trading by eliminating fraudulent underpayments, enhancing financial security through bank payments, and promoting financial inclusion by enabling farmers to open bank accounts. The digitization also separated cotton collection from payment processing, reducing delays and disputes. A loan management system is planned to further strengthen financial sustainability.

Kitovu also expanded its digital advisory services, piloting the Planting Window Advisory (with EiA) and the Fertilizer Recommendation Advisory (with ISDA). The Planting Window Advisory disseminated optimal planting times to 14,000 soy and maize farmers, while the virtual agronomist chatbot provided customized fertilizer recommendations and prompted pest/plant health scouting for 1,261 maize farmers. These pilots demonstrated the potential of scalable digital advisory tools to deliver practical, real-time guidance for improved productivity and sustainability. Kitovu is committed to ensuring farmers are active participants, not just data sources, by scaling innovations, strengthening farmer-centered data governance, and boosting digital tool adoption to drive an equitable agricultural transformation that shares value with farmers.

FARMER TO MARKET TOOL

Farmer2Market tool's key milestone was the WhatsApp integration, designed to strengthen market access by giving farmers a direct role in price negotiations using crop data recorded in the Business Solution App. While this improved farmer engagement, it also revealed a need for tailored onboarding for buyers, as many operated informally and lacked familiarity with structured digital processes like invoicing.

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SECTION 4

Global Linking & Learning

1 OVERARCHING LEARNING ACTIVITIES

The year 2024 marked a turning point for Global Linking and Learning (GLL), with deliberate efforts to strengthen its role as a platform for actionable learning and strategic alignment across the RECLAIM Sustainability! Consortium. Guided by key recommendations from the Mid-Term Review (MTR), GLL evolved into a structured mechanism for learning that is closely tied to programmatic delivery, evidence generation, and strategic advocacy. By sharpening the thematic focus of the Thematic Learning Groups (TLGs) and setting targeted, achievable learning goals, GLL facilitated improved coherence, alignment, and relevance across teams and themes.

One of the most significant milestones was the **Global Linking and Learning event** in August 2024, which brought together participants from over ten countries—including TLGs, CoPs, innovations, and country teams—for a five-day, **human-centered process** of reflection, collaboration, and strategic planning. The event resulted in concrete action plans, clarified learning priorities, and co-developed exit strategies aimed at embedding principles of accountability, visibility, and legacy into the final phase of the programme. These outcomes laid the foundation for more cohesive ways of working and stronger cross-collaboration between learning and implementation teams.

Throughout the year, TLGs collaborated more closely with innovations and CoPs to co-create joint learning products that contributed to evidence-based outcomes. This integration reinforced the role of innovation as a learning tool and helped position TLG outputs as strategic assets for advocacy and sustainability. In Q4, the consortium committed to producing one high-quality, **evidence-based knowledge product** per TLG in 2025. These will be featured in the Impact Catalogue—developed jointly with the Communications team—ensuring a focused, accessible collection of RS!'s most significant learning outputs.

2 MAIN ACHIEVEMENTS 2024 PER LEARNING THEME

2.1 Fair Value Distribution

In 2024, the Fair Value distribution (FVD) Thematic Learning Group advanced equitable value distribution by integrating pricing and transparency indicators into traceability pilots with Fairfood and Heifer International. A key achievement was the co-development of the Living Income Commodity Strategy, now informing case studies that will feed into a consolidated knowledge product on living incomes for smallholder farmers. The group also hosted a Living Wage and Living Income Workshop with ACPCU and Fairfood, strengthening consortium capacity on EU regulations and practical tools, laying the foundation for a forthcoming Living Income Handbook.

Following the Global Linking and Learning event, FVD developed a targeted action plan and began collaboration with regional teams in Uganda and Kenya to gather evidence for the 2025 knowledge product. The group maintained strong engagement with producer organizations and civil society in Uganda, Honduras, and Sierra Leone, supporting advocacy for fair pricing and traceability models. These efforts contribute directly to RS!'s learning and external positioning on sustainable sourcing and fair value distribution.

2.2 Climate and Natural Resource Management

In 2024, the Climate and Natural Resource Management TLG advanced locally led adaptation (LLA) and equitable climate finance through strategic learning and advocacy. A key highlight was the TLG's active role in the United Nations Framework Convention on Climate Change (UNFCCC) COP29, where members co-hosted a session at the NDC Partnership Pavilion on agri-food systems and national climate targets. The TLG also participated in a panel with Better Cotton, showcasing Solidaridad's work on adaptation strategies in cotton. These contributions strengthened RS!'s advocacy for inclusive climate finance and the integration of agriculture into national climate agendas.

The TLG also led learning on fair carbon, conducting a study on carbon credit generation in Malawi's tea sector and identifying key policy and technical gaps. Internally, the group supported capacity building on the EU Deforestation Regulation (EUDR), with a tailored study in Honduras and consortium-wide learning sessions. Knowledge-sharing was reinforced through newsletters, thematic webinars, and the RS! Knowledge Hub, promoting uptake of tools and case studies across teams. This work positioned RS! as a thought leader on climate-smart agriculture, fair carbon markets, and regulatory readiness for smallholder systems.

2.3 Decent Work

The Decent Work TLG strengthened its role in 2024 by producing actionable tools to support fair labor practices and regulatory alignment. A major output was the self-assessment toolkit for MSMEs, piloted in Sri Lanka, Ethiopia, and India, aimed at preparing suppliers for Corporate Sustainability Due Diligence Directive (CSDDD) compliance. Insights from the pilots informed comprehensive learning reports now shared across the RS! network.

The group also launched a web portal for the toolkit and developed case studies highlighting application of decent work principles across projects. Multi-stakeholder events in South Asia facilitated dialogue on labor rights, compliance, and industry readiness. Contributions to the RS! Knowledge Hub ensured regular knowledge exchange, reinforcing labor rights and decent work as key themes in RS!'s sustainability and advocacy agenda.

2.4 Gender and Social Inclusion

In 2024, the GESI TLG focused on translating prior research into practical tools and training. A major milestone was the launch of the GESI training curriculum and facilitator profiles, now accessible to staff for integrating inclusion principles into program design. A learning assessment report helped identify application gaps and guided future capacity-building efforts.

The TLG also convened a cross-exchange learning event to align GESI priorities and identify new case study opportunities. While budget limitations affected final consolidation of materials, progress was made on a Learning Agenda Workbook featuring tools and best practices. External engagement with feminist and inclusion-focused forums ensured RS!'s learning continues to shape wider sectoral debates.

SECTION 5

Budget & Actuals 2024

FIGURE 11. 2024 AVAILABLE BUDGET VS. ACTUALS PER BUDGET LINE

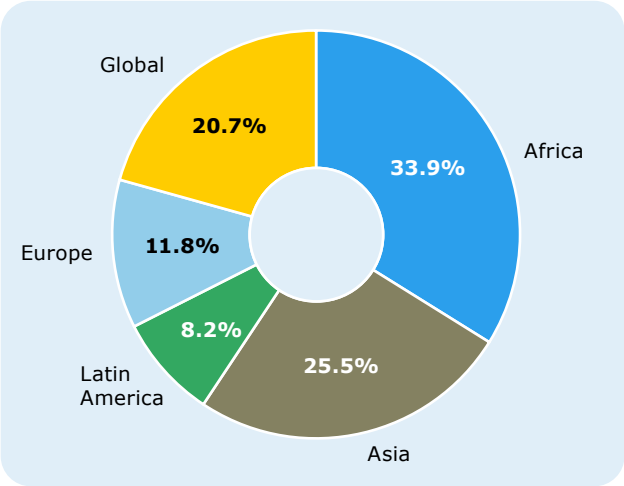
Budgetline	Budget 2024	Adjusted Budget 2024	Actuals 2024	Deviation
A. Strategic Supply Chain Programmes	€8,811,361	€9,023,045	€8,814,713	*2.3%*
B. Global Digitalization & Innovation	€359,437	€644,088	€598,960	*7.0%*
C. Global Linking & Learning	€1,030,316	€1,187,451	€1,102,745	*7.1%*
D. Partnership Management and Coordination	€500,740	€736,086	€595,747	*19.1%*
TOTAL	**€10,701,854**	**€11,590,670**	**€11,112,165**	***4.1%***

In Figure 11, the actual spend for the year 2024 is **Eur 11,112,165** of the available budget.

Under the **Strategic Supply chain budgetline**, the actual spend was about 98% due to accelerated implementation recorded in the majority of the projects. Most projects recorded remarkable progress, with some activities planned for 2025 being implemented in 2024. The Global **digitalization and Innovation budgetline** actual spend is slightly above 93%. This is a remarkable improvement from previous periods and is attributable to approval of innovation tracks' business plans in 2024, which was critical before their roll out. Additionally, there was a full rollout of implementation of all innovation tracks with support from BoPinc. **Global Linking and Learning budget line** actual spend was below budget by fairly 7%, attributable to a budget earmarked for end of programme close out activities planned for 2025. Additionally part of the 2024 underspend by Consortium partners will be reallocated to cover their 2025 GLL planned activities. **The Partnership management and coordination budget line (line D)**, the underspend is attributable to funds deferred for grant management, programme endline evaluation and final reporting, and consortium coordination costs for 2025 and 2026.

Figure 12: shows **actual expenditure per continent**: 33.9% was spent in Africa, 25.5% in Asia, 8.2% in LATAM America and 11.8% in Europe on **Strategic Supply chain**. The remaining 20.7% was spent on the global budget lines; Innovation & Digitalisation, Global Linking and Learning, and Partnership Management and Coordination.

FIGURE 12. EXPENDITURE PER CONTINENT



In **Africa**, the aggregate spend in the 10 countries is aligned to the available 2024 budget. This is a clear indication of achievement of key milestones planned for 2024 with some countries accelerating interventions planned for 2025 in 2024. Notably, in **Kenya** the overspend of -22% is attributable to accelerated implementation of programme activities in Gold sector such as participation of artisanal and small scale miners in national and international advocacy platforms such as the Kenya Mining Week, the East Africa Jukwaa on Extractives, the Geita mineral expo and Ghana learning visit which exposed miner leaders on different mining stakeholders which played an active role into contributing to the projects goal. In the Tea sector, extensive stakeholder consultative meetings were required to align Management Information System(MIS) tool development. In the Coffee sector, activities planned for 2025 by local stakeholders and CSOs, were partially executed in the 4th quarter of 2024. Egypt, the deviation of -8% is attributable to acceleration of Cotton and textile interventions planned for 2025 as the implementation of RS! **Egypt** is supposed to conclude in Q1 of 2025. **Mozambique** underspend was above 10% due to political instability related delays. Activities such as farmer registration, tea feasibility study and preconsumer contracts under Freshfood products were deferred to 1st quarter of 2025. **Malawi**, had an underspend of 25% attributable to low burn rate on field office, equipment procurement and monitoring costs, The excess budget will to cover costs related to end of project reporting in 2026.

Asia had a deviation of -2%, this is mainly attributable to an underspend of 23% in **Bangladesh**, that resulted from underspend was due to a significant budget balance from 2021 to 2023. However, in 2024 most of the delayed activities gained momentum recording significant achievement on key milestones. **India** and **Indonesia** recorded overspend of 11% and 18% respectively due to accelerated implementation of activities planned for 2025 in preparation of programme closure.

In **LATAM**, the region reported an underspend of 14% attributable to political instability in Peru at the beginning of year resulting in a shift of execution of some project activities to the 1st quarter of 2025.

FIGURE 13. BUDGET VS ACTUAL 2024 PER COUNTRY

	Budget 2024	Adjusted Budget 2024	Actuals 2024	Deviation
Africa	**€3,926,838**	**€3,767,090**	**€3,762,576**	*0%*
Ghana	€625,040	€624,692	€627,070	*0%*
Kenya	€555,409	€469,705	€572,213	*-22%*
Uganda	€466,160	€378,788	€351,215	*7%*
Mozambique	€563,348	€563,109	€503,883	*11%*
Côte d'Ivoire	€417,768	€410,815	€424,307	*-3%*
Zambia	€392,710	€374,318	€365,989	*2%*
Sierra Leone	€385,134	€385,997	€397,589	*-3%*
Egypt	€158,512	€194,645	€210,504	*-8%*
Malawi	€226,189	€224,186	€167,901	*25%*
Ethiopia	€136,568	€140,835	€141,905	*-1%*
Asia	**€2,548,068**	**€2,766,419**	**€2,829,547**	*-2%*
India	€967,171	€968,490	€1,070,345	*-11%*
Indonesia	€692,180	€640,204	€758,441	*-18%*
China	€352,639	€454,409	€460,198	*-1%*
Bangladesh	€536,078	€703,316	€540,563	*23%*
Central and South America	**€891,922**	**€1,060,587**	**€913,695**	*14%*
Peru	€439,153	€591,322	€495,232	*16%*
Honduras	€452,769	€469,265	€418,463	*11%*
Europe*	**€1,444,533**	**€1,428,949**	**€1,308,895**	*8%*
Europe	€1,444,533	€1,428,949	€1,308,895	*8%*
Global*	**€1,890,493**	**€2,567,625**	**€2,297,452**	*11%*
Global	€1,890,493	€2,567,625	€2,297,452	*11%*
TOTAL	**€10,701,854**	**€11,590,670**	**€11,112,165**	***4%***

* Actuals for Europe and Global, are subject to finalization of the 2024 Financial Year RS! Consolidated audit.

FIGURE 14. AGGREGATE EXPENDITURE AND ESTIMATED EXPENDITURE FOR THE REMAINING PERIOD

Country	Aggregated expenditure (2021-2024)	Estimate expenditure remaining grants (2025)	Total 2021-2025
Europe	€4,630,087	€1,458,063	€6,088,150
Honduras	€1,694,626	€355,373	€2,049,999
Peru	€1,626,803	€423,197	€2,050,000
Bangladesh	€1,713,739	€632,688	€2,346,427
India	€3,626,327	€778,229	€4,404,556
Indonesia	€2,796,368	€581,826	€3,378,194
China	€1,481,295	€346,841	€1,828,136
Egypt	€766,617	€130,969	€897,586
Zambia	€1,577,860	€333,624	€1,911,484
Malawi	€823,281	€237,262	€1,060,543
Mozambique	€2,280,331	€500,046	€2,780,377
Ghana	€2,869,977	€617,966	€3,487,943
Côte d'Ivoire	€1,732,691	€401,786	€2,134,477
Sierra Leone	€1,626,399	€366,597	€1,992,996
Ethiopia	€591,659	€129,253	€720,912
Kenya	€2,838,295	€352,180	€3,190,475
Uganda	€2,276,533	€408,761	€2,685,294
Global	€8,412,028	€2,292,833	€10,704,861
TOTAL	**€43,364,916**	**€10,347,496**	**€53,712,412**

Figure 14 above shows the aggregate expenditure per country and the estimated expenditure for the remaining period of the grant.

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Annexes

ANNEX 1

FINANCIAL REPORT 2024 - PER BUDGET LINE

		Global Supply Chain Programmes	Global Innovation & Digitalisation	Global Linking & Learning	Partnership Management & Coordination	Total
I	**Direct staff costs (country/regional/continental/global)**					
I.1	Staff costs	€2,304,201	€169,263	€228,936	€0	€2,702,401
I.2	Local staff costs	€1,335,679	€75,919	€160,186	€0	€1,571,784
I.3	Consultants and advisers	€427,894	€67,183	€19,000	€0	€514,077
	Subtotal I	**€4,067,774**	**€312,365**	**€408,122**	**€0**	**€4,788,261**
II	**Other direct programme costs (country/regional/continental/global)**					
II.1	Activity costs	€2,736,099	€168,844	€629,401	€348,167	€3,882,511
II.2	Costs relevant to consortium partners	€0	€2,989	€0	€193,021	€196,010
II.3	Activity-related travel costs	€662,209	€30,335	€21,776	€9,745	€724,065
II.4	Project office costs	€191,261	€60	€0	€0	€191,321
II.5	Equipment and investments	€51,689	€28,719	€0	€0	€80,409
II.6	Monitoring, evaluation and auditing	€246,166	€19,931	€43,446	€44,814	€354,358
	Subtotal II	**€3,887,425**	**€250,879**	**€694,623**	**€595,747**	**€5,428,674**
	Total of I and II	**€7,955,199**	**€563,245**	**€1,102,745**	**€595,747**	**€10,216,935**
III	**Overheads/indirect costs**					
III.1	Costs of support staff	€405,824	€0	€0	€0	€405,824
III.2	Not directly allocable administrative costs	€216,431	€35,716	€0	€0	€252,147
III.3	Other non-allocable costs	€237,259	€0	€0	€0	€237,259
	Total III	**€859,514**	**€35,716**	**€0**	**€0**	**€895,230**
	TOTAL	**€8,814,713**	**€598,960**	**€1,102,745**	**€595,747**	**€11,112,165**

ANNEX 2

FINANCIAL REPORT 2024 - PER COUNTRY

	Countries	Europe	Honduras	Peru	Bangladesh	India	Indonesia	China	Egypt	Zambia	Malawi
I	**Direct staff costs (country/regional/continental/global)**										
I.1	Staff costs	€794,038	€194,609	€235,060	€70,157	€118,217	€5,215	€44,484	€41,078	€69,735	€33,786
I.2	Local staff costs	€0	€68,179	€31,643	€111,674	€144,665	€177,900	€202,322	€66,156	€86,829	€40,517
I.3	Consultants and advisers	€63,292	€0	€32,111	€47,477	€124,520	€3,732	€0	€6,608	€22,799	€9,219
	Subtotal I	**€857,330**	**€262,788**	**€298,814**	**€229,308**	**€387,402**	**€186,847**	**€246,806**	**€113,842**	**€179,363**	**€83,522**
II	**Other direct programme costs (country/regional/continental/global)**										
II.1	Activity costs	€248,034	€95,239	€88,015	€195,545	€428,245	€391,061	€84,877	€65,641	€87,588	€35,493
II.2	Costs relevant to consortium partners	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
II.3	Activity-related travel costs	€36,161	€30,312	€38,823	€11,176	€146,601	€49,403	€24,629	€1,524	€31,007	€17,957
II.4	Project office costs	€0	€0	€2,674	€27,144	€0	€35,075	€58,886	€0	€13,954	€6,061
II.5	Equipment and investments	€0	€2,590	€924	€6,847	€2,841	€2,699	€0	€0	€3,625	€1,032
II.6	Monitoring, evaluation and auditing	€32,630	€8,209	€7,717	€37,265	€39,370	€32,835	€16,672	€2,078	€9,233	€3,221
	Subtotal II	**€316,825**	**€136,350**	**€138,153**	**€277,977**	**€617,057**	**€511,073**	**€185,064**	**€69,243**	**€145,406**	**€63,765**
	Total of I and II	**€1,174,155**	**€399,138**	**€436,967**	**€507,285**	**€1,004,459**	**€697,920**	**€431,870**	**€183,085**	**€324,769**	**€147,287**
III	**Overheads/indirect costs**										
III.1	Costs of support staff	€49,323	€4,649	€16,126	€11,515	€22,800	€34,373	€9,802	€0	€5,350	€6,300
III.2	Not directly allocable administrative costs	€0	€7,216	€14,037	€10,704	€21,192	€11,641	€9,112	€27,419	€34,620	€12,814
III.3	Other non-allocable costs	€85,417	€7,460	€28,102	€11,059	€21,894	€14,507	€9,414	€0	€1,250	€1,500
	Total III	**€134,740**	**€19,325**	**€58,265**	**€33,278**	**€65,886**	**€60,521**	**€28,328**	**€27,419**	**€41,220**	**€20,614**
	TOTAL	**€1,308,895**	**€418,463**	**€495,232**	**€540,563**	**€1,070,345**	**€758,441**	**€460,198**	**€210,504**	**€365,989**	**€167,901**

	Mozambique	Ghana	Côte d'Ivoire	Sierra Leone	Ethiopia	Kenya	Uganda	Global Digitalisation & Innovation	Global Linking & Learning	Global Partnership Management & Coordination	TOTAL
	€89,344	€183,550	€115,233	€102,228	€19,995	€126,470	€61,002	€169,263	€228,936	€0	€2,702,401
	€123,854	€51,998	€34,679	€34,580	€23,994	€76,969	€59,719	€75,919	€160,186	€0	€1,571,784
	€33,173	€31,810	€22,740	€21,808	€3,555	€2,800	€2,250	€67,183	€19,000	€0	€514,077
	€246,371	**€267,358**	**€172,652**	**€158,616**	**€47,543**	**€206,239**	**€122,971**	**€312,365**	**€408,122**	**€0**	**€4,788,261**
	€116,326	€189,357	€140,118	€137,478	€51,431	€234,656	€146,995	€168,844	€629,401	€348,167	€3,882,511
	€0	€0	€0	€0	€0	€0	€0	€2,989	€0	€193,021	€196,010
	€35,431	€65,468	€47,103	€43,538	€21,122	€51,695	€10,259	€30,335	€21,776	€9,745	€724,065
	€21,976	€10,382	€6,010	€5,250	€750	€1,550	€1,550	€60	€0	€0	€191,321
	€15,057	€7,724	€1,700	€1,350	€2,648	€1,050	€1,602	€28,719	€0	€0	€80,409
	€10,032	€19,044	€12,642	€11,850	€250	€375	€2,744	€19,931	€43,446	€44,814	€354,358
	€198,822	**€291,975**	**€207,573**	**€199,466**	**€76,201**	**€289,326**	**€163,150**	**€250,879**	**€694,623**	**€595,747**	**€5,428,674**
	€445,193	**€559,333**	**€380,225**	**€358,082**	**€123,744**	**€495,565**	**€286,121**	**€563,245**	**€1,102,745**	**€595,747**	**€10,216,935**
	€12,115	€61,027	€40,072	€37,283	€11,927	€44,324	€38,839	€0	€0	€0	€405,824
	€43,675	€1,500	€810	€500	€1,707	€10,115	€9,369	€35,716	€0	€0	€252,147
	€2,900	€5,210	€3,200	€1,725	€4,526	€22,209	€16,886	€0	€0	€0	€237,259
	€58,690	**€67,737**	**€44,082**	**€39,508**	**€18,160**	**€76,648**	**€65,094**	**€35,716**	**€0**	**€0**	**€895,230**
	€503,883	**€627,070**	**€424,307**	**€397,589**	**€141,905**	**€572,213**	**€351,215**	**€598,960**	**€1,102,745**	**€595,747**	**€11,112,165**

ANNEX 3

GLOSSARY

Abbreviation	Full Name
ACPCU	Ankole Coffee Producers Cooperative Union
AfCFTA	Africa Continental Free Trade Area
AMV	Africa Mining Vision
APOA	Asian Palm Oil Alliance
ARS	Africa Region Standards
ASCI	Africa Sustainable Commodities Initiative
ASGM	Artisanal and Small-Scale Gold Mining
ASM	Artisanal and Small-Scale Mining
ATA	Asia Tea Alliance
BCI	Better Cotton Initiative
CAZ	Cotton Association of Zambia
COPs	Communities of Practitioners
CPOPC	Council of Palm Oil Producing Countries
CPOS	China Palm Oil Standard
CSDDD	Corporate Sustainability Due Diligence Directive
CSOs	Civil Society Organisations
DSS	Direct Settlement System
EATTA	East Africa Tea Trade Association
ESACO	Eastern and Southern Africa Cotton Organization
ESDO	Environment and Social Development Organization
ETI	Ethical Trade Initiative
EUDR	European Union Deforestation Regulation
FFB	Fresh Fruit Bunches
FPOs	Farmer Producer Organizations
FWF	Fair Wear Foundation
GALS	Gender Action Learning Systems
GAP	Good Agricultural Practices
GESI	Gender Equality and Social Inclusion
ICAC	International Cotton Advisory Council
ICT	Good Agricultural Practices
IDH	Sustainable Trade Initiative
ILO	International Labour Organisation
IPOS	Indian Palm Oil Sustainability Standard
ISPO	Indonesian Sustainable Palm Oil standard
MSIs	Multi-Stakeholder Initiatives
MSMEs	Micro, Small and Medium Enterprises
MSPs	Multi-Stakeholder Platforms
NISCOPS	National Initiatives for Sustainable and Climate Smart Oil Palm Smallholders Programme
NSTGA	National Small Tea Growers Association
OCA	Organic Cotton Accelerator
OECD	Organisation for Economic Co-operation and Development
OHADA	Organisation for the Harmonisation of Corporate Law in Africa
OPDAG	Oil Palm Development Association of Ghana
PAWU	Plantation Agriculture Workers Union
RGCS	Responsible Gold Credit System
RMG	Ready-Made Garments
RS!	RECLAIM Sustainability! Programme
RSPO	Roundtable on Sustainable Palm Oil
SASA	Start Awareness Support Action methodology
SMEs	Small and Medium Enterprises
STGA	Small Tea Growers Association
STGs	Small Tea Growers
STITCH	Sustainable Textile Initiative: Together for Change
TCDA	Tree Crops Development Authority
TFA	Tropical Forest Alliance
TLGs	Thematic Learning Group
TPM	Third Party Monitoring
ZAMGAP	Zambia Good Agricultural Practices

COLOPHON

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