

Solidaridad



**MULTI-ANNUAL STRATEGIC PLAN (MASP)
2026 - 2030**

Sustainable Supply Chains, Thriving Farmers

FOREWORD

OUR PATHWAY TO 2030: DRIVING PRODUCER-LED TRANSFORMATION IN EAST AND CENTRAL AFRICA

For over 15 years, Solidaridad has had the privilege of standing alongside the small-scale producers who nourish the region, fuel industries, and steward the landscapes across East and Central Africa. Together with farmers, workers, miners, and micro, small, and medium enterprises (MSMEs) in agriculture, industry, and mining sectors, we have cultivated partnerships that strengthen livelihoods, expand opportunities, and ignite change to produce more sustainably. This journey has shaped our unwavering commitment: Farmers First—always.

Throughout these years, we have witnessed the extraordinary resilience, ingenuity, and determination of the producers who sustain our economies. They secure food for households, power industries with essential raw materials, and safeguard the natural resources that future generations will depend on. Their role is not only fundamental, but it is also transformative.

Yet, across the region, too many continue to navigate fragile systems and unequal opportunities. Climate extremes are accelerating, landscapes are under pressure, and markets remain difficult to access. Women and youth—the heart of our productive force—face barriers in education, resources, and voice. Digital innovations are reshaping what is possible, but connectivity gaps risk leaving the most vulnerable further behind. Our long-term engagement has revealed deep systemic barriers, from gaps in infrastructure and finance to unequal bargaining power and high compliance demands, that restrict producers from reaching their full potential. These realities reveal a truth we cannot ignore: If development is to be meaningful, it must be just. If transformation is to be lasting, it must be inclusive.

This is why, as we look toward 2030, our ambition must be bolder. We must reimagine systems—not just projects. We must reshape markets—not simply participate in them. Real, lasting change requires aligning suppliers, buyers, financial institutions, governments, and communities around equitable and sustainable value creation. Producers must not only participate in markets—they must thrive within them and shape the systems that influence their futures.

Our 2026-2030 Regional Multi-Annual Strategic Plan builds on this vision. It is a shared commitment to build economies that reward sustainability, respect human dignity, and regenerate the world's natural resources. It places producers at the centre of transformation and charts a clear, measurable path forward. Over the next five years, we will work to:

- ▼ Empower at least **650,000 producers** to adopt regenerative, climate-smart, and sustainable practices that restore landscapes, increase productivity, and build long-term resilience.
- ▼ Connect **200,000 producers** to fair and, transparent, and competitive markets through traditional and non-traditional marketing channels (e.g., digital tools), inclusive business models, and strengthened partnerships across local, regional, and global supply chains.
- ▼ Mobilize responsible finance to unlock opportunities for small-scale producers, MSMEs, and community enterprises, ensuring capital flows to those building resilience on the ground.
- ▼ Advance social equity and decent work, so that women, youth, and marginalized groups play a central role in resource governance, enterprise development, and leadership.
- ▼ Influence policy and institutional systems so that producers' voices inform the standards, regulations, and investments that shape their livelihoods.

These ambitions are guided by one belief: **transformation is most powerful when it is locally-led and collectively sustained**. Our strategy reflects diverse conversations, shared experiences, and co-created solutions with communities, cooperatives, workers, private sector partners, and government institutions across the region.

As we embark on this next chapter, I am filled with deep admiration for the producers who continue to dream, adapt, and persevere through uncertainty. Their courage reminds us that sustainable development is not an abstract vision; it is a daily act of hope.



To our long-standing partners, thank you for your trust and collaboration. To new partners, welcome. The journey ahead calls for bold action, shared purpose, and unwavering commitment. Together, we can build systems that uplift communities, restore ecosystems, and create lasting prosperity for generations. Thank you for believing in transformation that matters and for helping us make it real.

Rachel Wanyoike, Managing Director - Solidaridad East and Central Africa

WE STAND FOR

- ▼ A farmer-centric approach
- ▼ Global network structure
- ▼ Local expertise, insights and Knowledge
- ▼ 55 years of global experience; 15+ years in East Africa
- ▼ Strong connection with farmers
- ▼ Solution-oriented
- ▼ Innovative solutions
- ▼ A holistic approach

WHAT WE DO

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

WHO WE WORK FOR

Small-scale farmers, miners, and workers in Ethiopia, Kenya, Tanzania, and Uganda who:

- ▼ Struggle to earn fair income from their produce and/or labor
- ▼ Have limited access to the inputs, tools, services, knowledge, and resources they need to improve their livelihoods
- ▼ Are exposed to heightened risks such as climate shocks like droughts and floods, and market volatility
- ▼ Have little influence over prices or access to competitive markets
- ▼ Operate/work in unsafe, unfair, and/or exploitative conditions
- ▼ Are excluded from decisions that shape their future, but with support can gain agency and control



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



OUR VIEW ON SUSTAINABILITY

- ▼ Economic resilience and prosperity
- ▼ Social equity
- ▼ Environmental stewardship

OUR IMPACT

- ▼ **Fair Rewards:** Small-scale farmers, workers, miners, & MSMEs build fair and stable livelihoods that enable them to thrive.
- ▼ **Resilient Livelihoods:** Small-scale farmers, workers, miners, and MSMEs are able to withstand climate, market, and economic shocks and bounce back stronger.
- ▼ **Dignity and Inclusion:** Everyone, especially women, youth, and marginalized groups, has equal say, fair opportunities, and rewards, empowering them to shape their own future.
- ▼ **Planetary Stewardship:** Agricultural and extractive production systems thrive while safeguarding soil, water, forests, and biodiversity.
- ▼ **Opportunities for All:** Everyone along the value chain, including farmers, miners, workers, and enterprises, gains access to decent work, skills, markets, and other opportunities that drive shared prosperity.

OUR EXPERTISE

- Coffee 
- Livestock 
- Fruits & Vegetables 
- Fashion (Cotton, Leather, and Textiles) 
- Oil Palm 
- Tea 
- Food Crops 
- Gold 
- Spices & Medicinal Herbs 
- Cocoa 



A BRIGHT FUTURE FOR KENYAN COFFEE

Gibson Kinyua and Faith Wambui are a husband and wife team with more than 20 years of experience farming coffee in Nyeri, Kenya. Joining Solidaridad's 'Food Security through Improved Resilience of Smallholder Coffee Farmers in Ethiopia and Kenya' (FOSEK) has transformed their farming operation.

ABOUT US

A GLOBAL NETWORK, LOCAL EXPERTISE

Solidaridad is an international civil society organization (CSO) with over 55 years of experience in developing solutions that create resilient communities and sustainable supply chains. We work across value chains to **make sustainability the norm** by supporting the transition to an inclusive economy that ensures sustainable livelihoods, fair wages, and production in balance with nature.

Guided by **our farmers-first approach**, we champion sustainable land use, contribute to improved working conditions and livelihoods, and ensure food and nutrition security while strengthening producer organizations. We bring together supply chain players and engage them with innovative solutions to enhance production and drive the transition to economies that maximize the benefits for all. Our efforts focus on strengthening local capacities in developing nations, supporting the creation of enabling environments for economies to thrive, and improving market access. Through our interventions, we also promote fair and transparent trade, uphold corporate social responsibility, and encourage ethical sourcing and conscious consumption.



OUR NETWORK

Solidaridad Network works in over 40 countries, on five continents, through seven independently supervised regional expertise centres: East and Central Africa, West Africa, Southern Africa, Europe (and Network Secretariat), Latin America, North America, and Asia.

Vision

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

Mission

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

OUR VALUES

Our four core internal values are deeply rooted in our DNA of solidarity with underresourced communities and our drive to develop market-based solutions that have a real positive impact on the lives of farmers.



- ▼ **SOLIDARITY:** True to the name of our organization, we hold ourselves in deep solidarity with disadvantaged groups and individuals and are mindful of the effects of our behavior on others.



- ▼ **IMPACT-DRIVEN:** We are fully committed to our mission and focused on achieving tangible improvements for small-scale farmers.



- ▼ **SOLUTION-ORIENTED:** We are pragmatic, innovative problem solvers, always searching for solutions that will deliver the most positive change.



- ▼ **INTEGRITY:** We adhere to the highest ethical principles and professional standards. We value trust, transparency and accountability, and work closely with colleagues to foster an organizational culture that prioritizes these qualities.



SOLIDARIDAD

EAST AND CENTRAL AFRICA

Headquartered in Nairobi, Kenya, Solidaridad East and Central Africa has country offices and operations in Ethiopia, Kenya (Regional Office), Tanzania, and Uganda, and outreaches in Burundi, Cameroon, the Democratic Republic of Congo (DRC), and Rwanda. Our governance and leadership structure comprises country managers and teams, supported by a regional team led by the Managing Director.



Ethiopia	Kenya	Tanzania	Uganda
<ul style="list-style-type: none">• Coffee• Livestock (Dairy)• Fashion (Cotton, Leather, and Textiles)• Food Crops	<ul style="list-style-type: none">• Coffee• Tea• Livestock (Dairy)• Fruits and Vegetables• Food Crops• Gold	<ul style="list-style-type: none">• Coffee• Fashion (Cotton & Leather)• Spices• Tea• Fruits and Vegetables• Gold	<ul style="list-style-type: none">• Coffee, Cocoa• Tea• Oil Palm• Fruits and Vegetables• Food Crops• Medicinal Herbs• Gold

OUR WORK

Across East Africa, Solidaridad operates in agricultural, industry, and mining supply chains. Through a combination of boots-and-brains on the ground, interactive dialogue, community-based initiatives, lobbying and advocacy, and public-private partnerships, we advance viable and resilient production, enabling policy environment, inclusive market connection systems, and inclusive service delivery systems to scale sustainable and inclusive supply chains and trade. We support producer organizations to promote sustainable production of 11 key commodities in **agriculture**: coffee, livestock, fruits and vegetables, tea, oil palm, food crops, spices, and medicinal herbs; **industry**: fashion (cotton, leather, and textiles); and **mining**: gold.



GOLDEN OPPORTUNITY: A CHAMPION FOR SAFETY AND EQUALITY IN KENYA'S GOLD MINES

Women play a vital role in Kenya's artisanal and small-scale gold mining sector, but they face significant challenges. Exposure to harmful substances, long hours, and low pay are common. Eunice Atieno, a dedicated miner, is working to improve conditions for women in her community. She is raising awareness about safety, advocating for fair wages, and inspiring other women to demand better working conditions as they strive for a brighter future.

CONTEXTUAL ANALYSIS

East and Central Africa stands at a pivotal moment, with resilient economic growth tempered by structural vulnerabilities in agricultural, mining, and industry supply chains. Small-scale producers (farmers, miners, and workers) remain constrained by low productivity, limited access to finance and markets, weak infrastructure, and exposure to climate and environmental shocks. Social inequalities, particularly for women, youth, and marginalized groups, persist, while rapid demographic shifts and urbanization place additional pressure on rural economies and labor markets. At the same time, emerging technologies, regional integration, and policy reforms present transformative opportunities to modernize value chains, improve traceability, and drive inclusive, sustainable growth. Solidaridad's strategy responds to these dynamics by strengthening climate-smart, equitable, and resilient supply chains, promoting social inclusion, and supporting rural communities to participate fully in regional and global markets while safeguarding the planet for future generations.

A. Economic and Trade Dynamics

East and Central Africa's economies have shown moderate, but resilient growth with an average regional GDP expansion of 4.7% in 2023 (AfDB, 2024). This growth is underpinned by agriculture, services, and extractive industries. However, it remains uneven and vulnerable as climate shocks, global commodity volatility, inflationary pressures, and rising debt burdens threaten sustainability. In several countries, public debt now exceeds 60% of GDP (IMF, 2024), limiting fiscal space for critical investments in infrastructure, public services, and resilience-building.

Agriculture, the backbone of the regional economy, employs over 60% of the population, yet productivity remains low. This is largely due to limited access to finance, markets, climate-resilient inputs, and infrastructure. Informality dominates, with over 80% of the workforce in informal employment (ILO, 2024), restricting access to social protection, reducing tax revenues, and weakening prospects for formal job creation. Youth unemployment and underemployment are urgent concerns as the working-age population rapidly expands, amplifying pressure on labor markets and social systems.

While regional integration through frameworks such as the African Continental Free Trade Area (AfCFTA) and the East African Community (EAC) offers opportunities for economic transformation through expanded intra-African trade, cross-border value chains, and improved regional infrastructure, implementation gaps persist. Non-tariff barriers, weak logistics, and policy misalignments continue to hinder momentum. Small-scale producers and MSMEs remain particularly constrained, facing high entry costs, inadequate enforcement of trade protocols, and marginal participation in high-value markets.

Why it Matters

Solidaridad recognizes that the region's path to sustainable and inclusive growth lies in strengthening resilient, traceable, and profitable value chains across agriculture, extractives, and manufacturing. Barriers like limited access to finance, poor infrastructure, and lack of formal market inclusion stifle economic growth, hinder regional trade, and prevent local businesses from scaling and competing regionally/globally. By addressing these challenges, Solidaridad aims to strengthen resilient, climate-smart value chains, boost regional integration, and foster more inclusive economic growth across the region.

“Solidaridad’s strategy responds by strengthening climate-smart, equitable, and resilient supply chains, promoting social inclusion, and supporting rural communities to participate fully in regional and global markets while safeguarding the planet for future generations.”



B. Climate Vulnerability and Environmental Stress

The economies of East and Central Africa are deeply dependent on agriculture, which accounts for around 40% of the region's GDP and sustains the livelihoods of nearly 80% of the population in countries such as Ethiopia, Kenya, Uganda, and Tanzania (FAO, 2025). However, the reliance on rain-fed systems and natural resources leaves the region highly vulnerable to escalating climate and environmental shocks. Recent events have shown this fragility. In 2024, Kenya experienced its most severe floods since 1950, claiming 188 lives, displacing over 200,000 people, and destroying crops across nearly 68,000 hectares of farmland (LeMonde, 2024). Meanwhile, regions in Ethiopia and Somalia continue to face chronic droughts, decimating livestock and groundwater reserves. Forecasts show more turbulence ahead: climate models predict rainfall will increase by up to 35% in parts of Ethiopia, Uganda, and Kenya by the 2080s, while declining by up to 45% in southern Tanzania (Gabrechorkos et al., 2023).

These extremes threaten food production, water security, and rural livelihoods. At the same time, land and ecosystem degradation is accelerating. Over 40% of East African soils are degraded, leading to declining fertility and weakened productivity. Deforestation - driven by unsustainable practices linked to small-scale agriculture, charcoal production, and mining - is exacerbating soil erosion, water scarcity, and biodiversity collapse, further compounding the region's environmental challenges. Between 2015 and 2020, sub-Saharan Africa lost an average of 4.4 million hectares of forest annually, with the majority occurring in eastern and southern regions (Statista, 2025). Mining adds another layer of environmental stress. In Kenya, Tanzania, and Uganda, the rapid growth of artisanal and small-scale mining (ASM) is driving forest loss, mercury pollution, and land degradation. While economically significant, these operations often function in regulatory grey areas, with limited environmental safeguards.

This ecological breakdown carries disproportionate impacts. Women and youth, who form a large share of small-scale agricultural producers and land stewards, often have the fewest resources to adapt and are most affected by reduced access to water, land degradation, and crop failure. Alongside climate disruption, international regulations are tightening. The EU Deforestation Regulation (EUDR), Responsible Business Conduct (RBC) guidelines, and Environmental, Social & Governance (ESG) compliance standards are reshaping trade landscapes, particularly in commodities such as coffee, cocoa, leather, mining, and textiles. These frameworks require companies to demonstrate traceability, legality, and environmental sustainability across their supply chains.

Why it Matters

Climate vulnerability and environmental degradation threaten the foundation of rural economies, with rural communities particularly at risk. Solidaridad must act as a systems enabler, championing climate-smart practices, supporting producers with compliance tools, and fostering gender and social inclusion. By doing so, we can help restore degraded landscapes, secure food systems, and ensure that producers maintain access to increasingly competitive markets.



C. Social Inequality and Youth Exclusion

Persistent social inequalities, particularly those linked to gender, youth, and rural-urban divides, continue to undermine inclusive and sustainable development across East and Central Africa. Structural barriers limit the participation of women and youth in education, employment, and decision-making, especially in agriculture and natural resource-based sectors.

Women and girls face entrenched disparities: only 41% are enrolled in secondary education, and they earn on average 19% less than men for comparable work (World Bank Group, 2025). These gaps restrict their access to land, finance, and leadership in value chains, particularly in small-scale farming and rural enterprises where their contributions are most visible but least rewarded. Addressing gender inequality is not only a moral imperative but also a key economic strategy: empowering women in agriculture and extractives is linked to increased productivity, household welfare, and resilience to shocks.

Youth who comprise nearly 60% of the region's population are a powerful demographic force but face widespread exclusion. Youth unemployment exceeds 20% in several countries (MATSH, 2023), with rural youth, especially young women, encountering acute barriers to land tenure, skills development, and business finance. Despite the potential of agriculture, extractives, and climate-smart enterprises to provide meaningful work and innovation platforms, these sectors remain structurally unattractive and difficult to access for youth due to outdated systems, limited support infrastructure, and weak policy inclusion.

Income inequality further compounds exclusion, with Gini coefficients exceeding 40 in countries such as Ethiopia, Kenya, Tanzania, and Uganda (World Bank, 2025). This reflects disparities in access to education, healthcare, land, and markets, particularly between rural and urban populations. The result is deepening underemployment, social instability, and increasing rural-to-urban migration pressures.

Why it Matters

Inclusion is essential for stability and sustainable growth. Persistent inequalities, especially around gender, youth, and rural-urban divides, limit access to opportunities and hinder development. Empowering women and youth, particularly in agriculture and natural resources, boosts productivity, resilience, and innovation. Solidaridad's strategy prioritizes gender and youth equity by promoting access to resources, leadership, and inclusive value chains, driving a more stable and prosperous future for all.

D. Technology Access and the Digital Divide

Digital technologies are rapidly reshaping critical sectors across East and Central Africa, including agriculture, extractives, and manufacturing, offering new pathways for productivity, climate resilience, and market integration. Digital-based platforms, artificial intelligence, blockchain, remote sensing, drones, and innovative solutions are enhancing productivity, improving service delivery, and enabling traceability and environmental compliance across value chains.

In agriculture, digital innovations such as weather forecasting tools, e-extension services, and mobile-based advisory platforms (e.g., AgriPredict, FarmDrive, Digital Green, and Beyco Marketplace) are helping farmers manage risks, access inputs, and respond to climate variability. These technologies are critical enablers of informed decision-making, improved productivity, and expanded market access, particularly in a region where over 60% of the population relies on small-scale farming for livelihoods.

Financial technology is also accelerating inclusion. Mobile money services such as M-Pesa, Telebirr, and MTN Mobile Money have significantly increased access to financial services among rural and unbanked populations, enabling safer transactions, savings, and access to credit. Meanwhile, agritech startups like Hello Tractor and Twiga Foods are scaling innovative models for mechanization, logistics, and input delivery, offering potential solutions to longstanding productivity bottlenecks in agriculture and food systems. In the extractive and manufacturing sectors, digital tools are beginning to improve transparency and sustainability. Technologies such as portable XRF scanners, GIS mapping, and ESG monitoring systems enhance mineral traceability and site-level data collection, aligning with international sourcing requirements. Similarly, digital traceability platforms (e.g., SAP Rural Sourcing Management, BanQu, Trace) are gaining traction in value chains like coffee, cocoa, cotton, and leather, driven by tightening global standards around sustainability, deforestation, and responsible business conduct, particularly under the EUDR and ESG frameworks.

Despite this momentum, a persistent digital divide threatens to leave the most vulnerable behind. Rural communities still face critical deficits in internet infrastructure, reliable electricity, and affordable devices. Digital illiteracy and limited access to training particularly exclude women and youth groups that are central to agricultural production and rural entrepreneurship. In addition, the penetration of smart mechanization, automation, and precision tools in artisanal mining, textile processing, and small-scale leather tanning remains low, constraining productivity and compliance with emerging market demands.

Why it Matters

Bridging these gaps is essential to unlocking the full potential of technology in driving sustainable and inclusive development. Without targeted investment in rural connectivity, gender-responsive digital education, and access to affordable tools, technological progress risks reinforcing existing inequalities rather than resolving them. Solidaridad is well-positioned to scale inclusive technologies by investing in rural connectivity, partnering with digital innovators, and ensuring women and youth are prioritized in the digital economy.



E. Enabling Governance and Finance for Inclusive, Sustainable Growth

Weak governance, inconsistent policy implementation, and underdeveloped financial ecosystems remain major impediments to inclusive and sustainable development in East and Central Africa. In key sectors such as agriculture, extractives, and agro-industry, institutional fragmentation and policy incoherence limit the effectiveness of public interventions—particularly those targeting climate resilience, food security, and environmental sustainability.

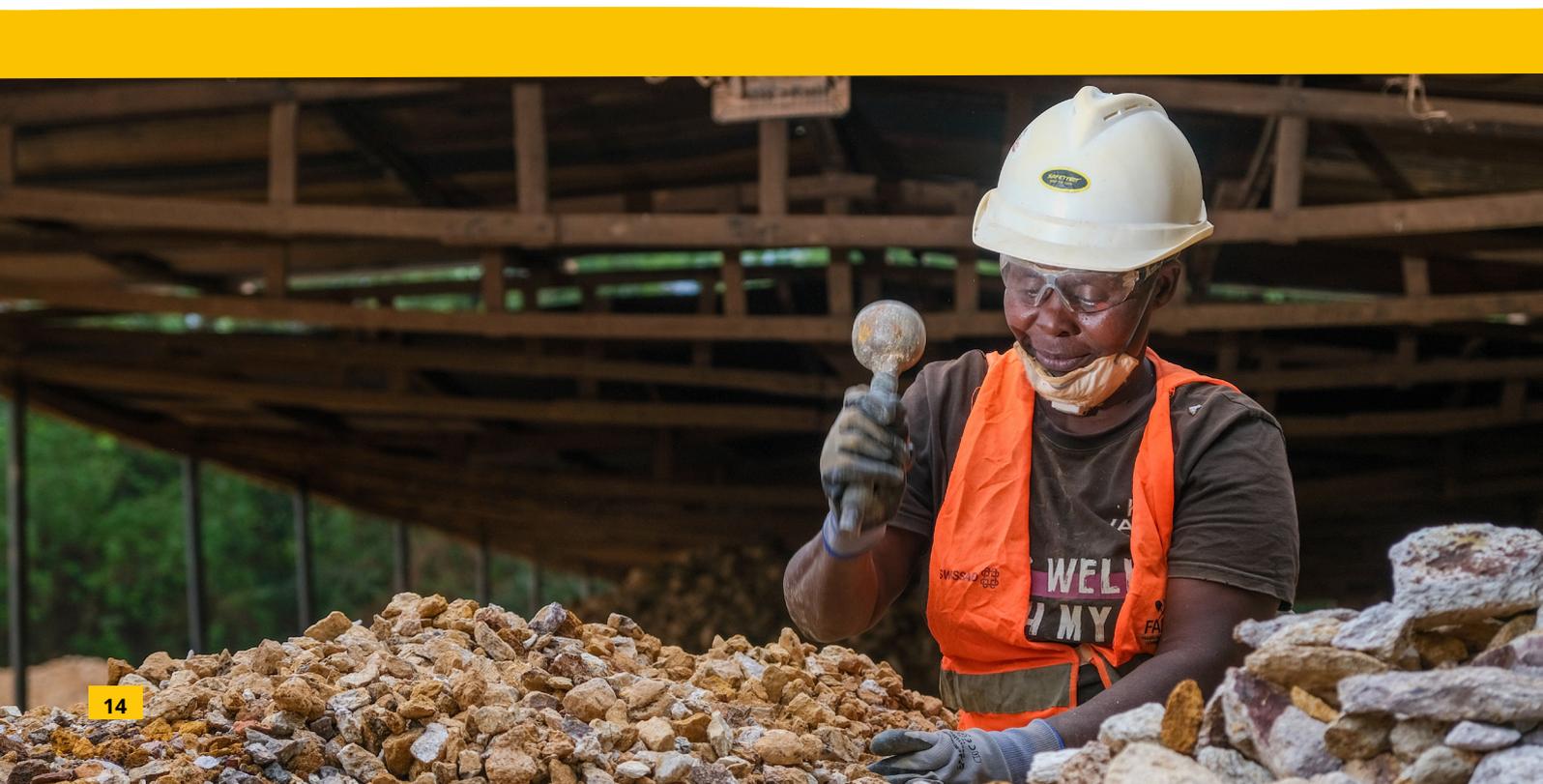
Policy implementation often falls short due to capacity gaps and corruption. In Uganda, for instance, failure to integrate climate adaptation with food security and trade policy results in siloed and inefficient responses. Similarly, a lack of coordination between ministries responsible for land, environment, and agriculture leads to missed opportunities for holistic development planning. These gaps contribute to investor uncertainty, weak enforcement of standards, and limited scale-up of climate-smart innovations. Financial access reflects and reinforces this policy environment. Small-scale farmers, MSMEs, women, and youth-led enterprises face acute barriers to financing - from high interest rates and collateral requirements to limited availability of tailored products. Rural financial markets remain shallow, with few institutions offering products adapted to agricultural seasonality, climate risk, or value chain development. As a result, many producers are unable to invest in sustainability-enhancing practices, post-harvest improvements, or value addition. Insurance penetration is equally low, with climate-related losses often borne entirely by producers, reinforcing cycles of poverty and underinvestment.

Despite these challenges, opportunities are emerging. Kenya's and Tanzania's decentralization efforts have improved local accountability and community participation in resource planning. Ethiopia is embedding green growth into national development frameworks, while regional institutions like the East African Community (EAC) are making progress on policy harmonization around trade, environmental protection, and sustainable agriculture. Sector-specific reforms, such as the Extractive Industries Transparency Initiative (EITI) and cleaner production initiatives in textiles and leather, are gradually enhancing governance standards.

Land governance remains a critical barrier but also a leverage point. Ongoing reforms in Tanzania and Uganda are beginning to offer more secure tenure for small-scale farmers, which can unlock long-term investments if linked to better access to finance and extension services.

Why it Matters

Weak governance, fragmented policies, and underdeveloped financial systems hinder inclusive growth in sectors like agriculture and extractives. By strengthening governance, ensuring policy coherence, and improving financial access, Solidaridad can help bridge gaps for rural and marginalized communities. This will enable investments in climate-smart practices, resilience, and sustainable development, driving long-term, equitable growth.



F. Demographic Transformation and Urbanisation

The region is undergoing a profound demographic transformation. With one of the world's fastest-growing populations and rapid urbanization, more than 50% of its inhabitants are expected to live in urban areas by 2030. This shift is placing immense pressure on food systems, land resources, infrastructure, and employment markets—especially in cities that are unprepared for such accelerated growth.

Yet, the rural sector - where most of the region's population still lives - remains economically marginalized. Agricultural productivity continues to lag due to outdated farming methods, limited access to quality inputs, poor extension services, and fragmented markets. Small-scale farmers, who provide the bulk of food and raw materials, frequently earn below the global poverty line of USD 2.15/day (World Bank, 2025) and remain vulnerable to shocks. Post-harvest losses, up to 37% of total production in some cases, further undermine food security and economic returns, especially in staple cereals and perishable crops. Rural-urban migration, while often driven by the search for better livelihoods, risks depleting the rural labor force. Many migrants find themselves in informal, low-income urban employment, while rural areas are left with underutilized land and shrinking productive capacity. At the same time, growing urban populations are expanding demand for food, textiles, and energy offering a potential market for rural producers if supply chains can be modernized and made more inclusive.

The structural disconnect between booming demographic trends and stagnant rural economies highlights a critical development gap. Unlocking the potential of rural areas by boosting agricultural competitiveness, improving post-harvest systems, and enhancing value addition can help absorb demographic pressures, reduce poverty, and promote sustainable land use. Better rural livelihoods also mitigate distress migration and contribute to more balanced regional development.

Why it Matters

Building climate-smart, inclusive rural economies is essential for food security, poverty reduction, and managing rapid urbanization. As demand from growing cities rises, modernizing rural value chains and engaging youth in agri-food, circular, and green sectors can unlock economic opportunity, reduce migration pressures, and support balanced, sustainable development.

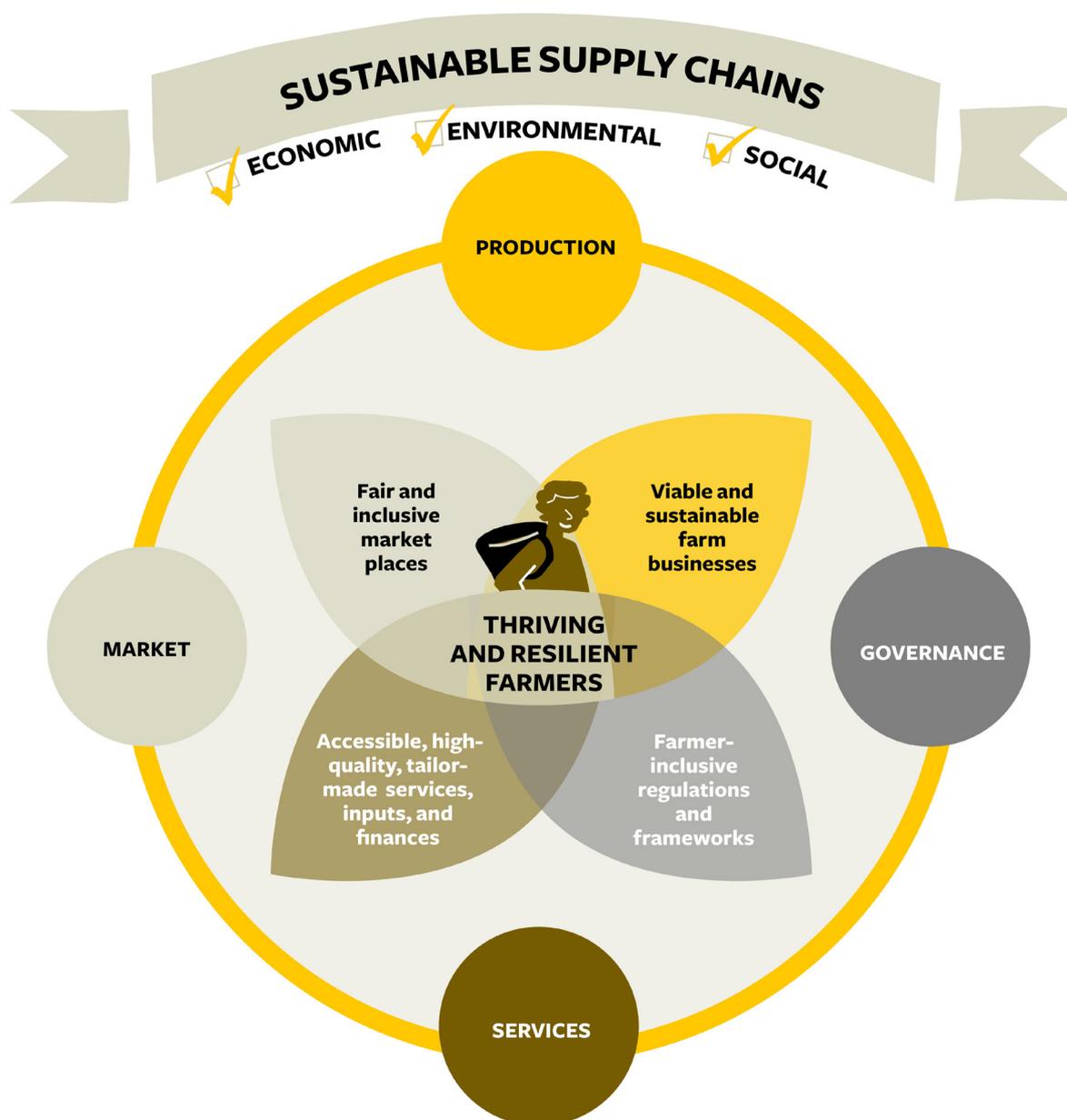


A BRIGHT FUTURE FOR A WOMAN FARMING COFFEE IN TANZANIA

Dorothy Masaki is a 54 year-old wife and mother of six who began farming over 35 years ago as a young woman working on her father's farm with her parents and her siblings. After years of hard work Dorothy joined Solidaridad's Practice for Change: Coffee Resilience Programme in East Africa, and the success of her coffee farm is leading to new opportunities for herself, her family and her friends.

STRATEGIC RESULTS FRAMEWORK

Solidaridad East and Central Africa's MASP IV Theory of Change sets out a farmer-centered roadmap to reshape agricultural, industry, and mining landscapes into inclusive, resilient, profitable, and climate-smart systems. Our work begins and ends with farmers whose livelihoods and leadership are key to building equitable economies and sustainable ecosystems across the region.



Strategic Outcomes

- ▼ **Economic prosperity and resilience:** Farmers, workers, and MSMEs have access to productive resources, fair markets, and finance to build competitive value chains and profitable businesses and achieve living incomes. Inclusive business models, cooperative strengthening, and formalization of informal sectors enable broad-based rural enterprise growth.
- ▼ **Social equity:** Women, youth, and marginalized producers have a voice and agency in the systems that affect them. By supporting fair labor, gender inclusion, and access to opportunities, we foster social cohesion and shared prosperity.
- ▼ **Environmental stewardship:** Regenerative agriculture, agroecology, and nature-based solutions protect the landscapes that sustain farming livelihoods. Climate-smart and regenerative investments and improved land governance help communities adapt, restore ecosystems, and access climate finance.

Strategic Focus

- ▼ Co-create alternative supply chains while catalyzing farm intensification, income diversification (value addition), and food and nutrition security.
- ▼ Refine and expand inclusive service delivery models to unlock market and finance (supply-side) access for small-scale farmers.
- ▼ Influence and align with mandatory and voluntary sustainability frameworks for long-term impact.
- ▼ Champion decent work conditions for farm and factory workers.
- ▼ Support climate adaptation and mitigation through efficient, climate-resilient, regenerative farming practices and locally led climate solutions.
- ▼ Enable small-scale farmers and businesses to transition to carbon-neutral operations, focusing on insetting strategies and scaling Payment for Ecosystem Services (PES) models to enhance farmer incentives and environmental benefits.

Our Theory of Change sets out a clear and practical roadmap for building resilient livelihoods, inclusive economies, and ecologically responsible production systems. It charts and links key activities to outputs, outcomes, and long-term impact, and outlines the assumptions that underpin four key pathways.

- 1. Viable and Resilient Production Systems (Producer Level):** **IF** small-scale farmers and workers, particularly women and youth, are supported to adopt regenerative, climate-smart, and economically viable practices, combined with secure land rights, access to timely information, and incentives such as payments for ecosystem services; **IF** gender equity and youth empowerment are integrated into all interventions so that marginalized producers gain voice, access to resources, and participation in decision-making; and **IF** producers have access to the skills, inputs, and institutional support needed to sustain these practices over time, **THEN** productivity will rise, incomes will grow, and ecosystems will be restored, creating more inclusive and resilient rural communities.
- 2. Inclusive Service Delivery Systems (Business Level):** **IF** agribusinesses, cooperatives, and service providers — including financial institutions, input suppliers, and digital platforms, are strengthened to deliver affordable, accessible, and tailored services to small-scale producers; **IF** these actors adopt inclusive business models that ensure transparency, fair pricing, and shared value creation; and **IF** producers' capacities, digital literacy, and trust in service providers are strengthened to enable effective uptake and collaboration, **THEN** inclusive, efficient, and sustainable service delivery systems will emerge, expanding producers' access to finance, technology, and markets while creating decent rural employment opportunities.
- 3. Inclusive Market Connection Systems (Market Level):** **IF** small-scale producers are connected to fair, transparent, and diversified markets through improved infrastructure, digital tools, and collective organization; **IF** buyers, processors, and other value chain actors commit to inclusive sourcing practices and long-term partnerships; and **IF** sustainable market incentives such as certification schemes, sustainability premiums, and consumer demand for responsibly produced goods are strengthened, **THEN** producers will gain stable market access, better prices, and greater value addition opportunities, leading to more resilient livelihoods and inclusive rural growth.
- 4. Enabling Policy Environment (Policy Level):** **IF** governments, regulatory agencies, and development institutions enact and enforce policies that secure land and resource rights, incentivize regenerative and climate-resilient production, and strengthen inclusive value chains; **IF** the private sector adopts favorable business models and investment practices that align with sustainable and inclusive policy goals; **IF** civil society organizations are strengthened to effectively raise citizen voices, promote transparency, and ensure policy responsiveness to the needs of marginalized groups; and **IF** there is sustained political commitment, adequate financing, and effective coordination among all stakeholders, **THEN** the policy environment will foster equitable participation, sustainable investment, and systemic transformation toward resilient, inclusive, and environmentally responsible economies and supply chains.

Our Theory of Change is grounded in the understanding that lasting impact emerges when empowered producers operate within supportive systems. By strengthening the capacity, voice, and agency of farmers, workers, and MSMEs, while influencing the policies, markets, and institutions that shape their livelihoods, Solidaridad creates the systemic conditions for fair rewards, resilient economies, and ecological balance. This approach recognizes that sustainable transformation is both bottom-up and top-down; it begins with producers but succeeds only when markets, governments, and investors align to make inclusive and regenerative production the norm.

As we move from vision to action, our theory of change directly informs who we work for and with, positioning small-scale producers, workers, and local enterprises at the centre of transformation, while engaging policymakers, businesses, and civil society as partners in building resilient, fair, and future-proof economies.

STAKEHOLDERS AND PARTNERS



Over the next five years, Solidaridad East and Central Africa will deepen its engagement in East Africa - primarily in Ethiopia, Kenya, Tanzania, and Uganda, while strengthening our footprint in Central Africa, with a focus on Cameroon, the Democratic Republic of Congo, and Rwanda. Under MASP IV, we target to reach over **1.1 million stakeholders** directly, a significant scale-up from the **687,500** targeted under MASP III. With this expanded reach, our initiatives will impact 811,250 small-scale farmers, 273,200 workers, 30,000 artisanal miners, 303 Micro, Small, and Medium Enterprises (MSMEs), and more than 250 civil society organizations across our focus countries. By focusing on those shaping rural and natural resource-based economies (from producers and entrepreneurs to youth and women-led groups), we aim to co-create inclusive, climate-smart ecosystems that drive sustainable growth and resilience.

Direct Target Groups

SMALL-SCALE FARMERS: Small-scale farmers are the primary producers across key sectors such as coffee, livestock, fruits and vegetables, fashion (cotton, leather, and textiles), oil palm, tea, and food crops. We will engage over 811,250 small-scale farmers (55% men, 30% women, and 15% youth), who form the backbone of agriculture and agro-based economies in the region. Despite their crucial role in producing food and raw materials, they remain highly vulnerable to climate shocks and market exclusion. Solidaridad will support them by providing capacity-building opportunities, access to climate-smart technologies, quality inputs, and sustainable market linkages, all aimed at improving productivity and income.

The small-scale farmers can be categorized into three archetypes:

- 1. Archetype 1:** Households with up to 2 hectares (80% of farmers). These farmers rely on rain-fed agriculture and unskilled labor, making them vulnerable to climate variability. They have limited access to inputs, credit, and technology. Many engage in mixed farming, growing crops and keeping livestock.
- 2. Archetype 2:** Households with 2 to 5 hectares (15% of farmers). These farmers use sustainable methods and small-scale irrigation, have better access to inputs, credit, and markets, allowing for more labor and well-structured operations that balance productivity and environmental care.
- 3. Archetype 3:** Households with 5 to 20 hectares (less than 5% of farmers). These farmers employ sustainable practices, have better resources, and play a crucial role in the value chain. Their larger landholdings and advanced practices make them key contributors to local economies and agricultural sustainability.

Category	Ethiopia	Kenya	Tanzania	Uganda	Total
Archetype 1	91,162	200,000	148,000	199,260	588,422
Archetypes 2 & 3	16,088	50,000	52,000	54,740	222,828
Total	107,250	250,000	200,000	254,000	811,250

We will engage over 811,250 small-scale farmers (55% men, 30% women, and 15% youth), who form the backbone of agriculture and agro-based economies in the region.



WORKERS: Our target includes approximately 273,200 workers (50% men, 20% youth, and 30% women) employed across farms, plantations, and agro-processing facilities. These workers often endure poor labor conditions, low wages, limited legal protections, and occupational hazards. We are committed to promoting decent work by improving health and safety standards, advancing gender equality, strengthening worker organizations, and ensuring labor rights compliance through social dialogue in supply chains.

ARTISANAL AND SMALL-SCALE MINERS (ASMS): We aim to engage at least 30,000 ASMs (50% men, 20% youth, and 30% women), particularly in gold and other minerals. ASM communities often operate informally with limited regulations, exposing them to significant health, safety, and environmental risks. Many rely on outdated tools, lack access to financing, and are excluded from formal markets. Solidaridad will support miners through formalization, safer practices, environmental rehabilitation, and access to fair markets, incorporating responsible sourcing frameworks.

MICRO, SMALL, AND MEDIUM ENTERPRISES (MSMES): We will support and work with approximately 303 MSMEs and companies (50% men, 50% youth- and/or women-led) across sectors such as agriculture, agro-processing, leather, textiles, and extractives. These enterprises play a vital role in local job creation, innovation, and value addition, yet often face challenges like suboptimal operational capacity, limited capital, weak business systems, and market volatility. Solidaridad will enhance their competitiveness and sustainability by providing technical support, digitization, access to finance, market development, and strengthening climate resilience.

CSOS (PRODUCER GROUPS, COOPERATIVES, UNIONS, AND LOCAL ORGANIZATIONS): We will collaborate with over 250 CSOs, including producer associations, women- and youth-led cooperatives, farmer organizations, and trade unions. These institutions are essential for amplifying community voices, aggregating value, and delivering services. However, many face governance and capacity challenges. Solidaridad will strengthen their institutional effectiveness, foster democratic participation, and enhance their ability to advocate for policy changes and better market conditions for their members.

Indirect Target Groups

PRIVATE SECTOR ACTORS: Solidaridad will collaborate with both local and global market players, including agribusinesses, buyers, financial institutions, and technology providers, to enhance value chains. These partnerships are essential for improving market access, financial inclusion, and innovation for small-scale producers. Together, we will promote inclusive sourcing, expand digital and financial solutions, and drive investment in climate-smart, gender-responsive innovations.

ACADEMIC AND RESEARCH INSTITUTIONS: Academic and research institutions are critical sources of data, innovation, and expertise that support evidence-based, locally relevant solutions. Solidaridad will work with leading institutions to conduct research, strengthen monitoring, co-develop youth-focused training programs, and validate climate-smart innovations. This collaboration will bridge the gap between research and practice, advancing inclusive, sustainable value chains across the region.

GOVERNMENT INSTITUTIONS: Governments and regional bodies, such as the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA), play a vital role in shaping policies and investments for inclusive, climate-resilient development. Solidaridad will partner with these entities to enhance policy coherence, increase access to finance, and scale innovations that support small-scale producers, decentralized services, and climate action, fostering sustainable value chains and inclusive growth.

DEVELOPMENT PARTNERS AND DONORS: Development partners and donors are instrumental in shaping priorities, mobilizing resources, and scaling impactful solutions. Solidaridad will collaborate with these groups to co-design programs that address systemic barriers, enhance climate resilience, and promote inclusive markets. This will also involve supporting policy dialogue, knowledge sharing, and regional integration.

MEDIA AND INDUSTRY THOUGHT LEADERS: Media outlets and industry thought leaders are crucial in shaping public discourse, influencing perceptions, and amplifying marginalized voices. Solidaridad will engage journalists and influencers to co-create campaigns, highlight grassroots stories, and support advocacy efforts that drive awareness, policy change, and sector-wide accountability for inclusive, sustainable development.

TRADITIONAL, COMMUNITY, & POLITICAL LEADERS, AND THE PUBLIC: Local leaders and influencers are essential in shaping social norms, land governance, and community ownership of development. By engaging them and the broader public through inclusive, participatory approaches - focusing on gender equality, youth, and resource management - we aim to build trust, foster sustainable practices, and rally support for community-led, environmentally positive solutions.

FROM LEARNER TO LEADER

In April 2020, Philemon Cheruiyot, a youth leader from Sorwot Farmers Cooperative Society in Kericho County, embarked on a journey that would redefine his career and impact his community. With technical support from Solidaridad through the Traceable Organic Coffee Kenya (TRACE Kenya) project, Philemon took on a new role as a Trainer of Trainers. Within his role, he immersed himself in the world of sustainable agricultural practices, paving the way for both his personal growth and community empowerment.



IMPLEMENTATION STRATEGY

To drive lasting and inclusive transformation across agriculture, industry, and mining in East and Central Africa, Solidaridad will employ a sector-wide strategy anchored in integrated systemic interventions that address root causes rather than symptoms. This intervention strategy reflects our deep understanding that economic, environmental, and social outcomes are interconnected and that real impact requires reshaping the underlying structures, systems, and incentives that govern how sectors function.

This strategy works to catalyze sustainable supply chain transformation by identifying leverage points, enabling feedback loops, and addressing systemic constraints. It is anchored in local realities yet aligned with global sustainability imperatives through strong partnerships and the development of profitable, resilient, and scalable models that can adapt to changing conditions while delivering long-term impact. The goal is not only to improve productivity or incomes but to rewire the systems that perpetuate inequality, environmental degradation, and market exclusion, enhancing transparency, visibility, and communication across stakeholders to ensure lasting impact.

Integrated Supply Chain Transformation

Solidaridad will implement end-to-end, country-specific supply chain strategies that intentionally integrate food systems and value chains to drive inclusive, sustainable, and lasting sector transformation. This strategy will be aligned with national, regional, and global development priorities and will be grounded in systems thinking, recognizing that food systems are dynamic and interdependent, encompassing everything from sustainable production and value addition to consumption, finance, governance, and environmental stewardship. By addressing all critical elements simultaneously, Solidaridad will help reconfigure how value chains operate within broader food systems. This integrated approach will not only enhance efficiency and equity across the chain but also increase incomes, resilience, and food security for small-scale producers. Ultimately, it will contribute to building climate-smart food systems that are capable of adapting to shifting economic, regulatory, and environmental conditions.

In East and Central Africa, Solidaridad will prioritize coffee, cocoa, livestock, fruits and vegetables, fashion (cotton, leather, and textiles), oil palm, and tea as global focus commodities, given their widespread importance across Ethiopia, Kenya, Tanzania, and Uganda. These shared priorities provide a strong foundation for cross-border learning, investment, and innovations. In addition to these global priorities, we will also emphasize commodities of continental importance, such as food crops, gold, spices, and medicinal herbs. These sectors are central to food security, responsible resource management, economic diversification, and access to high-value markets. By aligning these Africa-wide priorities with the global focus commodities, we aim to create opportunities for shared learning and innovation across East, Central, West, and Southern Africa, driving inclusive growth and sustainable development. Each value chain strategy will embed regenerative agriculture, and circular economy principles, social inclusion, decent work, access to markets and finance, all aimed at improving productivity while restoring ecosystems and protecting human health. Solidaridad will support farmer organizations and cooperatives to strengthen governance, promote collective marketing, and improve access to quality inputs, finance, and sustainability-linked markets. Market analysis, traceability systems, and advocacy will ensure alignment with emerging global standards such as the EUDR and Corporate Sustainability Due Diligence Directive (CSDDD).

MASP IV strategy draws from a strong foundation of successful interventions under MASP III that have demonstrated scalable impact. Through impactful, climate-responsive, and inclusive agriculture and industry initiatives, producers increased productivity and accessed structured markets, increasing their incomes and economic resilience.

Community (and Sector)-Led Transformation

To drive lasting sector transformation, Solidaridad will strengthen the technical, operational, and institutional capacities of all key actors across target value chains. Using a systems thinking approach, capacity building is designed not as a stand-alone intervention but as a reinforcing mechanism that enables sustainable adoption, innovation, and accountability at every level. This approach transforms training into a driver of innovation, resilience, and inclusion, creating a foundation for locally led development, institutional responsiveness, and scalable change across sectors.

A core focus will be on building local ownership and sustainability. Community-based facilitators and gender champions will be equipped to lead inclusive training, support equitable decision-making, and champion social norms change. Special emphasis will be placed on empowering women, youth, and marginalized groups to participate fully in leadership, training, and enterprise development. Training will target lead farmers, trainers of trainers (ToTs), gender and mine safety champions, extension officers, cooperatives, MSMEs, CSOs, and government institutions. These actors will serve as change agents, cascading knowledge and best practices across their communities. Learning will be delivered through interactive, experience-based platforms such as Farmer Field Schools, demonstration plots, and peer-to-peer exchanges, creating decentralized hubs for continuous knowledge exchange and problem-solving. The curriculum will go beyond production techniques to include climate-smart agriculture, good agricultural practices (GAPs), digital literacy, business skills, decent work, gender inclusion, and market readiness. By reaching across the ecosystem - from producers to processors, policymakers to service providers - Solidaridad ensures that capacity strengthening supports broader systems alignment, improved service delivery, and stronger governance.

Under MASP III, we have demonstrated that embedding community-focused extension models like the use of ToT/lead farmers, gender champions, commodity experts, and TVETs has enabled Solidaridad to scale practices and reach hundreds of thousands of producers in East and Central Africa.

Regenerative, climate-responsive landscapes

We plan on scaling regenerative agriculture and climate-smart systems as core strategies to transform rural economies and strengthen ecosystem resilience. Building on proven business models and carbon farming pilots, we will link small-scale producers to global carbon markets and climate finance mechanisms, helping them diversify income, adopt sustainable practices, and contribute to emissions reduction. Our approach integrates agroecology, agroforestry, crop rotation, soil and water conservation, cover cropping, and organic soil fertility management into circular production models that improve biodiversity, reduce chemical use, and enhance long-term productivity. These interventions are reinforced through PES schemes and supported by digital tools that provide precision farming insights, localized advisory services, and real-time monitoring.

To manage climate risks more effectively, we will embed scenario planning, risk assessments, and early warning systems into all project cycles. Ecosystem-based adaptation, such as watershed restoration, tree planting, and nature-based infrastructure, will also be scaled alongside sustainable processing methods and responsible small-scale mining, ensuring the full value chain - from farm to factory - operates within environmental limits. By combining regenerative production with environmental governance and financial incentives, this strategy promotes ecological integrity while embedding resilience across production systems, market structures, and institutional responses.

From 2023, our pilots in agroforestry and regenerative agriculture have enabled 9,423 farmers to earn around €500,000 for sequestering nearly 22,045 tCO₂e as verified by the ACORN platform across 27,270 hectares. In the dairy sector, we have advanced emissions tracking through a tailored MRV system and piloted solar-powered systems like milk chillers and irrigation to reduce GHG emissions and improve energy efficiency at dairy hubs.

Inclusive and sustainable market access

Our market access strategy will prioritize transparency and accountability across local, regional, and international markets, ensuring that producers have timely and reliable access to market information to strengthen their bargaining power and reduce vulnerability to price shocks and volatility. We will promote aggregation, collective marketing, and adherence to social and environmental standards to help producers meet buyer expectations and secure better prices. Through strategic partnerships with sustainability-driven buyers (including Dutch businesses), we will co-create and expand inclusive sourcing models that incentivize responsible production, reduce supply chain risks, and unlock long-term market opportunities. Central to this strategy is the development of robust digital infrastructure, value addition, and responsive market systems, which are essential for transforming the livelihoods of small-scale producers and making supply chains more inclusive, competitive, and resilient across domestic and export markets.

In MASP III we strengthened market access and linkages through trade fairs, business-to-business (B2B) initiatives, supported participation in Specialty Coffee Association Exhibitions, African Fine Coffees Association Conferences, Annual Africa Business Forums, Africa Chamber of Commerce of the Pacific West. Leading companies and brands (Decathlon, H&M, Monoprix, Starbucks, Volcafe, Touton, ECOM Group, Pino Coffee, Africa Coffee Roasters, etc.) in the textile and coffee value chains have expanded sourcing efforts in East Africa as a result.

Sustainable finance and investment ecosystems

Systemic transformation requires inclusive, de-risked financing aligned with sustainability goals. Solidaridad will strengthen financial ecosystems by enabling MSMEs, producer organizations, and CSOs to access climate-aligned finance and catalyzing investment in regenerative and green enterprises, positioning finance as a driver of equitable, resilient growth.

Where strategically valuable, Solidaridad, through ECA Agribusiness or other trusted financial institutions, will offer targeted financial services, such as soil testing, bundled farm inputs, or catalytic microfinance, to accelerate sustainable practice adoption.

To support institutional resilience, Solidaridad will develop a fiscal risk management plan to reduce dependence on short-term donor funding. Co-investment strategies, impact-linked fundraising, and partnerships—including with private sector actors—will unlock financing at both enterprise and system levels, shifting capital toward inclusive, climate-smart development.

We will also build the financial literacy and business capacity of MSMEs, cooperatives, and CSOs to improve bankability, strengthen negotiation power, and support informed financial decisions—integrating these efforts into broader capacity-building and value chain development.

Under MASP III, Solidaridad (via ECA Agribusiness) enabled early investment in agroforestry and regenerative practices. In 2024, pilots with 33,100 coffee farmers disbursed over €397,200 in carbon pre-finance loans—expanding access to carbon markets while enhancing climate resilience and ecosystem restoration.

Digital systems and intelligence for change

Robust digital infrastructure is central to systems transformation. Solidaridad will expand its digital ecosystem to drive efficiency, inclusion, and learning across agriculture, industry, and mining. Our digital strategy enables real-time data collection, dynamic baselining, and adaptive management through improved monitoring, evaluation, and learning (MEL) systems, strengthening accountability, decision-making, and donor confidence.

We will scale e-extension services, mobile advisory apps, AI-powered tools, and digital platforms that connect farmers to input suppliers, service providers, and markets. These tools are designed to support productivity, climate-smart practices, and transparency across supply chains.

Under MASP III, Solidaridad developed a suite of digital tools to enhance transparency, efficiency, and sustainability. These include the **e-Dairy** applications suite for quality-based milk payments, **Solichain**, a blockchain traceability system configurable to support multiple value chains, and a **greenhouse gas monitoring, reporting, and verification (MRV) dashboard**. Solidaridad also developed **Carbon Academy and J'Funze** to support self-paced e-learning and **Zwardy**, a reward system to incentivize sustainable practices and training. Also established was **Uwanjani**, an enterprise field data management system, and a dedicated system to support **farmer payments and loan management systems**.

Strategic partnerships, visibility, and resilience

Solidaridad will deepen and expand its transformational partnerships to enhance complementarity, innovation, scale proven solutions/models, and mobilize resources across agriculture, industry, and mining. By working with a diverse range of stakeholders, including private sector actors (including Dutch businesses and financial institutions), government agencies, civil society organizations, sustainability-driven buyers, and research institutions, we will foster collaboration that supports sustainable production, responsible sourcing, and inclusive value chains.

To enhance visibility, deepen credibility, and cultivate meaningful engagement, Solidaridad will adopt a strategic communication approach that amplifies shared goals and demonstrates collective impact. By leveraging regional and international platforms, we will spotlight our work with like-minded and complementary organizations and key government institutions, including the ministries of agriculture, mining, and industry. This approach will reinforce Solidaridad's position as a trusted partner and leader in delivering practical, scalable sustainability solutions. Our engagement strategy will prioritize insight-driven, collaborative storytelling that showcases both results and innovations while aligning with the ambitions of our partners and mobilizing action for sustainable change.

Under MASP III, Solidaridad has cultivated and formalized strategic partnerships with governments, donors, the private sector, and embassies to drive sustainable development across the region. These partnerships ensure strong ownership, align with county development priorities, and create an enabling environment for scaling impactful, locally led solutions.

Policy Influencing for Systemic and Inclusive Change

Solidaridad's policy influencing approach will centre producers and their organizations as drivers of change. We believe sustainable transformation in agriculture, mining, and industry requires policy environments that are inclusive, evidence-based, and grounded in local realities. We will also work with policymakers at local, national, and regional levels to co-create practical, scalable policies aligned with development priorities and sustainability standards. Our engagement will be informed by strong evidence (field data, lived experiences, and community-driven solutions) that reflects what works for farmers, workers, and MSMEs. Through multi-stakeholder platforms and partnerships with producer organizations, civil society, media, and research institutions, we will elevate grassroots voices in decision-making and policy. We will also strengthen the capacity of cooperatives and community leaders to actively shape policies that affect their livelihoods. At the regional level, we will promote policy coherence to facilitate compliance with standards, cross-border trade, inclusive markets, and access to climate finance, anchoring producers at the centre of resilient economies.

Under MASP III, Solidaridad has cultivated and formalized strategic partnerships with governments, donors, the private sector, and embassies to drive sustainable development across the region. These partnerships ensure strong ownership, align with county development priorities, and create an enabling environment for scaling impactful, locally led solutions.



KENYAN FARMER WORKS A MAIZE MIRACLE WITH SUSTAINABLE AGRICULTURE

Jackline Sakwa, a 63-year-old Kenyan farmer, has seen a remarkable increase in her maize harvest thanks to a project designed to support sustainable farming practices, increase farmers' resilience to climate change, and advance gender and social inclusion in Bungoma County by 2025. After just two years, the Creating Shared Value in Maize Value Chain in Kenya project has led to increasingly bountiful harvests with farmers like Jackline seeing livelihood improvements.



STRATEGIC RESULTS FRAMEWORK

OBJECTIVES

To track progress and measure impact over the five-year period, we will use a standardized (approved) monitoring protocol, which outlines clear outcome and impact KPIs. To support and triangulate quantitative measures outlined in the monitoring protocol, we will also employ qualitative measures such as case stories and beneficiary testimonies, satellite visual imagery for agroforestry, as well as oral literature.



IMPACT LEVEL

Small-scale farmers achieve resilient, dignified livelihoods by participating in agricultural supply chains that offer fair rewards, respect planetary boundaries, and provide opportunities for all.

How we measure impact: # of farmers with enhanced resilience

Economic Prosperity and Resilience

Solidaridad aims to ensure that by 2030, small-scale producers, workers, and local enterprises experience tangible improvements in income, market access, and business viability. This is reflected in three KPIs:

- ▼ **Household-level economic improvements**, measured through the percentage of households reporting increased incomes, accumulated assets, better access to essential services, and reduced economic vulnerability. The strategy targets at least **70%** of households achieving at least **25%** increase in incomes by 2030.
- ▼ **Market integration for producers and MSMEs**, measured through the percentage with secure market linkages and access to fair pricing. The strategy projects that at least **70%** of farmers, cooperatives, and MSMEs will achieve at least **25%** improved market access by 2030.
- ▼ **Enterprise growth**, tracked through cooperatives and local businesses demonstrating revenue growth, employment generation, and reinvestment - targeting at least **25%** improvement by 2030.

Social Equity

By 2030, the strategy seeks to transform value chains into inclusive systems where women, youth, and marginalized groups participate equally in production and governance:

- ▼ **Access to productive resources** for women and youth is targeted at **80%** of the population, ensuring not only access but also control over land, finance, and decision-making platforms.
- ▼ **Labour and gender standards**, monitored through adherence to decent work practices and gender equity benchmarks across supported value chains.
- ▼ **Equitable participation** is observed through improved representation in community institutions and leadership positions.

Environmental Stewardship

By 2030, Solidaridad will promote regenerative and climate-smart practices across priority landscapes and scale payment for ecosystem services:

- ▼ **Regenerative land management** is the cornerstone KPI, with a target of **80%** of hectares managed under improved practices that enhance soil health and restore biodiversity.
- ▼ **Ecosystem services** will be tracked through farmers engaged and earning from agroforestry, reduced environmental degradation, and greater resilience to climate shocks at the landscape level.

OUTCOME LEVEL

Outcome 1: **Viable and Resilient Production Systems**

By 2030, small-scale farmers and agro-processors across East and Central Africa will have adopted regenerative, climate-smart, and resource-efficient production systems. These systems will be economically viable, environmentally sustainable, and resilient to both climate variability and market disruptions. The transition will be driven by increased access to knowledge, technologies, and market incentives that reward sustainable practices and enhance long-term productivity.

Success will be defined by the following indicators:

- ▼ **649,000 (80% of 811,250) of farmers** with improved farm viability measured using the Farm Viability Index.
- ▼ **936 agro-processors** adopt cleaner technologies and circular production models, reducing soil, air, and water pollution across priority commodities, including coffee, dairy, leather, and oil palm.
- ▼ **1,298,000 tonnes of GHG** emissions sequestered/avoided by 2030 (649,000 farmers each sequestering/avoiding 2 tCO₂ eq). The widespread application of carbon farming, sustainable land-use practices, and renewable energy will contribute to reductions in GHG emissions, supporting both national climate goals and global targets under the Paris Agreement.



Outcome 2: **Inclusive Service Delivery Systems**

Inclusive and resilient service ecosystems are being developed to meet the needs of small-scale farmers, artisanal miners, and MSMEs. These systems will ensure improved access to inputs, finance, extension, mechanization, digital tools, and market linkages—delivered through capable and empowered local providers. Services will be designed to reflect the realities of rural producers and small enterprises, with a strong focus on gender and youth inclusion, affordability, and long-term sustainability. Through investment in local capacity, Solidaridad will foster self-reliant, innovation-driven service ecosystems rooted in target communities.

Success will be defined by the following indicators:

- ▼ **649,000 (30% women, 15% youth) farmers access new or improved services from service providers supported by Solidaridad** across priority value chains, resulting in more reliable access to high-quality, demand-driven services, such as climate advisory, soil testing, input financing, mechanization, and digital tools - delivered through local providers with enhanced capacity and reach.
- ▼ **37,500 new jobs (80%)** that are decent, inclusive, and environmentally sustainable are created, particularly for women and youth, through targeted support to agribusinesses, cooperatives, processors, and grassroots enterprises, contributing to rural economic transformation and upward mobility.
- ▼ **64,900 (10% of 649,000)** individuals (farmers, workers, youth, and women) supported by Solidaridad who are recognized as (co-)owners of value-added or service provision businesses.

Outcome 3: Enabling Policy Environment

The policy and regulatory environment in East and Central Africa is evolving to become more inclusive, transparent, and responsive to the rights and needs of farmers, workers, and communities. This transformation is being supported by stronger civil society participation, increased institutional accountability, and the adoption of sustainability frameworks that protect people and the planet. In collaboration with governments, regulators, and CSOs, efforts are focused on embedding ethical, gender-responsive, and climate-smart principles into national legislation and sectoral standards across agriculture, industry, and mining.

Success will be defined by the following indicators:

- ▼ **56 mandatory regulations and voluntary frameworks** will be improved, established, and/or implemented to protect and promote the interests of small-scale farmers and workers.
- ▼ **40 partner companies** that adopt and/or implement responsible procurement policies (with time-bound commitments) and action plans
- ▼ **200 civil society organizations** have enhanced capacity, influence, and formally recognized roles in national and regional policy processes, actively shaping legislation and holding public and private actors accountable on labor, environmental, and human rights issues.



Outcome 4: Inclusive Market Connection Systems

Market systems in target sectors are becoming more equitable, transparent, and rewarding for small-scale producers. Stronger traceability, certification, and buyer linkages are helping producers access higher-value markets, earn fairer prices, and compete in sustainable supply chains. Efforts focus on improving product quality, meeting global standards, and connecting small-scale producers with ethical buyers. The goal is to boost incomes and inclusion through market incentives that promote sustainable and responsible production.

Success will be defined by the following indicators:

- ▼ **20 partner companies** directly reward farmers for sustainable production practices
- ▼ **194,700 small-scale producers (30%)** across strategic value chains, including coffee, tea, cocoa, fashion, food crops, oil palm, and gold, will receive **premium or above-market prices** for sustainably produced goods, made possible through improved quality, certification, and strengthened market linkages.

KEY PERFORMANCE INDICATORS AND TARGETS

Impact Level Indicators

KPI	Ethiopia	Kenya	Tanzania	Uganda	Total
# of farmers with enhanced resilience	85,800	200,000	160,000	203,200	649,000

Outcome Level Indicators

1. Viable and Resilient Productions Systems

KPI	Ethiopia	Kenya	Tanzania	Uganda	Total
80% farmers with improved farm viability	85,800	200,000	160,000	203,200	649,000
tCO ₂ e/year avoided/sequestered	171,600	400,000	320,000	406,400	1,298,000
# of processors who have reduced pollution	56	100	400	380	936
70% workers and ASMs under improved working conditions	45,500	70,000	40,250	35,490	191,240

2. Inclusive Services Delivery Systems

KPI	Ethiopia	Kenya	Tanzania	Uganda	Total
80% farmers obtain new or improved services from supported service providers	85,800	200,000	160,000	203,200	649,000
80% green jobs created as a result of Solidaridad's support	12,000	5,600	12,000	7,900	37,500
# of MSMEs that obtain new or improved services from service providers supported	75	83	65	80	303

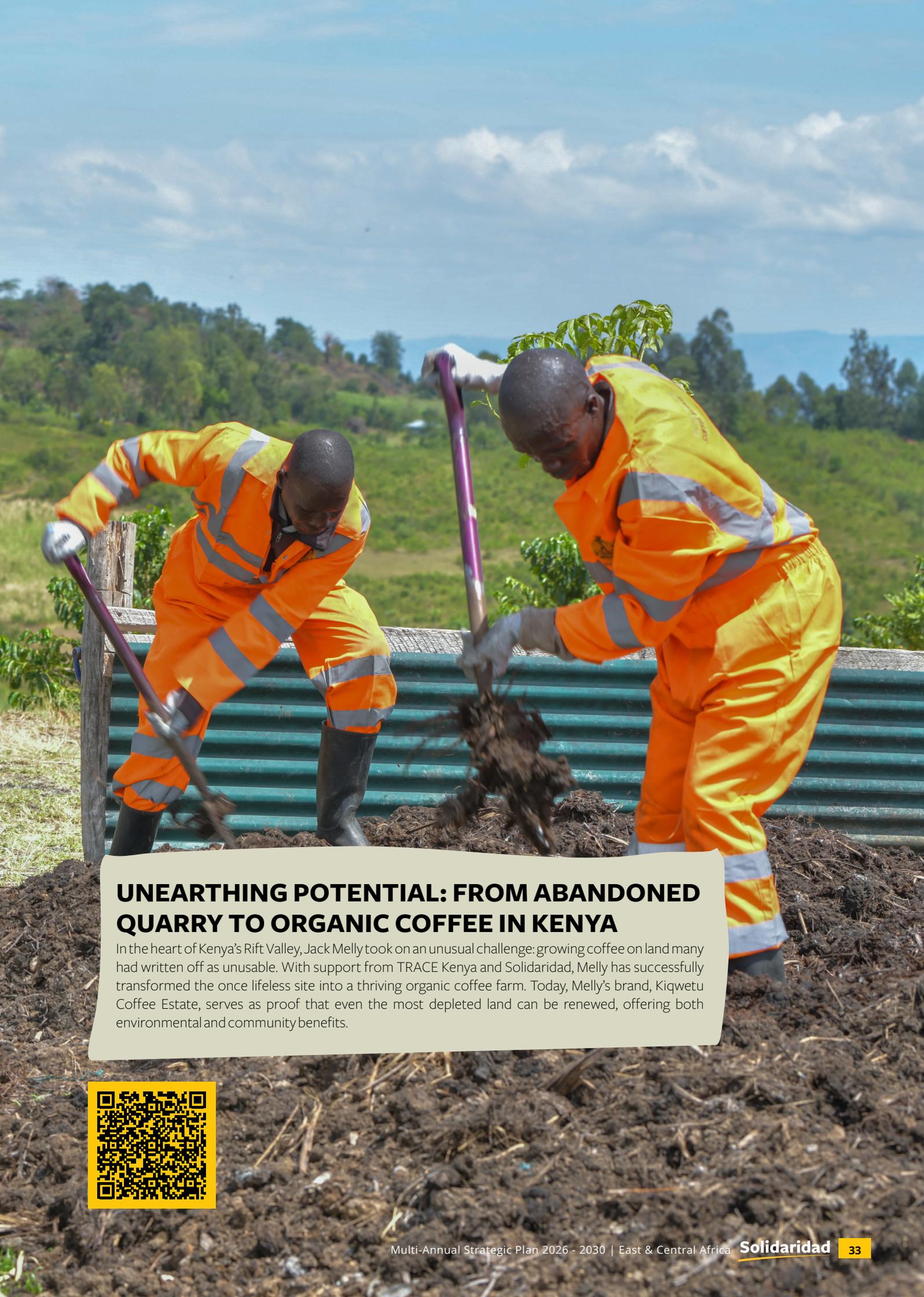


3. Enabling Policy Environment

KPI	Ethiopia	Kenya	Tanzania	Uganda	Total
# of mandatory regulations and voluntary frameworks improved, established and or implemented to protect and promote the interests of smallholder farmers and workers	14	25	4	13	56
# of partner companies that adopt and/or implement responsible procurement policies (with time-bound commitments) and action plans	10	10	10	10	40
# CSOs with enhanced capacity, influence, and formally recognized roles in national and regional policy processes, actively shaping legislation and holding public and private actors accountable on labor, environmental, and human rights issue	50	50	50	50	200

4. Inclusive Market Connections Systems

KPI	Ethiopia	Kenya	Tanzania	Uganda	Total
# of partner companies that directly reward farmers for sustainable production practices	5	5	5	5	20
30% Small-scale producers receiving premium prices	25,740	60,000	48,000	60,960	194,700



UNEARTHING POTENTIAL: FROM ABANDONED QUARRY TO ORGANIC COFFEE IN KENYA

In the heart of Kenya's Rift Valley, Jack Melly took on an unusual challenge: growing coffee on land many had written off as unusable. With support from TRACE Kenya and Solidaridad, Melly has successfully transformed the once lifeless site into a thriving organic coffee farm. Today, Melly's brand, Kiqwetu Coffee Estate, serves as proof that even the most depleted land can be renewed, offering both environmental and community benefits.



SOLUTION HUBS FOR INCLUSIVE AND SUSTAINABLE TRANSFORMATION

To unlock resilient, inclusive, and sustainable growth across agriculture, industry, and mining, Solidaridad will operationalize **solution hubs**, integrated platforms that combine innovation, finance, digital systems, climate action, and social inclusion. These hubs form the backbone of our systems approach, providing the enabling infrastructure, knowledge, and partnerships required to accelerate transformation across value chains.

Access to Finance

Access to affordable finance is a critical enabler of inclusive, sustainable and profitable supply chains. Solidaridad will expand access to tailored financial solutions for small-scale producers, agribusinesses, and MSMEs, unlocking opportunities across agriculture, mining, and industry. Through strategic partnerships with financial and insurance institutions, Solidaridad will co-create products that are accessible, de-risked, and responsive to producer needs.

Solidaridad, through ECA Agribusiness, its social enterprise, will achieve this by concretizing the business plan, expanding product offerings beyond agroforestry inputs to include productivity-enhancing and renewable energy technologies such as solar irrigation, solar dryers, lamps, chaff cutters, and drying canvas, among others. In addition, the enterprise will mobilize €1.5 million through grants, blended finance, debt, matching funds, and consultancy services. Our approach will focus on key pillars:

- ▼ **Data and evidence generation:** Develop viable business cases using field data to demonstrate ROI and unlock capital and social value for small-scale farmers, agribusinesses, and MSMEs.
- ▼ **Digital tools:** Deploy digital platforms and applications to streamline service delivery and monitoring in loan management and repayment tracking for enhanced transparency.
- ▼ **Tailored financial solutions:** Co-design financial products for farmers, cooperatives, and women-led MSMEs. These will include credit, savings, payments, and insurance, focusing on small-scale input credit, asset financing (e.g., solar irrigation, dryers, and mining equipment), and climate-smart insurance (e.g., index-based, crop, and livestock). Blended finance will help de-risk investments and crowd in private capital.
- ▼ **Pilot, learn, and scale:** Test innovative financial products and models. Refine and scale what works through blended and carbon finance across value chains and regions.

Digital inclusion

Solidaridad will embed digital solutions as a driver of inclusion, transparency, and resilience across value chains. In collaboration with leading technology firms, including Microsoft, Google, and ESRI, we will deploy cutting-edge solutions, including AI, IoT, and climate intelligence systems, to improve decision-making and transparency and enhance accountability. Our approach will focus on key areas:

- ▼ **Traceability and regulatory compliance systems:** Through Solichain, our blockchain-based platform, we will expand digital traceability across value chains. This system will monitor farm-level practices and support compliance with certification and regulatory requirements by ensuring transparent product mapping journeys from farm to consumers.
- ▼ **E-extension and farmer advisory:** Co-design and deploy digital e-extension solutions to complement traditional outreach. Mobile-first platforms will provide real-time, localized agronomic advice, pest alerts, and climate-smart guidance. Designed for low-literacy, multilingual contexts, these tools will ensure rural communities, including women and youth, have equitable access to services.
- ▼ **Digital literacy and educational solutions:** Adapt and roll out tailored capacity-building tools and systems, such as J'Funze and Carbon Farming Academy. The tools will offer self-paced, offline learning to farmers, lead farmers, and Solidaridad staff, while digitized manuals and toolkits will enhance reach and knowledge sharing. We will also run digital literacy campaigns to empower community project champions such as gender champions, lead farmers & ToTs.
- ▼ **Increased investment in cybersecurity, data governance, and co-design of solutions:** Digital platforms will be co-created with stakeholders. Throughout, Solidaridad will uphold strong data governance principles, ensuring privacy, consent, and ethical data reuse while promoting ownership, compliance with data privacy standards, and sustainability.
- ▼ **Systems Integration, Consolidation, and Infrastructure Investment:** Streamline and integrate administrative and programmatic tools and systems such as Zoho, Plaza, and financial systems for increased interoperability, data reuse, and efficient reporting. We will upgrade hardware and cloud-based infrastructure and services to ensure system uptime and reliability.

Cross-Cutting Themes

Climate and Nature-based Solutions

Solidaridad will integrate climate and nature-based solutions in its project design, implementation, and monitoring to enhance resilience, sustainability, and long-term impact. This will entail systematically embedding climate mitigation, adaptation, and nature-based solutions (NBS) co-benefits throughout our work through:

- ▼ Climate risk assessments and vulnerability analyses: To assess the impacts of climate-related hazards on organizational and project goals. The assessment tools will provide insights on vulnerabilities and adaptive capacity to inform context-specific adaptation approaches alongside their benefits.
- ▼ Climate-resilient development pathways: Identify opportunities for climate-resilient development by exploring and promoting effective adaptation strategies and innovative methods. Solidaridad will tailor locally relevant approaches, along with their nature-based co-benefits, including
 - Supporting climate-resilient agriculture.
 - Promoting sustainable land use practices and NBS, e.g., agroforestry and biochar.
 - Investments in low-carbon technologies as appropriate, while considering potential trade-offs, risks of maladaptation, and transition risks.
 - Enhancing climate resilience through and in infrastructure development.
- ▼ Scaling innovation & learning: Foster learning through sharing best practices from sustainable and inclusive agrifoods business models. Solidaridad will also pilot concepts to establish proof of concepts that support these business models.
- ▼ Capacity building & climate finance access: We will raise awareness and strengthen the capacity of target communities, including Indigenous people, to better understand climate policies and benefit from climate financing, including carbon market opportunities (insetting and offsetting schemes) and other payment for environmental services schemes.

Gender, Equality, and Social Inclusion (GESI)

GESI will remain a cross-cutting priority and dedicated support pillar under MASP IV, embedded across all projects and value chains to drive inclusive outcomes. Solidaridad will deliver targeted technical support leveraging proven, evidence-based methodologies to ensure interventions are inclusive not just by design, but in outcomes, addressing structural barriers, strengthening agency, and enabling the meaningful participation of women, youth, and marginalized groups. These include:

- ▼ Gender Action Learning System (GALS) for participatory empowerment and joint decision-making.
- ▼ Engaging Men in Accountable Practices (EMAP) to shift harmful gender norms and foster equitable relationships.
- ▼ Economic and Social Empowerment (EA\$E) to promote women's financial inclusion and reduce gender-based violence.
- ▼ Start Awareness Support Action (SASA!) for community-led advocacy and dialogue.
- ▼ A comprehensive GESI training package for staff and partners.
- ▼ Gender analysis frameworks, such as the Social Relations Framework and Harvard Analytical Framework, grounded in gender baselines to generate actionable evidence for program design and adaptation.

Solidaridad will also aim to pilot and scale gender-responsive models backed by data and continuous learning including:

- ▼ **Value chain-based gender integration model:** underpinned by gender-disaggregated data that embeds GESI principles from production to market access, promoting fairness, resilience, and economic opportunities.
- ▼ **Gender-specific M&E system:** Aligned with gender baselines and defined indicators to support ongoing evidence generation, adaptive management, and impact measurement.
- ▼ **Gender-responsive business models:** Including women- and youth-led cooperatives, enterprises, and SMEs, designed and refined using baseline data and market insights.
- ▼ **Gender Smart Villages:** Training extension agents and local champions and integrating GESI modules into farmer field schools, guided by context-specific baseline findings.

INTERNAL CAPACITY

Building a Future-Ready, Inclusive Workforce

People are at the heart of Solidaridad's mission. To deliver lasting impact, we will invest in building a skilled, motivated, and future-ready workforce that drives innovation, collaboration, and accountability. Our human resources strategy will focus on cultivating technical excellence, nurturing leadership at all levels, and embedding an inclusive, gender-responsive culture that reflects our values and vision. Through intentional talent development and organizational learning, Solidaridad will strengthen its capacity to deliver transformative results across all sectors and geographies.

Building technical depth and knowledge systems

To drive innovation and improve programme design and delivery, Solidaridad will strengthen technical depth by investing in **specialized training** on sustainable practices, **fostering cross-country learning** through peer exchanges and knowledge labs, and **leveraging digital platforms** to enhance access to resources, real-time support, and institutional learning.

Nurturing talent and leadership pathways

To ensure long-term leadership continuity and project sustainability, Solidaridad will invest in a people development framework that links individual growth to organizational effectiveness. **Clear career progression pathways**, supported by skills mapping, coaching, and mentorship—particularly for junior and mid-level staff—will guide development. A **performance enablement system** will offer structured feedback, personalized development plans, and aligned goal-setting to support both personal and strategic growth. **Recognition and reward structures** will promote a culture of innovation, learning, and excellence, while a **leadership incubator programme** will nurture emerging leaders with a focus on systems thinking, adaptive leadership, and strategic execution in complex development contexts.

Fostering inclusion and gender-responsive practices

Solidaridad is fostering an inclusive, gender-responsive culture by integrating equity targets into HR and leadership processes, operationalizing inclusive policies, providing bias-aware leadership training, and creating dialogue spaces to promote reflection and continuous learning.



Organisational Structure: Projection Assumptions

The organizational structure will scale programmatic and technical staff in line with project growth and thematic demand, modestly expand support and internship roles to enhance operations and talent development, and selectively engage consultants for specialized needs, while maintaining a stable leadership structure for strategic continuity.

Solidaridad will track diversity and inclusion targets annually, with a goal of achieving **50% female representation** in new hires and leadership roles by 2030. To promote internal growth, at least **25% of new roles** will be filled through internal mobility.



ANNUAL REPORTS AND FINANCIAL STATEMENTS

Solidaridad East & Central Africa publishes its Annual Report and audited Financial Statements each year in May, in line with Solidaridad Network reporting standards. You can access our 2024 Annual Report and Financial Statements, along with reports from previous years.



SUPPORT SYSTEMS

To sustain impact at scale, Solidaridad will strengthen its core support systems, Communications, PMEL, Finance, and Operations, as the backbone of organizational performance and accountability. These systems will drive evidence-based decision-making, operational efficiency, financial integrity, and strategic visibility. Through integrated planning, digital transformation, and process optimization, Solidaridad will enhance coordination, learning, and resource stewardship across programs and regions. This will ensure that every investment, partnership, and intervention is guided by data, transparency, and purpose, enabling the organization to deliver results efficiently, communicate impact effectively, and remain agile in a dynamic operating environment.

Communications

To enhance visibility, credibility, and engagement, Solidaridad will adopt a strategic communication approach that amplifies shared goals and demonstrates collective impact. By leveraging regional and global platforms, we will showcase our work alongside partners and government institutions, reinforcing our position as a trusted leader in scalable sustainability solutions. Our audience-centric strategy will use insight-driven storytelling to highlight results and innovations, aligning with partner ambitions and mobilizing action.

Strategic Objectives

- ▼ **Visibility:** Expand reach and showcase impact through multi-channel communications.
- ▼ **Engagement:** Foster dialogue and collaboration with stakeholders.
- ▼ **Credibility:** Build trust through transparent, evidence-based storytelling.

Audience Positioning

- ▼ CSOs/INGOs: Promote collaboration and learning.
- ▼ Policymakers: Share evidence to influence policy.
- ▼ Donors/Development Partners: Communicate impact and accountability.
- ▼ Private Sector: Highlight ROI and sustainable business models.
- ▼ Communities: Center local voices and co-creation.
- ▼ Media/Public: Inspire action through strategic storytelling.

Key Interventions

Key communication activities will include the development of tailored content such as stories, reports, and toolkits that effectively convey impact and insights. Digital campaigns leveraging SEO, social media, and email will be used to broaden outreach and engage diverse audiences. Media relations will be actively pursued to amplify visibility and public awareness of Solidaridad's work, while participation in strategic events and forums will help strengthen networks and share knowledge. Internally, consistent communication will ensure team alignment and shared understanding of priorities. Additionally, a clear and responsive risk communication approach will be in place to manage crises effectively and protect the organization's reputation.

Measurement & Capacity

Impact will be measured through reach, engagement, and contribution to strategic goals. Investments will include skilled staff, digital tools, and training to strengthen communication capacity across the organization.

Planning, Monitoring, Evaluation and Learning (PMEL)

Under MASP IV, PMEL efforts will play a critical role in enabling **evidence-based decision-making, adaptive management, and learning**. Anchored in a regional results framework aligned with the ToC, we will track progress from outputs to outcomes and impact. We will incorporate quantitative and qualitative KPIs to assess progress comprehensively. Due to the subjective nature and measurement challenges of qualitative KPIs, the strategy will primarily rely on quantitative measures for consistent and objective evaluation. This approach ensures reliable tracking of outcomes while still capturing qualitative insights where relevant.

PMEL Strategic Focus:

- ▼ **Data Solutions:** We will strengthen digital ecosystems, including platforms and tools like Uwanjani (regional), Plaza (network-level), and KoboToolbox, to enhance end-to-end data workflows from planning to collection, analysis, and reporting. Integrated dashboards, geospatial mapping, and interoperable systems will be deployed to support evidence-based programming and collaboration to enhance decision-making. Standardized indicators aligned with both regional and global KPIs will enable aggregation of results at outcome and impact levels, ensure data quality, and support robust internal and external reporting. We intend to shift beyond data collection to intelligence generation, leveraging tools, such as Looker Studio, Zoho, Tableau, and Power BI, for predictive analysis and decision support.
- ▼ **Planning and reporting:** Annual planning will be done in the last quarter of every year to guide KPI target setting, while annual performance reporting will be done in the first quarter of every year. The PMEL team will support country teams to ensure planning and reporting data on targets and achievements are updated in Plaza and standard templates while also ensuring consistency with project frameworks.
- ▼ **Monitoring for progress and adaptation:** Monthly, quarterly, and biannual project progress reports will be produced to track progress. Regular monitoring will feed into dashboards via Uwanjani, with an emphasis on data quality (validity, reliability, and timeliness). Insights will be integrated into quarterly and biannual reviews to support learning, accountability, and stakeholder feedback.
- ▼ **Evaluation for impact:** Outcome and impact evaluations will use mixed methods including quasi-experimental designs and contribution analysis to assess Solidaridad's influence in dynamic contexts. Evaluations will include baseline, midterm, and final studies and strategic reviews.
- ▼ **Strategic learning:** A regional learning strategy that aligns with the global learning ambitions will be developed to guide knowledge generation, uptake, and sharing through communities of practice, webinars, and publications. Learning will be embedded in program design and implementation to drive continuous improvement.

Finance and Operations

Solidaridad will strengthen its finance and operations systems to ensure efficient, transparent, and accountable delivery of MASP IV. These functions will provide the backbone for effective project implementation, donor compliance, and long-term organizational sustainability.

Key priorities include:

- ▼ **Financial management:** Enhance budgeting, forecasting, and cost control processes to support timely reporting, optimize resource use, and maintain full compliance with donor requirements.
- ▼ **Grant compliance and audit readiness:** Strengthen internal controls, documentation, and risk-based monitoring to ensure audit readiness and adherence to both local regulations and global standards.
- ▼ **Procurement and logistics:** Streamline procurement processes and supply chain management to improve value for money, reduce turnaround times, and ensure timely delivery of project inputs.
- ▼ **Operational efficiency:** Improve office administration, asset management, and field logistics to support smooth country-level operations and enable staff to focus on core program delivery.
- ▼ **Risk management:** Embed proactive risk identification and mitigation into all operational processes - including financial, compliance, reputational, and security risks - supported by a regularly updated risk register and staff training
- ▼ **Capacity and systems strengthening:** Invest in tools, automation, and staff training to modernize operations and improve coordination between regional and country teams.



EAST AND CENTRAL AFRICA

Solidaridad operates across East and Central Africa in agricultural, industry and mining supply chains. We work with farmers, producers, miners, the public and private sectors and development partners. Through a combination of boots-and-brains on the ground, interactive dialogue, community-based initiatives and public-private partnerships, we champion sustainable supply chains.



FINANCE

In Euros

The financial plan for Solidaridad East and Central Africa's Multi-Annual Strategic Plan (MASP) 2026–2030 projects a total forecasted income of **€55,706,780**, consistently exceeding €11 million annually. This projection reflects our deliberate and diversified approach, leveraging secured funding, a robust fundraising pipeline, and targeted opportunities beyond the current pipeline.

The income projections are structured across three streams, as outlined in the table:

	2026 Budget	2027 Budget	2028 Forecast	2029 Budget	2030 Budget
Secured Income - Own Contracted	652,894	377,332	0	0	0
Secured Income - From Other Recs	2,918,250	1,672,240	1,262,783	893,281	0
Total Secured Income	3,571,144	2,049,572	1,262,783	893,281	0

Pipeline Own Contracted	1,765,000	5,365,000	5,025,000	4,675,000	4,250,000
Pipeline - From Other Recs	250,000	250,000	250,000	0	0
Total Income From Pipeline	2,015,000	5,615,000	5,275,000	4,675,000	4,250,000

Estimated - Own Contracted	3,500,000	4,000,000	4,100,000	4,800,000	6,000,000
Estimated - From Other Recs	500,000	800,000	800,000	800,000	800,000
Forecast Beyond Pipeline	4,000,000	4,800,000	4,900,000	5,600,000	6,800,000

Total Forecasted Income	9,586,144	12,464,572	11,437,783	11,168,281	11,050,000
--------------------------------	------------------	-------------------	-------------------	-------------------	-------------------

Total Secured Income: Solidaridad has secured €7,776,779, concentrated in the first four years (2026–2029). This includes €1,030,226 from funding contracted directly by East & Central Africa and €6,753,073 contracted through other Regional Expertise Centers (RECs) within the Solidaridad Network.

Total Income from Pipeline: The active fundraising pipeline totals **€21,830,000** with €21,080,000 from our ongoing regional fundraising efforts and €0.75 million from other RECs.

Forecast Beyond Pipeline: An additional **€26,100,000** is expected from opportunities beyond the current pipeline, ranging from €4,000,000 in 2026 to €6,800,000 in 2030.

Over the strategy period, **€48.2 million, 86.5% of the total forecasted income**, will be delivered through our regional fundraising and partnership engagement efforts. These substantial fundraising efforts underscore East & Central Africa's deepening capacity, strategic presence, and growing partnerships.

At the same time, sustained support and collaboration with other Regional Expertise Centers (RECs) in the Solidaridad Network will serve as a strategic enabler, complementing and amplifying our direct efforts to maximize impact and sustain growth.

Ultimately, this financial strategy is envisaged to position Solidaridad East & Central Africa well to sustain its initiatives, scale impact, and remain agile in pursuing emerging opportunities across the region, ensuring the MASP delivers meaningful and lasting results.



RISKS, CUSTOMER EXPERIENCE, AND PARTNERSHIPS

Solidaridad's ability to achieve sustainable impact depends on proactively managing risks, fostering strong stakeholder relationships, and building collaborative partnerships. A robust risk management framework will identify, assess, and mitigate operational, financial, and reputational risks, ensuring resilience across programs and countries. At the same time, a focus on customer and stakeholder experience will ensure that producers, partners, and beneficiaries engage with Solidaridad in ways that are transparent, responsive, and value-adding. Strategic partnerships with governments, private sector actors, civil society, and research institutions will amplify reach, leverage complementary expertise, and unlock resources, enabling systemic change at scale. Together, these dimensions create a foundation for accountable, inclusive, and adaptive program delivery.

RISK ANALYSIS

As part of our commitment under MASP IV, Solidaridad recognizes the importance of proactive and structured risk management. We have identified key risk areas and established corresponding mitigation strategies to protect program integrity, ensure compliance, and safeguard stakeholder trust. The following outlines the most critical risks and our approach to managing them.

Political and institutional risk: Anticipated political instability, particularly during election periods, may disrupt operations or delay government collaboration. To address this, Solidaridad will embed contingency planning into project timelines and maintain structured engagement with government stakeholders. Stakeholder mapping will guide alignment with relevant ministries and agencies, ensuring continuity and coordination despite policy shifts or institutional changes.

Environmental risk: Projects implemented without adequate safeguards could inadvertently harm local ecosystems or violate environmental standards. To mitigate this, all interventions will align with national environmental regulations and regional ecological priorities. Solidaridad will coordinate closely with environmental authorities to secure necessary approvals and integrate environmental impact assessments into relevant activities.

Operational risk: Risks such as implementation delays, partner underperformance, or internal inefficiencies can affect project outcomes. To reduce these risks, Solidaridad will automate key operational systems, including procurement and finance, for transparency and traceability. All implementing partners will undergo rigorous due diligence, and structured monitoring and evaluation mechanisms will ensure accountability and performance compliance throughout the project cycle.

Financial risk, fraud, and misconduct: Misuse of funds or unethical conduct can undermine donor trust and program credibility. Solidaridad maintains a zero-tolerance policy for fraud and corruption. Preventive measures will include strong internal controls, digital financial systems with real-time tracking, anonymous whistleblower channels, regular anti-fraud training, and routine internal and external audits to maintain accountability and transparency.



Contagion risk: Change in donor funding priorities as a result of change in policies and political interest is leading to a reduced pool of financial resources. Solidaridad will diversify revenue sources and develop business models that enhance the organization's financial stability through strategic partnerships, including with the private sector, in addition to traditional fundraising.

Currency Fluctuation: To mitigate the risk of financial losses as a result of the foreign exchange risk, Solidaridad will hold funds in the foreign currency accounts that can help reduce the risk exposure. Solidaridad will also ensure contracted budgets have annual inflation adjustments as a mitigation measure for the contract period.

PARTNERSHIPS

Solidaridad will maintain structured collaboration with **national and local governments** to co-design interventions aligned with public priorities and embedded in policy frameworks, while engaging **embassies** and **diplomatic missions** to support advocacy and long-term regional transformation. Strategic partnerships with **multilateral donors** and **financial institutions** such as the EU, the World Bank, DANIDA, and banks will enable scalable, high-impact programming and expanded access to blended finance. Collaborations with **philanthropic and climate finance partners**, including the Gates Foundation, GCF, AfDB, etc., will drive innovation in climate adaptation, gender equity, and inclusive agribusiness. Solidaridad will deepen shared-value partnerships with **private sector leaders** like Acorn, Unilever, Starbucks, BASF/Nunhems, Louis Dreyfus, ETG World, and Syngenta, etc., to mobilize investment, enable technology transfer, and enhance market access. Ties with **academic** and **research institutions** such as Makerere, Wageningen, and CGIAR centers will ground programming in evidence and local context. Engagements with **producer organizations** will strengthen local ownership, build capacity, and embed sustainability across value chains. Solidaridad will also collaborate with **CSOs** and **CBOs** to promote social inclusion, gender and youth empowerment, and community-driven implementation. Lastly, we will work with **continental and regional bodies** such as the AU, COMESA, and EAC to advance sustainable trade, harmonize standards, and foster cross-border cooperation for systemic change.

CUSTOMER EXPERIENCE

Solidaridad is committed to delivering a reliable, high-quality experience for donors and partners through impactful programming, timely reporting, and strong, trust-based relationships. As an ISO-certified organization, we uphold rigorous quality standards and deploy locally grounded, evidence-based solutions that are scalable and aligned with shared development goals. We ensure accountability through structured, timely, and data-rich reporting, complemented by compelling impact narratives and clear financial transparency. Early warning systems and consistent communication protocols allow us to proactively manage risks and maintain alignment throughout project lifecycles. At the core of our approach is a commitment to collaborative partnership. We prioritize ongoing engagement through co-creation of solutions, regular consultations, and personalized relationship management that ensures partners feel heard, valued, and informed. Beyond formal deliverables, we offer tailored updates, visibility opportunities, and responsive feedback loops to foster open, dynamic collaboration. By combining technical excellence with relational integrity, Solidaridad ensures a partnership experience rooted in trust, responsiveness, and shared impact.



Solidaridad

KENYA (REGIONAL)

Europa Towers, 5th Floor,
Lantana Road - Westlands
P.O. Box 42234 - 00100, Nairobi, Kenya
Email: info.secaec@solidaridadnetwork.org
Telephone: +254 716 666 862

TANZANIA

Uzunguni Street, Semo Toure Road,
Opposite Kibo Palace Hotel, Arusha, Tanzania
Email: info.tanzania@solidaridadnetwork.org
Telephone: +255 784 936 392

ETHIOPIA

Yeka Sub City, Woreda 9, Gurd Shola,
Mercy Plaza 12th Floor, House No. 778
Addis Ababa, Ethiopia
Email: info.ethiopia@solidaridadnetwork.org
Telephone: +251 949 777 778

UGANDA

Plot 5C, Mukulu Curve, Off Martyrs Road,
Ntinda Ministers' Village, Kampala
P.O Box 75478, Clock Tower Kampala, Uganda
Email: info.uganda@solidaridadnetwork.org
Telephone: +256772696131

Social Media



Solidaridad East & Central Africa



SolidaridadECA



Solidaridad East and Central Africa



www.solidaridadnetwork.org

For more information, contact:

Rachel Wanyoike

Managing Director
P.O. Box 42234-00100
Nairobi, Kenya

Telephone: +254 716 666 862

Email: info.secaec@solidaridadnetwork.org