

SOLIDARIDAD 50 YEARS OLD ROOTS NEW ROUTES

1969 — 2019



Solidaridad

50 years

DEAR FRIENDS,

Here in Africa we pass on wisdom from generation to generation. We call one of the philosophies that inspires us Ubuntu. The main idea behind this is 'I am because we are'. Through other people we become human. Only when universally linked can human beings come into their own.

This thought came to me when I had to explain the structure of the Solidaridad network organization. Solidaridad Network derives its strength from working together in order to be greater than the individual parts. I become human because we share a mission together.

Some people call Solidaridad pragmatic. Those people have not understood us. Solidaridad is not driven by what is achievable. We want to make what is vital and necessary possible. Only when justice has been done, a solution has been reached.



Mariam Dao Gabala

Côte d'Ivoire

President

International Supervisory Board



Mariam Dao Gabala is the current President of Solidaridad, and the first President from the global South. Formerly she was a regional director for Oikocredit in Côte d'Ivoire.

1968

**BISHOPS CONFERENCE OF
LATIN AMERICA IN MEDELLÍN,
COLOMBIA**

1969

**FOUNDATION AND FIRST
ADVENT CAMPAIGN FOR
'SOLIDARIDAD'**

SOLIDARIDAD
Meer dan hulp!

 **SOLIDARIDAD**

Solidaridad

CHANGE THAT MATTERS

COLOPHON

This is a special edition celebrating 50 years of Solidaridad.

Text

Nico Roozen

Design

Studio Enkelvoud

Images and pictures

Solidaridad, Katholiek Documentatie Centrum, Dirk Hol, and many others

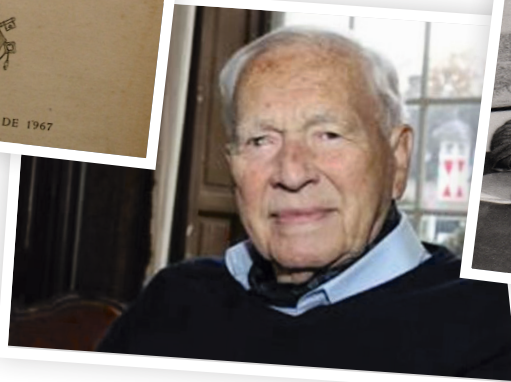
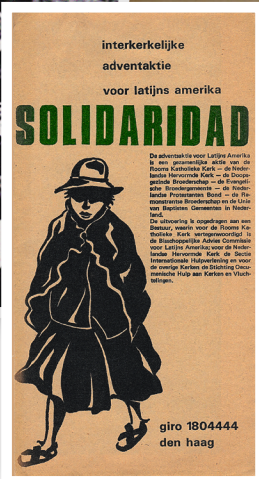
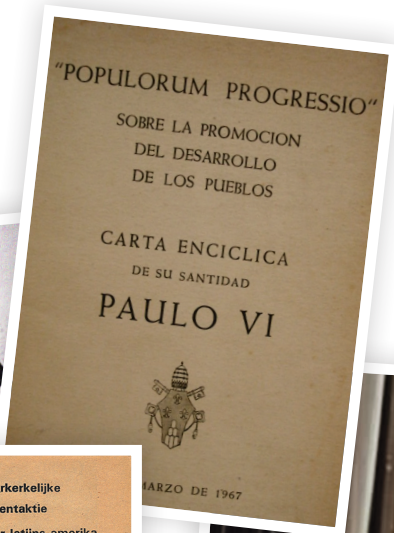
Translation from Dutch

Babylonia

Solidaridad ©, May 2019

THE START... 1969 – 1971

Jos was the first Secretary – as it was then called – of Solidaridad and he did all that he possibly could for ‘his’ Solidaridad from 1969 to 1991. He maintained numerous relationships with partners and programmes in Latin America and put his heart and soul into all of their hopes and struggles. He could be deeply moved by the violation of human rights, as for him it also meant the experience of losing very close friends. As a former priest he deeply felt the church’s lack of engagement.



Baron Henk van Tuyll van Serooskerken, who was brought up Dutch Reformed, was the first president of the church-linked Solidaridad. He was known as the ‘red baron’ because of his progressive views. He saw his noble title as an obligation to bring about a society with more cohesion.

AGGIORNAMENTO

or the ‘bringing up to date’ or adaptation and renewal of the church, is the central thought behind the innovation that the Second Vatican Council introduced at the beginning of the 1960s. Through the encyclical Populorum Progressio from 1967, the Roman Catholic Church first spoke about the international dimension of social justice. This was echoed in Latin America and brought the Latin American Bishops

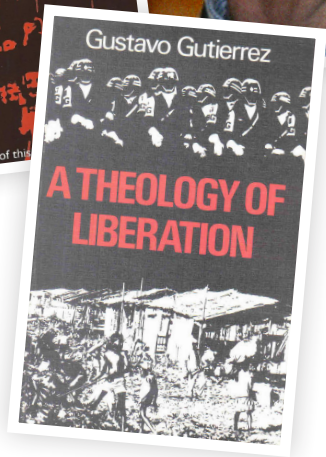
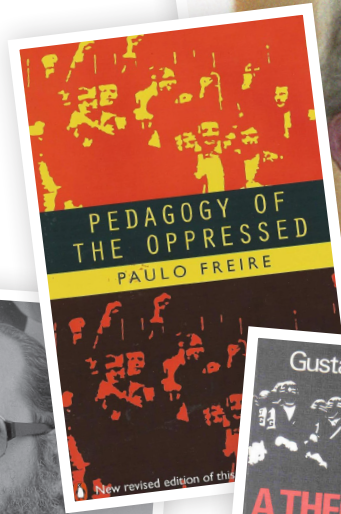
Conference – which was held in 1968 in Medellín, Colombia – to a ‘preference for the poor’ and the denouncement of ‘institutional violence’. Liberation theology was born in the bosom of the church. In 1969 this led to a shock wave of modernization within the Roman Catholic Church, and the setting up of the ‘Solidaridad’ (Solidarity) Advent campaign in the Netherlands.

RENEWAL IN CHURCH AND SOCIETY

1972 – 1980

Revd. Bert Schuurman was the second president. An inspiring speaker and a passionate adherent of liberation theology, deeply rooted in the protestant tradition.

The Brazilian bishop Dom Hélder Câmara visited the Netherlands at the invitation of Solidaridad.



1972

**OEUCUMENICAL ACTION
'CROSS THE BRIDGE'**

1978

**VISIT
DOM HÉLDER CÂMARA**

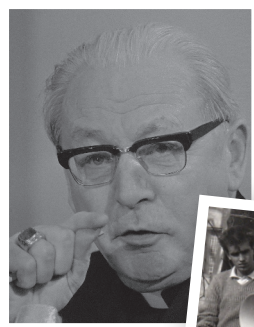
1973

**SOLIDARIDAD BECOMES AN
INTER-CHURCH ORGANIZATION**

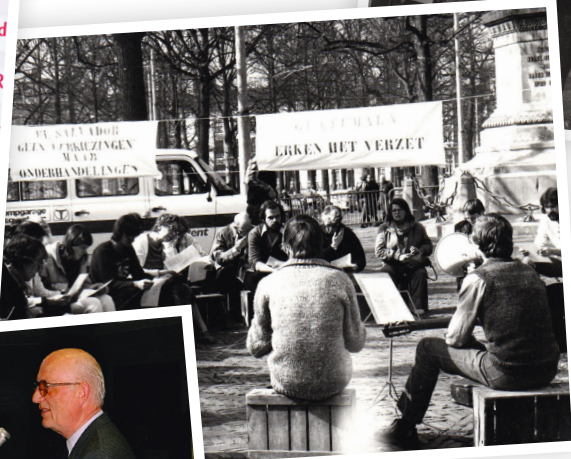
SEE, JUDGE, ACT

The Brazilian educationist, Paulo Freire, built on the bridge between liberation theology and social innovation through his book, 'Pedagogy of the Oppressed', from 1970. Awareness and action were the core concepts. Resistance and liberation became the key words that resounded in both the protest movements in Europe and those in Latin America. In that spirit, Solidaridad is looking for the connections

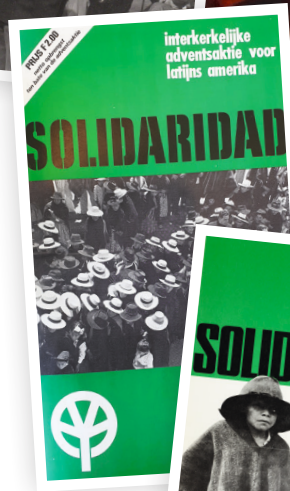
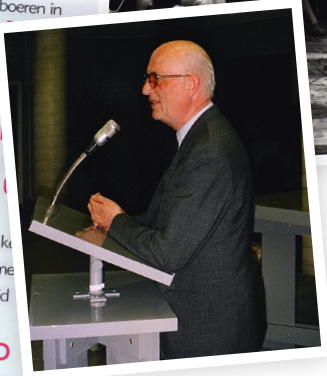
between both continents through the 'Out of the Slum' campaign, putting people living in the slums of Brazil in touch with residents of backward neighbourhoods in the Netherlands. The regular Advent money collections in the churches that take place in the period towards Christmas, are broadened with other activities throughout the year.



Dutch Bishop Alfrink gives green light for the foundation of Solidaridad.



Wim Saelman, vice-president and Superior of the Augustinian order. He managed to keep the bishops, to use his words, 'at some distance'.



OECUMENE

Inspired by the progressive Bishop Alfrink, the 'Solidaridad' Advent campaign was established in 1969, as a Catholic organization. Directly after, ways for collaboration with other churches were explored. This was a process that was accelerated by the large-scale church campaign 'Cross the Bridge' in 1972.

Solidaridad became an inter-church organization involving the Catholic Church, the Reformed Church and a number of small Protestant churches represented by the Ecumenical Aid Foundation (SOH, Stichting Oecumensche Hulp). The churches' mandate was upheld until 2011, when Solidaridad reinvented itself into an international network organization.

THEIR STRUGGLE OUR CAUSE 1981 – 1985



Rigoberta Menchú speaking during a Solidaridad Action Day (with Mario Coolen at her side). During many years Solidaridad supported the human rights work of Rigoberta, before she received the Nobel Peace Prize in 1992 and was invited by Queen Beatrix of the Netherlands.



Gustavo Gutiérrez with Nico Roozen

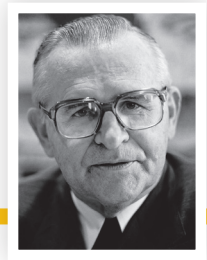
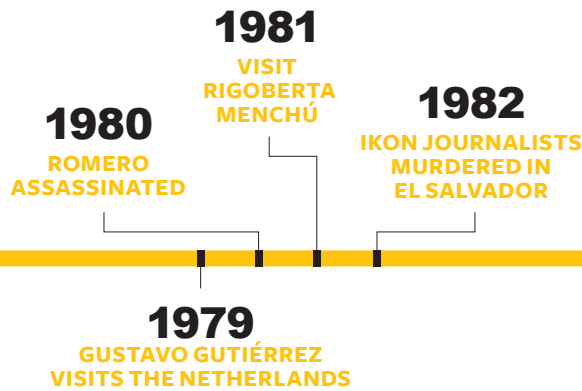


“A stay of eight years in Guatemala made me realize that authentic faith and riskful engagement for improvement in situations of poverty and injustice are two sides of the same coin. Interaction with the Mayans taught me that ancient cultures provide wise lessons for our future and that of our planet.”

Mario Coolen



Jan Zijerveld was the third president of Solidaridad. He gave pastoral support to factory workers in Chile. In the Netherlands he was engaged with CMC, the Catholic Central Mission Office.

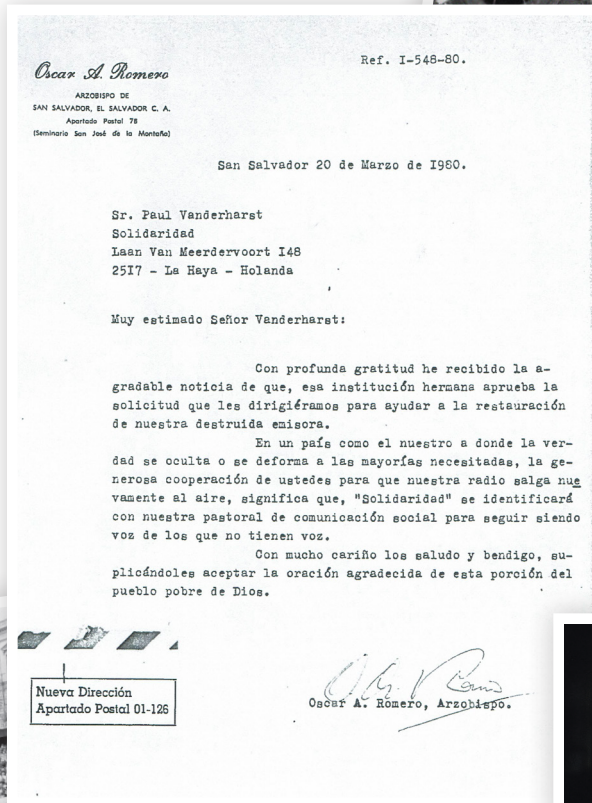


At the invitation of Solidaridad, Brazilian Cardinal Paulo Evaristo Arns visits the Netherlands.

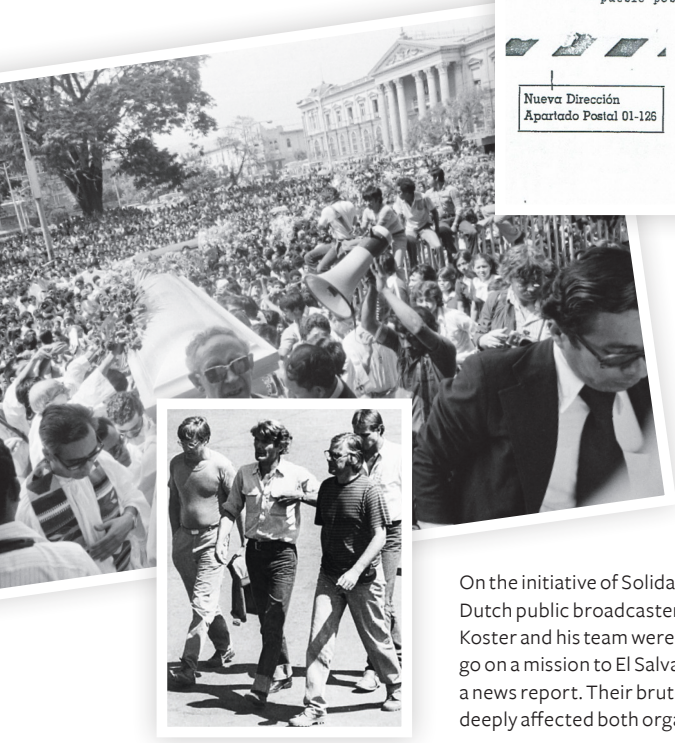
VOICES FROM LATIN AMERICA

Solidaridad brings Latin America closer to the church and to society in the Netherlands. Influential voices from a continent that is changing are heard in our churches and action groups: the father of liberation theology, Gustavo Gutiérrez, Cardinal Arns from Sao Paulo, Bishop Dom Helder Camara from the impoverished north of Brazil and Jorge Ramírez, a minister from the first Sandinista government of liberated Nicaragua.

But also, representatives of local municipalities, civil society organizations, trade unions and farmers’ organizations come to the Netherlands. Like the indigenous rights movement leader Rigoberta Menchú from Guatemala, who years after her visit won the Nobel Peace Prize for her work. Latin America craves liberation and an end to the large-scale repression that is exercised under the pretext of national security.



On 20 March 1980, four days before he was murdered, Archbishop Romero of San Salvador wrote a friendly letter to Solidaridad on a rickety typewriter. He sent thanks for the help with repairing his radio transmitter that was destroyed at the beginning of March. Romero voiced his confidence that: "We will continue to give a voice to those who do not have a voice."



Nueva Dirección
Apartado Postal 01-126

Oscar A. Romero
Oscar A. Romero, Arzobispo.



Under the inspirational leadership of Marlies Stappers, Solidaridad founded 'Impunity Watch'. Affected communities are empowered to speak up in favour of justice and to end impunity, the best way to prevent violation of human rights in the future.

On the initiative of Solidaridad and the Dutch public broadcaster, IKON, Koos Koster and his team were sponsored to go on a mission to El Salvador to make a news report. Their brutal murder deeply affected both organizations.

2004
IMPUNITY WATCH
FOUNDED

SURVIVAL OBLIGES

The photos are a permanent silent witness of the injustice that has taken place. These are names that should never be forgotten. They represent many people. And they stand for the pain that will continue to be felt. If the biblical story about tyrannical death not having the last word is still true today, then it is within this reality. In many a demonstration in Latin

America the names of the victims of human rights violations are shouted out loud. Followed by "Presente! I'm present!". And "Venceremos! We will win!" So that constant attention is given to the required persecution and punishment of the abusers of human rights, Solidaridad set up Impunity Watch in 2004.

VOICING CAMPAIGNS 1975 – 1990





A NEW ROUTE FROM 1985

REVOLUTION

“In the early seventies there is a song that can be heard throughout Latin America: ‘A desalambrar!’, Tear down the fences!’. ‘Remember’ - the lyrics say - ‘that the earth and the fruit of our work does not belong to the land owners, but to Maria, Juan and José’. There is a surge in armed movements proclaiming a social revolution.”

Paul van der Harst



1973

**PAUL VAN DER HARST
CAMPAIGNER
AT SOLIDARIDAD**

1984

**NICO ROOZEN
CAMPAIGNER
AT SOLIDARIDAD**

1985

**SHIFT TO ECONOMIC
ALTERNATIVES**

1989

**MEMBERS OF JESUIT
COMMUNITY MURDERED
IN EL SALVADOR**

NEW ROUTES

In the mid-1980s it was time to take stock. Tearing down the structures had brought about neither what was vital and necessary, nor what was expected. The organizational development of grassroots movements had been gaining momentum for decades and raised the need for, and hope of, change. But awareness, self-organization and action were answered with an unprecedented repression. Grassroots organizations were dismantled and their leaders were killed; human rights violations were the order of the day. Also the churches suffered many martyrs.

Where there was a glimmer of hope, disappointment was lurking. Firstly, the Cuban revolution lost its lustre, partly because of the east-west polarization. The broad coalition supporting the Sandinista takeover in Nicaragua narrowed steadily, becoming a dogmatic and self-enriching residual group. In this Reagan era new breakthroughs in the civil wars in Central America were not forthcoming. The tension between the need for fundamental change and the limited chance of it became increasingly palpable.

San Salvador, February 1985

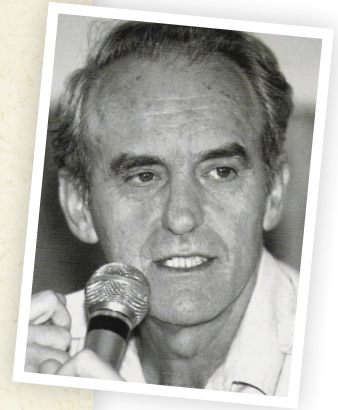
My first business trip for Solidaridad; and it was to a war-torn Central America. In El Salvador I stayed in a community of religious women; powerful sisters working in the slums who were at the heart of society. I was allowed to join the Jesuit community of Ignacio Ellacuría, Rector of the Catholic University and a prominent liberation theologian. My long talks with him would transform me, and subsequently, Solidaridad. We talked about the need for change, the deadlock of the civil war, Reagan's brutality and the victims among the civilian population.

Ignacio said with conviction: "The uprising of the people is legitimate, for they lack a democratic space. There is so much injustice. But we face a big dilemma. The armed resistance is being protected in the villages; the fighters are their own sons. Subsequently, terror comes to the community. If the people cannot be protected against the counter-violence from above we are confronted with the ethical dilemma of the innocent victims. Moreover, once they take up their weapons, the fight changes and humanity is at risk. The leadership positions are taken over not by the genuine leaders of the people, but by the battle-hardened fighters. After all, a war has to be won. There comes a time when the internal differences of opinion also have to be settled through violence. Extreme ideologies gain the upper hand. That is a turning point. Humanity has been forsaken even before victory is celebrated."

For me, these were convincing words, and I returned with doubt in my heart and gradually a firm conviction started growing. A new course needed to be set. The only way to find a solution was to follow the long route, going through the institutions, and to build up the democratic strength in society and the economy. The margins would be small but it was necessary to test them. Tearing down the structures had failed. I received a reluctant green light from the Solidaridad board and took the liberty to go for this transformation. This was partially thanks to another meeting. This time with Father Francisco van der Hoff of the UCIRI coffee cooperative in Mexico. 'Organizar la esperanza' – organize hope, is their motto. We developed the Max Havelaar initiative together. The 'new' Solidaridad was born.

Four years later Ignacio was brutally murdered. A death squad blew his brains out. Clearly, his humane ideas had to be destroyed. Five priests, the cook and her daughter Celina were also murdered. I used to play with her. Not a trace of evidence could be left behind. But the traces run deep. The killers got off scot-free. Amnesty is what they call this. "You are a clever man," Ignacio said as I was leaving. "Promise me that you will dedicate your life to the fight for justice." I reconfirmed this promise with the photo of his blown-apart body in my hands.

Nico Roozen



NEW HORIZON

After intense discussions with partners, in 1985 and under the leadership of the newly appointed campaign worker, Nico Roozen, Solidaridad chose to shift its policy from mobilizing social and political change, to the creation of economic alternatives. The initiative to start the fairtrade route was explored. The new ambition was to start investing in economic development in accordance with the concept

of pro-poor growth and what would later be described as 'sustainable and inclusive development'. This innovation would later be further developed into an agenda of 'aid to trade' with shared responsibility of actors in the supply chains. At first the initiatives mainly focussed on consumers. Later, other parties were targeted, such as trading companies, brand manufacturers and financial institutions.

FAIR TRADE MAX HAVELAAR CONQUERS THE COFFEE MARKET 1985 – 1989

Prince Claus of the Netherlands gives his 'royal' support to the launch of the Max Havelaar fairtrade label, with Dutch celebrity Jos Brink (left), Jan Tinbergen, first Nobel Prize Laureate in Economics (right), and Max Havelaar president Arnold Abbema (center) in attendance.



Representatives from the Mexican coffee cooperative, UCIRI, meets a delegation of Dutch coffee roasters.



1985
SHIFT FROM POLICY TO
ECONOMIC ALTERNATIVES

1988
MAX HAVELAAR COFFEE SOLD IN
DUTCH SUPERMARKETS

1984
NICO ROOZEN STARTS
AT SOLIDARIDAD

1986
COFFEE CAMPAIGN
SOLIDARIDAD

‘ORGANIZE HOPE’

is the motto of the UCIRI cooperative in Mexico, a cooperative of coffee farmers who rely on the vital strengths of their indigenous culture to pave a way for sustainable trade. Their method is based on organizing the entire coffee supply chain. Using a label that was very distinctive in the market at the time, Café Orgánico, UCIRI asked for a more direct access to the market with prices that reflect the true cost of sustainable coffee production. Solidaridad picked up this request and

in 1986 it started a coffee campaign with the aim to inform consumers. Two years of hard work were needed to create the basis for a new concept: a label for coffee that can break through to the supermarket channels. The campaign was successfully completed in 1988 with the introduction of the Max Havelaar fair trade label in the Dutch supermarkets, with the royal support of His Royal Highness Prince Claus.



Frans van der Hoff, priest of the poor. Frans escaped the Pinochet regime in Chile, committing his life to the coffee farmers in south Mexico. He asked Solidaridad to develop a 'fair trade' model.

1990

MAX HAVELAAR BREAKS THROUGH TO OTHER COUNTRIES, LIKE SWITZERLAND



GLOBAL MOVEMENT

The innovation and the success of Max Havelaar was inspiring and called for others to follow. Other countries in European and beyond followed the example and fairtrade became a global player fairly quickly with a presence in consumer markets on four continents. In the first few

years the product range was extended from coffee to cocoa and tea and to other commodities over the next few decades. In 1996 Solidaridad gave the fair trade movement a second firm hold on the market through the introduction of sustainable fair trade bananas.

OKÉ BANANAS BREAK INTO THE BANANA MARKET 1990 – 1997



1993

**JEROEN DOUGLAS STARTS
AT SOLIDARIDAD**

1995

**ESTABLISHMENT
OF AGROFAIR**

AGROFAIR

The banana market was an oligopolistic market with only four dominant players at the time. Initially, none of these multinationals wanted to take part in fair trade. These companies were a part of the problem, but refused to become a part of the solution. In 1995 Solidaridad set up AgroFair. This initiative was to serve as a crowbar to enter

the market and an invitation for the bigger players to follow. And they did follow. As the number of suppliers increased, a growing market segment was established. AgroFair became a successful company that still delivers a sizable portion of the fair trade bananas. The producers are co-owners of AgroFair.

“Under the slogan of ‘Give Fair Trade Bananas a Fair Chance’, I was able to lead a European coalition of lobby groups for Solidaridad to denounce the discriminatory banana import regime of the European Commission. After four years of lobbying and legal procedures, in 2001 the European Union’s Court of Justice in Luxembourg concluded that the imports of new market players, such as AgroFair, had to be improved. This meant that AgroFair effectively broke the cartel and could now continue to grow strongly because it has its own import licences.”

Jeroen Douglas



1995

MAX HAVELAAR CODE
BROADENED WITH
ENVIRONMENTAL CRITERIA

OKÉ & EKO OKÉ BANANAS

Through the introduction of fair trade bananas, Solidaridad reinvented the Max Havelaar certification in 1996. By broadening access to the scheme from small-scale farmers to plantations, more producer companies became involved in the process of sustainability. Moreover, Max Havelaar’s code of conduct was extended for the first time to include

ambitious environmental criteria. The banana is known as ‘chemical fruit’ and the reduction of the negative environmental effects of banana production was given high priority. The introduction of fair trade bananas was successful. In Switzerland sustainable bananas even gained the biggest segment of the market.

TOWARDS A NEW PATTERN IN THE GARMENT INDUSTRY 1998 – 2002

Nico Roozen at the 10th anniversary of MADE-BY



SUSTAINABLE COTTON

To make clothing you need raw material. Cotton is an important raw material for clothing. In 1998 Solidaridad tested the innovation of organic cotton production in Peru with Oro Blanco and later in India with Chetna Organic. These successful projects were replicated. The Better Cotton Initiative, which was supported by Solidaridad, is an initiative for certifying sustainable cotton. It developed a standard for sustainable cotton production and thus initiated a transformation of the cotton market, making it more sustainable.

MADE-BY

In 2004 Solidaridad started a partnership with more than 20 clothing companies to accomplish a step-by-step improvement in the production of garments through a supply chain approach, from the raw materials right through to the finished item of clothing. By highlighting examples of good practice within the sector and giving them public recognition, Solidaridad hoped to reduce the polarization between the activists and the indicted companies in the sector. Solidaridad shifted the focus from 'protest' to 'proposition'.



1998

FIRST SOLIDARIDAD INITIATIVES WITH ORGANIC COTTON PRODUCTION

2001

ESTABLISHMENT KUYICHI JEANS FOR SUSTAINABLE GARMENTS

2004

FOUNDATION MADE-BY

2001

PUBLICATION BOOK FAIR TRADE

2005

FOUNDATION BETTER COTTON INITIATIVE

KUYICHI JEANS

Failure is sometimes a part of success. From the very start in 2001, the development of Kuyichi, the sustainable jeans and tops brand introduced by Solidaridad, was dramatic. The idea was to introduce a fashionable clothing line and to use the added value of the brand to achieve a higher price for the producers. But there was one setback after another. A suitable

entrepreneur could not be found and the size of the business remained too small to be able to make a difference. In the end Kuyichi had to close its doors. After going bankrupt, Kuyichi was able to start up again in 2017 under new ownership. Hopefully this will yield sustainable results.

A BROADER ENGAGEMENT 2002 – 2015

In 2007 Minister Koenders announced “that it has pleased Her Majesty to appoint Nico Roozen as Officer in the Royal Order of Oranje Nassau.”

The book by Nico Roozen and Frans van der Hoff about the history of Max Havelaar and fair trade was translated to 5 languages and officially presented to Minister Herfkens for Development Cooperation in November 2001.



Dr. Roelf Haan, fourth president of Solidaridad and a prominent economist. He wrote among other publications ‘Faith that moves mountains: protestant essays’ and ‘Economy of Honour’.

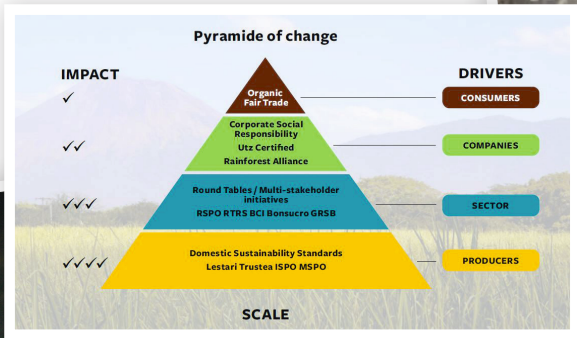


CORPORATE SOCIAL RESPONSIBILITY

Times change. Around the turn of the millennium it became clear that companies wanted to take shared responsibility for the sourcing of their products. The term supply chain responsibility came into being. Pressing social and environmental issues along the supply chain had to be tackled. The time was ripe to develop additional initiatives to make products more sustainable and to involve even more actors at different levels, alongside certification that was supported by consumers with a relatively small market share.

UTZ CERTIFIED

Coffee is yet again the crowbar. In 2002, Solidaridad reached an agreement with the Dutch supermarket chain Albert Heijn to convert their Utz Kapeh company code for sustainability into an open certification scheme with a more professional structure and way of working. The coffee roaster Douwe Egberts joined the initiative and soon after, many more coffee roasters around the world followed suit. The product range was expanded and Utz Certified became a world player. The merger process with Rainforest Alliance that started in 2017 resulted in the largest sustainability label in the world market.



2001
PRESENTATION BOOK FAIR TRADE

2002
SOLIDARIDAD TRANSFORMS UTZ KAPEH INTO A GENERAL CERTIFICATION SCHEME

2004
FOUNDATION RSPO

2004
SOLIDARIDAD STARTS TO COLLABORATE MORE CLOSELY WITH COMPANIES, BRANDS AND OTHER ACTORS IN THE SUPPLY CHAIN

2007
NICO ROOZEN OFFICER IN THE ORDER OF ORANJE NASSAU

2014
FIRST LOCAL SUSTAINABILITY STANDARD FOR TEA IN INDIA

SECTOR ROUNDTABLES

Another route had to be taken for large flows of commodities that are often used as hidden ingredients in products. Sector-wide agreements about sustainability were made in sectors such as palm oil, sugarcane and soy. Solidaridad takes an active part in these roundtable covenants and provides support in the certification process, to small-scale producers in particular.

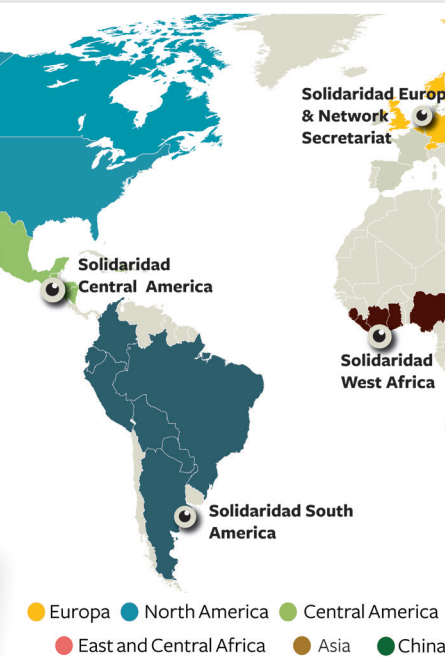
NATIONAL STANDARDS

In Asia, from 2014, hesitantly the first national policy frameworks for sustainable production and consumption of agricultural products were established, in particular for tea and palm oil. Government bodies and commodity boards herewith started taking their own responsibility, while Solidaridad stimulated the development of these standards and supported their implementation in the field.

NETWORKS HAVE THE FUTURE FROM 2011



The International Supervisory Board

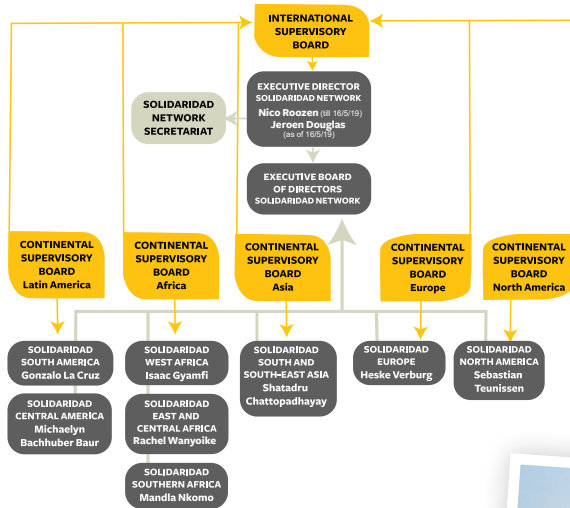


Celebrating 10 years of existence in Asia

MANDATE RETURNED TO THE CHURCHES

Slowly but surely, the distance between the churches and Solidaridad started to get bigger. The churches' involvement in the world as we had known it over the last few decades of last century became more and more limited. Renewal is replaced by restoration. Missionary and diaconal groups in parishes and church communities slowly lost their vitality. As a consequence of the foundation of their own diaconal body 'KerkinActie' (Church in Action) and the merger of the Protestant churches, Solidaridad lost its Protestant mandate

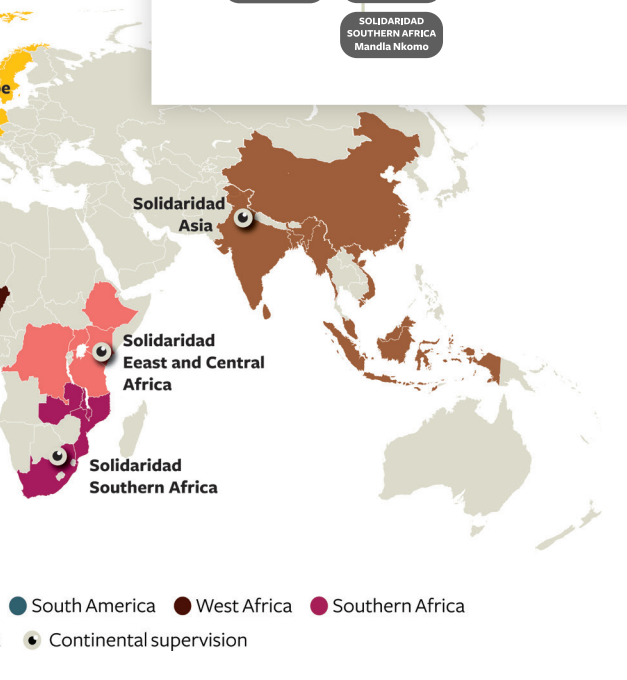
in 2008. A few years later, in 2011, the catholic bishops presented their new policy outlook under the motto of 'Churches help churches'. Through this they put emphasis again on the missionary tradition of the church, while Solidaridad associates itself more with the diaconal tradition of 'Churches help the poor'. After some debate, the bishops agreed that Solidaridad should continue its work under its own responsibility, allowing for the step towards forming a modern international network organization to be taken.



Netwerk Directieaad



Solidaridad Network event in Ghana in 2016



2002
ESTABLISHMENT
INTERNATIONAL
SUPERVISORY BOARD

2008
FOUNDATION 'KERKINACTIE':
SOLIDARIDAD LOSES
PROTESTANT MANDATE

2010
SOLIDARIDAD DISENGAGES
FROM THE CHURCHES

2011
SOLIDARIDAD TRANSFORMS
ITSELF INTO AN
INTERNATIONAL
NETWORK ORGANIZATION

NETWORK ORGANIZATION

Increasing globalization puts an end to the time of development strategies determined by western donors. The development of local capacity and accountability heralded the new era. In 2012, Solidaridad decided to transform itself from a development organization of Dutch origin into an organization for international cooperation, whereby supervision and management, as well as programme development and implementation become a globally shared responsibility. Under the new legal entity established, 'Solidaridad Network',

Solidaridad has an International Supervisory Board with representatives from five continents, linked to regional supervision through five Continental Supervisory Boards. A network-wide management board was formed with regional directors and a delegated mandate to the regions for the programmes and relationship management. This allowed for a dynamic process of growth in budget, staff capacity and quality of programmes.

AMBITION 2020 FIVE INNOVATIONS 2016 – 2020

AMBITION 2020 MULTI-ANNUAL STRATEGIC PLAN 2016 - 2020

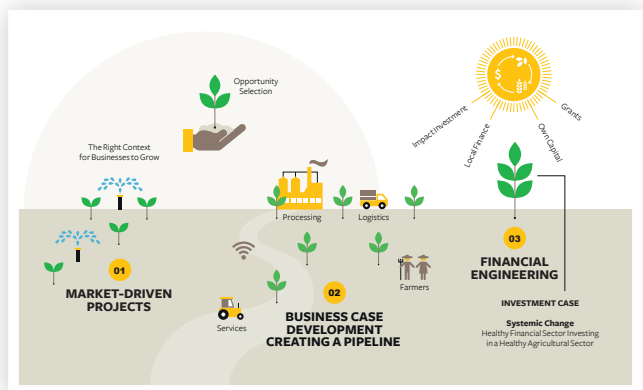


AMBITION 2020

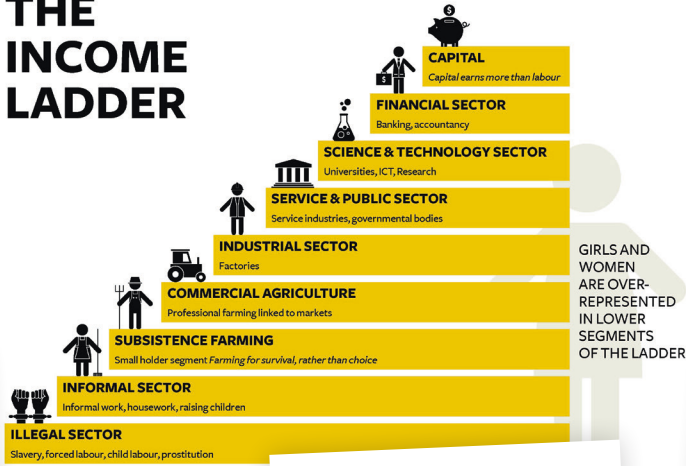
In 2015 Solidaridad produced its Multi-Annual Strategic Plan 2016-2020. Five innovations will bring about important changes. The most important challenge for the next few decades depends on the effects of climate change. An ongoing rise in temperature is already inevitable; without urgent action it will even be irreversible, with disruptive social consequences. It will cause inequality to increase even more, because billions of people with limited access to money, technology and resilience will have to pay the highest price.

IMPACT INVESTMENT

The world goes where the money goes. Investment in projects by civil society organizations has to be followed up by credit and investment from the financial sector. Attracting impact investments that contribute to the spreading of sustainable solutions is a policy priority.



THE INCOME LADDER



GIRLS AND WOMEN ARE OVER-REPRESENTED IN LOWER SEGMENTS OF THE LADDER

GENDER INCLUSIVITY

No talent can go to waste. Inclusion and an equal contribution by women and men lead to a better use of yet unused potential. Society in general can only profit from this. Gender inclusion will profoundly colour all the programmes.



SMART CLIMATE SOLUTIONS

The green agenda of nature conservation and the blue agenda of entrepreneurial opportunities for farmers have to be better connected. All landscape functions will have to be optimized. Natural values have to be restored and preserved for more sustainable agriculture. Food transitions will reform the agricultural sector and make it ecologically compatible, but they also need to create opportunities for farmers.



2016

SOLIDARIDAD LAUNCHES 'AMBITION 2020': A MULTI-ANNUAL STRATEGIC PLAN WITH ATTENTION FOR FIVE IMPORTANT INNOVATIONS

GOING DIGITAL

But without a doubt the most important 'disruptive' power will be fuelled by the digital revolution. Data can be turned into knowledge that can enable change. For Solidaridad's programmes this means that results and impact can be monitored more easily and at a lower cost, and that evidence can be provided for the solutions tested. Expensive certification can be replaced by more reliable systems from the own business practice, by

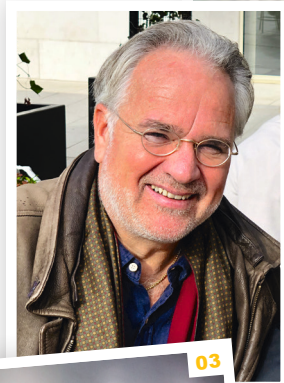
comparing them to the more sustainable practices of peers and colleagues and sharing of information. By putting the accent on 'Fair Data' Solidaridad wants to steer on preservation of knowledge at farm level, based on the principle that the producer of the data should be the owner of the data, thus becoming more independent from big supply chain actors.

NEW TASKS 2009 – 2019

“In October 2016 I proudly took over the baton from Nico Roozen to continue the work carried out in Europe. I consider sustainable economic development the only way to eliminate poverty. Unfortunately, value is shared unequally in many chains and it is often the weakest shoulders that have to carry the heaviest burden. Only by developing a sustainable alternative throughout the entire value chain with all the actors involved, will we be able to make sure that the farmers, the labourers and the miners can also earn a fair wage and that things are produced with respect for people and the environment.”

Heske Verburg
Director Solidaridad Europe

Ton Geurts, the fifth president, accompanied the transition to the network organization. He is an engineer by profession, working in top positions in the corporate sector.



PARTNERSHIPS PRECONDITION FOR SUSTAINABILITY

Solidaridad works in Europe with parties that influence international value chains, from the consumer to the government, from the citizens to the companies. At a national level, through the textile and gold covenants, companies, the government and civil society organizations are brought together to work towards a sustainable and transparent sector. Eventually, voluntary sustainability standards should lead to requirements for the whole sector, and this should not be limited to the Netherlands.

An increasing number of companies are taking the initiative by introducing sustainability to their purchasing policies, which eventually leads to more sustainable production. For example, Solidaridad works together with the German multinational, Henkel, on making the palm oil crops of small-scale farmers more sustainable, and with the Dutch company, Stahl, on cleaner and safer tanneries along the banks of the Ganges River in India, and in Ethiopia.



01 Heske Verburg on her first day at work, October 2016, surrounded by colleagues. 02 Time to celebrate after signing the Gold Covenant in June 2017 (photo: Dirk Hol). 03 Photographer Kadir van Lohuizen and Solidaridad West Africa director Isaac Gyamfi open the 'For the love of chocolate' exhibition in the Maritime Museum in Amsterdam. 04 The 'No Coffee Bar' temporarily opened its doors in Amsterdam in 2017. 05 The Fair Sweater campaign in 2016 on responsible garment production. 06 The #Fashionaware campaign in 2018 is about sustainable use and production of fashion. 07 Meeting about the partnership with Henkel in Germany, 2017. 08 Revealing the billboard campaign 'On the Way to Good Gold' at the Museum Plein in Amsterdam, June 2015.

2019
 LAUNCH
 CROWDFUNDING
 PLATFORM

2009
 START COLLABORATION
 WITH THE DUTCH
 NATIONAL POSTCODE
 LOTTERY

2016
 STRATEGIC PARTNERSHIP
 WITH THE DUTCH MINISTRY
 OF FOREIGN AFFAIRES ON
 SUSTAINABLE SUPPLY CHAINS

2018
 FOUNDATION
 SOLIDARIDAD
 GERMANY

2016
 SECTOR COVENANTS FOR
 TEXTILE AND GOLD

FROM AID TO TRADE AND INVESTMENTS

The Dutch government is an important partner in making supply chains more sustainable. Offering economic perspectives locally also occurs in other parts of Europe. But aid and trade alone are not enough; investment is essential for economic development and for making good use of the full potential of the ambitions of young Africans, but also young Asians and Latin Americans. By setting up a crowdfunding platform, Solidaridad is making it possible to invest directly in agricultural entrepreneurial activities, thus providing

capital to a group of people with a very limited access to local financial services. Through campaigns, Solidaridad raises awareness on how to make supply chains more sustainable. Climate change is threatening the cultivation of coffee. In a playful manner, including a commercial with desperate coffee lovers and a 'No Coffee Bar' pop-up, Solidaridad is making a future without coffee tangible and a reality, and this calls for action.

ASIA

DIRECTOR Shatadru Chattopadhyay

COUNTRIES India, Indonesia, Bangladesh, Sri Lanka, Malaysia, China, Myanmar, Vietnam

BUDGET 14.1 million Euro

STAFF 316



CLEAN GANGA

INDIA — The Ganges is one of the most polluted rivers in the world, yet millions of farmers depend on clean water for irrigation and the megacities need clean drinking water. Clean techniques are a central part of the programme. The source of the pollution is tackled by the introduction of safe techniques in the polluting leather industry. There is unique collaboration with the Dutch company, Stahl.

VILLAGE SUPERMARKET: WHOLESALE MARKET 2.0

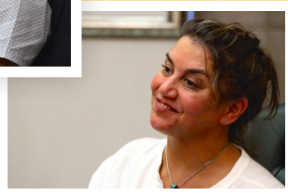
BANGLADESH — The Village Super Market connects farmers to their local market, and all the way as far as the capital city of Dhaka. An auction system ensures transparent pricing and a stronger bargaining position for farmers. Local market demand can be better met and the products on offer become more diverse. In this way a robust agricultural infrastructure can be built up.



NATIONAL PALM OIL POLICY FRAMEWORKS

MALAYSIA, INDIA, INDONESIA, CHINA — Through our RSPO alliance we have formed a leading group of companies that buy sustainable palm oil. This sends out a positive signal that deserves to be followed. Governmental involvement is important to ensure structural change and to include the whole of the sector. National policy frameworks are good instruments for doing this. Solidaridad has overcome growing opposition and polarization by pursuing collaboration based on broad public support.





LATIN AMERICA

DIRECTORS Michaelyn Bachhuber (Central-America) and Gonzalo la Cruz (South-America)

COUNTRIES Argentina, Bolivia, Brazil, Colombia, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Paraguay, Peru

BUDGET 13.2 million Euro

STAFF 130



ZERO DEFORESTATION AS A PREREQUISITE FOR GROWTH

COLOMBIA — Colombia has developed a national policy framework against further deforestation and for the sustainable growth of the agricultural sector. Colombian companies have committed themselves to this objective and a strict mechanism for monitoring it has been put in place. Solidaridad's earlier initiative to bring about a Sustainable Trade Platform paved the way to make this breakthrough possible.

WORKING CONDITIONS SUGARCANE CUTTERS

CENTRAL AMERICA — Harvesting sugarcane in the heat of the day is one of the most arduous jobs there is. Mechanization is the definitive solution. In Brazil, Solidaridad has led the way with this transition by accompanying the redundant labourers in finding new jobs. In Central America this is still a bridge too far. An additional but vital step that needs to be taken is to improve the working conditions. Offering workers 'rest, water and shade' may seem obvious, but in reality, this was not the case. Slowly but surely, this is changing.



CLIMATE-SMART SOLUTIONS

BRAZIL — A lot has been invested in testing the business case for a climate-smart approach that focuses on achieving a carbon balance by preserving forests, combined with sustainable agriculture. It seems that integrated - agroforestry - cocoa production performs better than a monoculture system, as when combined with livestock this brings in extra income for the farmers. If these sustainable solutions can be brought to scale, there will be a future for the Amazon.

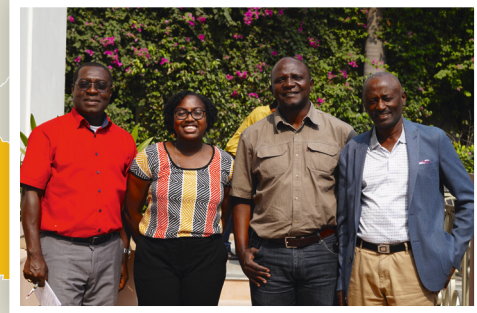
AFRICA

DIRECTORS Isaac Gyamfi (West Africa), Rachel Wanyoike (East- and Central Africa), Mandla Nkomo (Southern Africa)

COUNTRIES DR Congo, Ethiopia, Ghana, Côte d'Ivoire, Kenya, Liberia, Malawi, Mozambique, Nigeria, Sierra Leone, Tanzania, Uganda, Zambia, South Africa

BUDGET 28.8 million Euro

STAFF 182



YOUTH IN CACAO

GHANA AND CÔTE D'IVOIRE — The cocoa sector is facing a lot of challenges. One urgent problem has to do with 'the next generation'. How can prospects be created for young people? The MASO – 'stand up' in Twi – programme focuses on creating opportunities, especially for girls. Young people from hundreds of villages take part and are becoming entrepreneurial farmers who have to safeguard the future of the cocoa sector.

BETTER MILL INITIATIVE: SUSTAINABLE TEXTILES

ETHIOPIA — The textile sector in Ethiopia is still in the early stages and is small, but it is growing. This is a chance for industrialization in Africa. But then please in a sustainable way. Solidaridad is forming a buyers' platform to establish value chain accountability for companies and is working together with the government to ensure that sustainability in this sector is given the right amount of attention from the start. It is giving a lot of attention to a safe workplace and a living wage.



WATER SHORTAGE IN THE SUGAR INDUSTRY

SOUTH AFRICA — The Sustainable Water Fund provides solutions. Long periods of drought are far more common due to climate change. And sugarcane needs lots of water. The solution must be found in the efficient use of water on irrigated production areas. A good infrastructure has proved to be a critical factor. Training farmers and evaluating results provided the learning grounds for important innovations.

THE GOLDEN LINE: WOMEN IN GOLD

GHANA AND TANZANIA — Women working in small-scale mining face many hardships. They get paid less than their male colleagues, do the work no one else is willing to do and are often harassed. With the 'Golden Line' project Solidaridad puts women in their power and gives them confidence and skills for a better position and a higher income.



EUROPE

DIRECTOR Heske Verburg

BUDGET 7.6 million Euro

STAFF 50



NORTH AMERICA

DIRECTOR Sebastian Teunissen

BUDGET 2.6 million US Dollar

STAFF 2



3 PHASES OF GROWTH

	1969 – 1996	1997 – 2015	2015 ONWARDS
	CHARITY	RESULTS & IMPACT	SPEED & SCALE
TRANSFORMATION PARADIGM	Fragmented interventions	Theory of Change	Systemic change
ORGANIZATIONAL DEVELOPMENT	Dutch development cooperation	Network structure - initial stage	Network structure - mature stage
FINANCIAL STREAM	Donations	Grant investments	Blended funding with credits & equity
STRATEGY	Campaigning	Solution tested	Market based solutions
SCOPE	CSO programming	Partnerships	Community of change
IMPACT	Good intentions	Measured results	Leverage in markets & politics
CHANGE AGENTS	Consumers	Sectors	Market transformation
LEARNING METHODOLOGY	Trial and error	Learning organization	Science based validation
TECHNOLOGY	Technology averse	Adapted technology	Technology as driver
COMMUNICATION	Problem centric	Story telling good practices	Results & impact
DATA	Anecdotal evidence	Facts and figures	Big data and transformative knowledge

A SOLID FUTURE

2019 →



Hand over from Nico Roozen to Jeroen Douglas as Executive Director

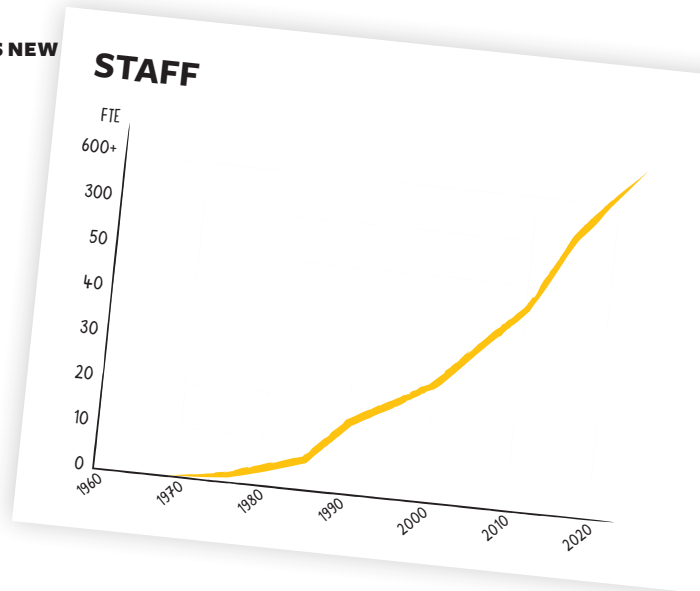
FAIR DATA

The livelihoods of farmers in sustainable value chains are often far too ‘thin’, even today. Against the background of an ever-expanding metropolitan landscape, this question now becomes urgent: can Solidaridad, together with the farmers, serve the regional markets better? A young generation of farmers is entrepreneurial and sees chances to provide the booming populations of the megacities with healthy food as a supplement to production destined for the traditional export chains. After all migration is mainly urbanization.

Farmers are the potential means to a sustainable society: by producing and marketing fresh and safe food; by choosing climate-smart solutions in the countryside and on the farm; by preserving and restoring forests; and by making better use of women’s talents.

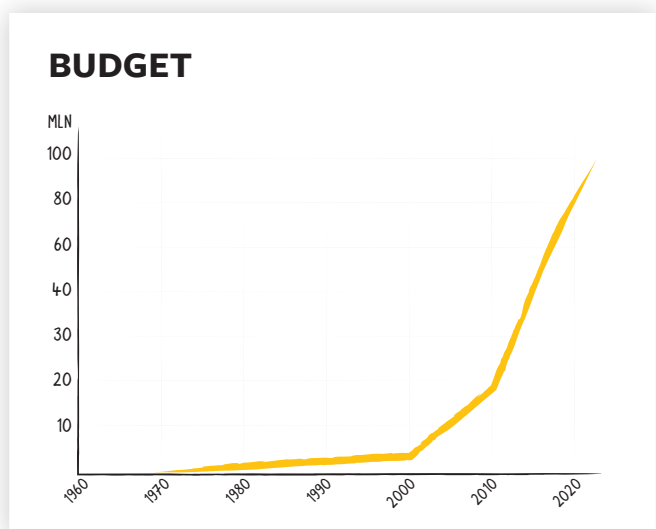
A part of a new approach is that farmers become the owners of what is now the most valuable commodity of our time: data. The digital revolution will impregnate Solidaridad’s future programming. Based on the principle that the producer of data should also be the owner of that data, we will help farmers to use their own data to overcome their dependence on coercive supply chains. This data will also help farmers to optimize their business case and to get a better understanding of new subjects, such as climate change and the circular economy.

Solidaridad will continue to focus on delivering innovative solutions to the important issues the world is facing.



“This magazine sketches out five decades of old roots and new routes, and for almost three of those decades Nico Roozen was at the helm. People say that “Solidaridad is Roozen”. He has always denied this with modesty, “because in the meantime, with some six hundred colleagues and a strong global team of leaders and a network of partners, Solidaridad is ready for the future.” Nico’s commitment to a sustainable economy and his ability to read the spirit of the times, and to, again and again, translate this into new approaches towards solutions is a rare talent. The little seed of the ‘fair price’ that Nico sowed is now bearing fruit all over the world. It has grown into a tree of wonders.”

Jeroen Douglas
Successor of Nico Roozen as Executive Director



FAIR PRICES FOR AGRICULTURAL PRODUCTS A PLEA THROUGHOUT TIME

“You don’t buy something, you buy from someone.”

Bert Schuurman, president Solidaridad, 1987

“Prices have to tell the truth about the real costs.”

Nico Roozen, campaigner Solidaridad, 1988

“A fair price for coffee now depends on the choice of consumers.”

Nico Roozen, initiator Max Havelaar fair trade certification, 1989

“Internalizing external costs is a prerequisite for sustainable development.”

‘Economy handbooks’, a.o. Hans Opschoor, 1992

“True Price: towards an impact economy.”

Adrian de Groot Ruiz, Impact Institute, 2012

“The price of bananas is a political price. The banana republic concept creates the social conditions for exploitation and destruction of the environment.”

Nico Roozen in discussion with Chiquita staff in Ecuador, 1996

‘Prices back to square one’: “there can be no sustainable development without a business model for the farmer.”

Nico Roozen, in response to prices for cocoa and coffee being back to the same low levels as in the 1980s, 2019

‘Pricing out of balance’: “One litre of tea costs € 0.05, a liter of cola € 1.70. One kilo of tea fetches 2 dollars at the Mombassa auction in Kenya and is worth 40 dollars in the supermarket.”

Shatadru Chattopadhyay, Solidaridad Asia, 2018

