

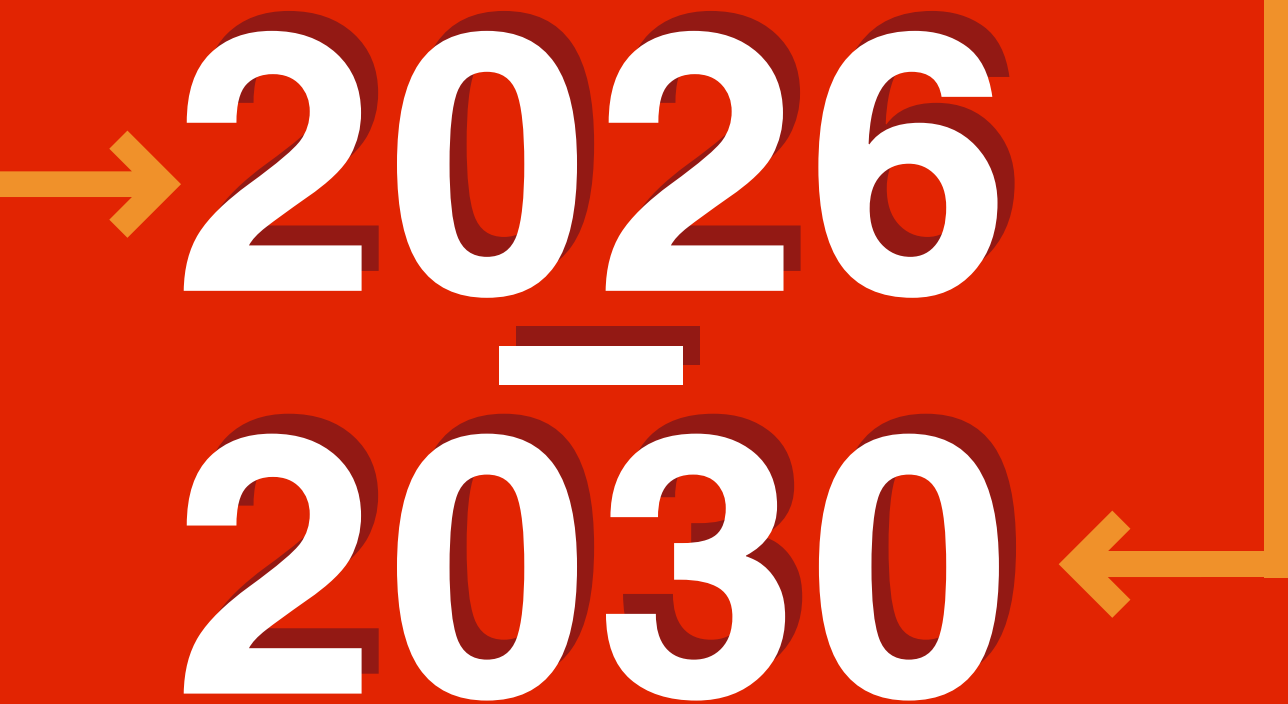
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SOLIDARITY AND SOCIAL JUSTICE FOR JUST TRANSITIONS

SOLIDAR Organisational Strategy 2026–29





1. Introduction

This strategy outlines the general direction for SOLIDAR in the period 2026-2030. It will guide our work, our collaborations, our projects and programmes, the development of Secretariat and our membership, our communication and advocacy work. Our actions and achievements will be further informed by bi-annual plans which will include defined, concrete targets and indicators of change. We will only be able to do this if we work closely together with our progressive network of member organisations and partners across Europe and the world.

This is a revision of SOLIDAR's preceding strategy, that has been updated based on our results and learnings from 2021-2025, our joint foresight exercises, and the needs and ambitions expressed by our membership. It follows from our work on advocacy, policy and communication, and considers the new political context in Europe and beyond. The revision has been characterised by participation and inclusion of our network. We have involved members in individual consultations and workshops and the Board throughout the process, with the SOLIDAR Secretariat leading the process between the General Assembly 2024 and 2025.





2. The defining challenges of this period



The previous strategy period started amid the COVID19 pandemic, when a broad majority of organisations and political parties rallied behind the ideals of care, empathy and collectiveness. There was a window of opportunity to speak for global and collective solutions to a common problem and shared threat that forged a sense of optimism. That window is now closing rapidly. The coming period will be very challenging for progressive movements and for the change we believe is necessary to build a sustainable future. The current situation forces us to be creative, persistent and resilient. It forces us to consider a new balance between what we aim for, and what is realistically possible in this mandate.

The continued gains and electoral successes of the right and extreme right in Europe, the United States and other parts of the world is the main testament to this challenge. They win elections with disruptive, divisive and hateful rhetoric and lies which spread easily in a media landscape dominated by social media platforms. By mobilising the disgruntled and angry, forming uncommon alliances between rural poor and urban elites, they have been successful online and in parliaments. By attracting working class people, they split the base of progressive movements. This also has broader implications on the possibilities for coalitions and mutual recognition among voters torn apart by increasing inequalities.

This new political reality is the backdrop of this strategy. Our strategic approach for the period 2026-29 will aim to respond to this political context by resisting the regressive wave that is sweeping Europe, identifying the challenges shared by working people and communities in Europe and beyond, and proposing solutions that advance social justice and sustainability. To make this goal a reality, we have identified eight strategic priorities for these coming five years.

1. Civil society is key.

Progressive political parties often seem lost in this new reality, frequently playing catch with nationalist and xenophobic arguments instead of setting the agenda on economic policy and rights and standing up for their ideals. In this context, civil society and popular movements are increasingly important. We are necessary to mobilise, push, inspire, and hold progressive forces together. This conclusion is the red thread of our strategy. Everything that we aim and hope for depends on turning the reactionary tide that threatens to rip our societies apart. It is not enough to simply win elections; it matters how and with what messages it is done. It matters what is done between elections. SOLIDAR will advance the principles of togetherness, rights, liberties and solidarity: the best parts of our European project. We will fight to make sure that these principles define Europe and Europe in the world.

2. We need new and broader alliances at all levels.

Civil society is central to the defence of democracy and civic space and of our progressive ideals. There is a need for creativity, an open mind, and unusual allies to be able to challenge this political rift and counter lies and misinformation. We must find new ways to develop new majorities at local, regional, national, and European levels, as well as with our friends and allies beyond Europe. We must mobilise resourcefully to bridge generational and geographical divides to be able to push back. As much as we can, SOLIDAR will support progressive counter movements and resistant activists and protests whenever and wherever they appear. In so doing, we will seek to strengthen ties with old friends as we are finding new ones so that we grow stronger, broaden our network, and amplify our voice along with partners in Europe, in our neighbourhood, and globally.

3. Change is already upon us – we need to adapt and build resilience.

In our foresight discussions in spring 2024, SOLIDAR's members identified four defining risks in the coming *decade: the accelerating triple planetary crises, increasing social and economic inequalities, the multiple challenges for democracy, and the ongoing titanic geopolitical shifts*. This is our third conclusion: these major challenges are interdependent and ongoing. Change in all these fields is already upon us, so in addition to developing policies for the future, we must push for the urgent need to invest time and energy in adaptation and resilience. Ours is a time of permacrises and Europe must show that it is able to respond to all of them at the same time. In a world of interconnected crises, leaders must take care to ensure that their actions in one area do not exacerbate crisis in another. Time, resources and political will must be channelled in a coherent way, always with people and planet in mind.

4. The laws of physics set natural limits to political proposals.

"The window of life is closing" these are the dramatic words of the Director of the Potsdam Institute, Johan Rockström, when speaking about the rapidly evolving climate and environmental crises, with our remaining carbon budget shrinking fast, and six out of nine planetary boundaries exceeded. The changes we need now must be faster and bigger than ever before to avoid a catastrophic unknown. This is our fourth and quite simple conclusion: we are faced with a choice between accelerating a just transition or facing the consequences of an unimaginable future. SOLIDAR will inform, debate and insist on every occasion that the starting point for any proposal can no longer be what is politically possible, but what must be done.

5. Peace, disarmament and human security is central.

We live in times of conflict and wars and dramatically changing geopolitics. Civil society must de-

fend a position of peace as something much more than the absence of conflict and beyond massive military investments; we must defend peace as a value system which sustains and reinforces our democracies. The defence and promotion of peace in this sense forms the basis for mobilisation and for learning. Furthermore, by framing peace as a value system we call for solidarity with people suffering under occupation or aggression. The EU is too often (rightly) accused of hypocrisy and applying double standards when it comes to human rights and international law. In this multipolar world, the EU should take up the banner in defence of multilateralism, democracy, and human rights, offering a counterweight to the quickly and dramatically changing world order in favour of militarism and authoritarianism. As the EU is reinforcing its defensive capabilities, it should invest an equal amount of time and money in diplomacy, the promotion of participation and inclusion, and actively contribute to making disarmament, peacebuilding, and human security the cornerstones of international relations.

6. The future of the EU is a larger and reformed Social Union.

The European Union is moving in different directions currently, with more integration and more division happening at the same time. The conversation of the future of the European project and the enlargement process remains unfinished and is uncertain. All pro-European forces must work together, finding unity with a wide range of actors for the idea of common goods, collective solutions to shared challenges, a more democratic, social and sustainable Union, more integration and cohesion, and embracing enlargement as a solidaric and strategic imperative. If done properly, enlarging the EU family will contribute to a thriving, more resilient, stable, and peaceful EU, and ideally trigger and inform a long overdue Treaty discussion. Civil society must lead the way in this regard and show that even as the political landscape seems hostile to these ambitions, we can take initiative, form alliances and engage in shared projects.

7. Neoliberal and austerity policies must be reversed.

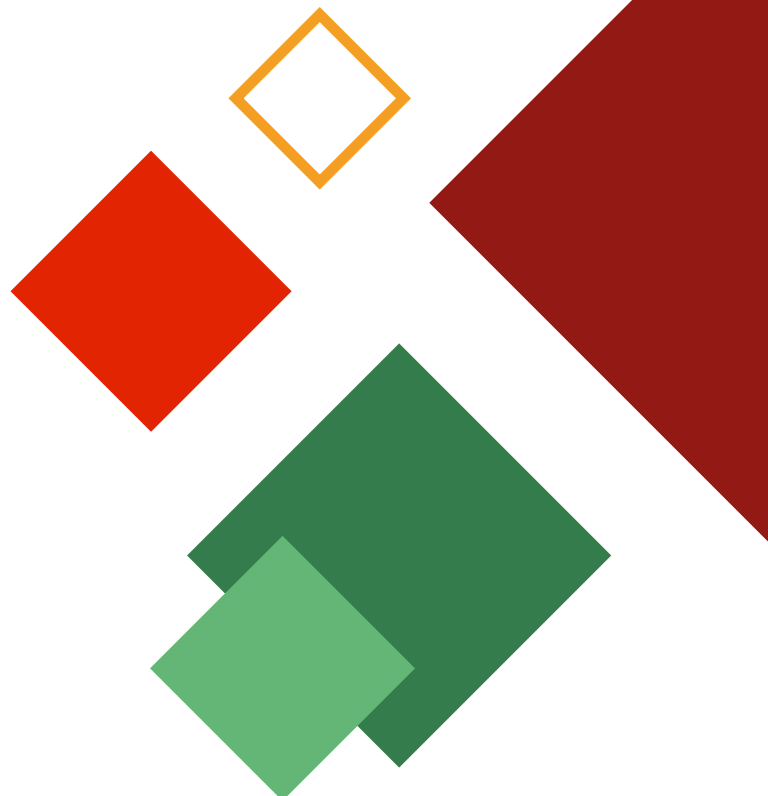
These times and challenges are defined by decades-old trends of neoliberal policy choices, some of which arose from the failures of past progressive governments. These trends resulted in austerity policy, the undermining of the tax base and the welfare state, ideologically driven deregulation and privatisation, massive subsidies to fossil fuel industries, disregard for environmental considerations, rampant wealth concentration and corporate capture, and the escalating debt crisis of indebted countries. All of this and more has pushed us into a dead end of hyper-capitalism and heightened conflicts. Much of what now needs to be done is to reverse these political choices, own up to past failures and present credible alternatives. This is the only way in which we can reestablish the social contract and place the wellbeing of people and planet at its centre. In this current context, civil society has a critical role to play to continue to insist and argue for viable solutions even as the political conversation is not conducive to the realisation of our objectives.

8. Demonstrate that the alternatives are already available.

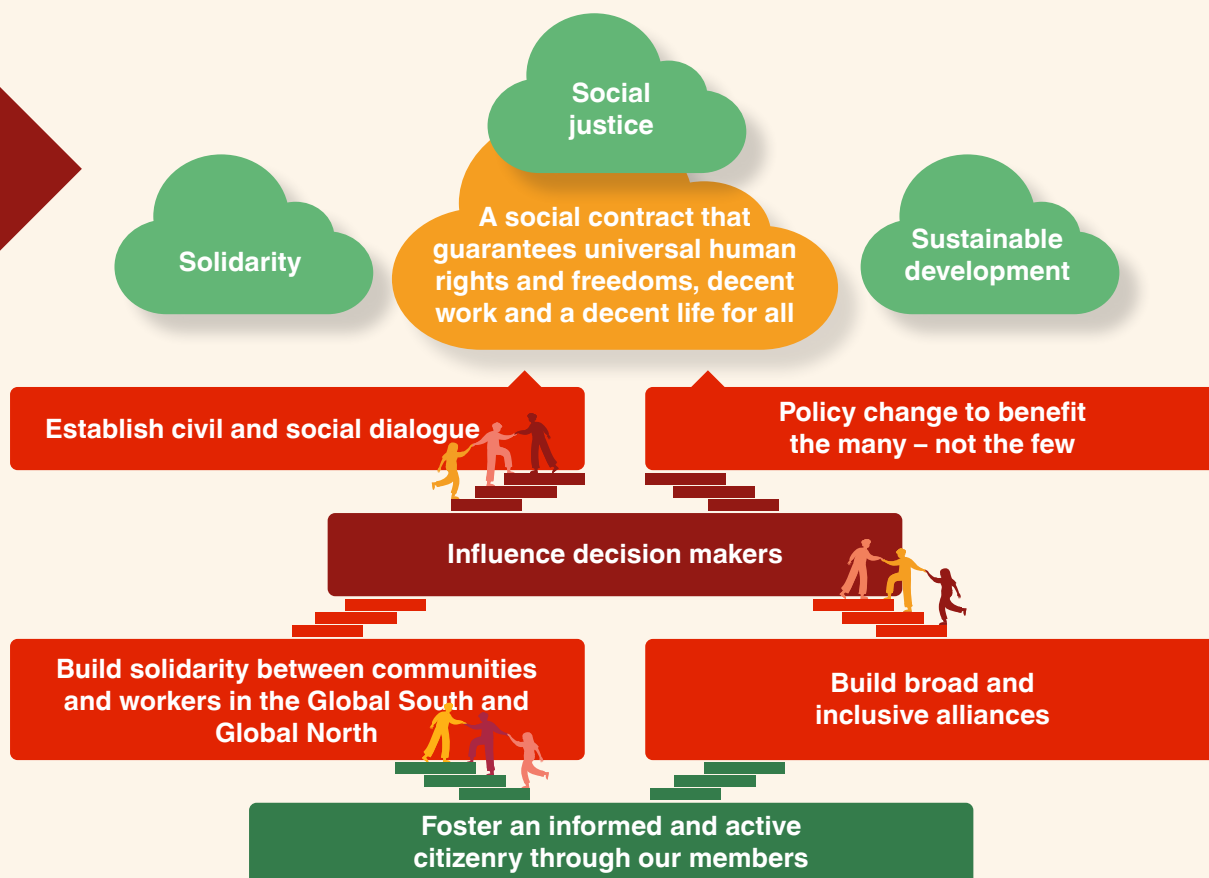
There is an abundance of positive and hopeful examples for us to follow in these dark times: civil society and popular movements actively resist and protest on streets and in courts, trade unions fight and negotiate to defend and expand labour rights, principled and committed members of parliament put forward new progressive legislative proposals, and functional circular and solidarity systems thrive at local and regional levels. We need to amplify the inspiring practices that are out there so that we can collectively believe and see that change is possible. There is massive public support for the core ideas of a just transition. There is ample scientific evidence on the solutions available to us right now. There is an abundance of local and existing sustainable practices to build on and scale up. There is the promise of exponential technological and

scientific advances and readymade analysis and research to guide investments and political rethinking, such as the Doughnut Economy. All of it offers us a chance to not just imagine but also roll out and live the impossible, to redirect and restructure our economy, and to fundamentally change our societies at all levels, starting today.

SOLIDAR will work to strengthen our organisation and members, influence our partners and allies and find common ground with unexpected actors where possible. Our network will strive to constantly advance, challenge and argue based on the above strategic priorities. This active form of resistance will inspire the written details of legislative proposals, online campaigns, public debates, negotiations, as we participate in meetings, in board rooms, or as we join marches in the streets or protest in front of parliaments. As representatives of progressive civil society, alongside trade unions and other progressive forces, we have a crucial role to play in the development, negotiation, and implementation of these systemic changes. *It only seems impossible until it is done*, as Nelson Mandela famously said. This strategy seeks to outline our role as part of the solution.



3. Impacting politics – changing societies



SOLIDAR, born in 1948 as International Workers Aid, took its current form and name in 1992 to represent our members in European level decision making, to foster cooperation and information sharing and facilitate capacity building and formation. How we achieve progressive development¹, our *theory of change*, has ever since followed a three-step process:

1. Our member organisations mobilise an **informed and active citizenry**. Active citizens and the organisations they create, or join are the necessary first steps. But societal transformation is not within the reach of any sole movement or organisation.
2. Our movements have therefore always strived to find common ground with other organisations. This is also the basic idea that grew into this network we now call SOLIDAR. The ability to form and sustain **alliances among a broad range of actors** with the capacity for collective action (demonstrations, manifestations, campaigns, protest, public assemblies, articulation of collective demands and reforms etc.) is fundamental to gain political power.
3. With the representative weight of millions of active and informed citizens we are then able to **influence legislation and political proposals so that they benefit the many** and leverage

¹ For SOLIDAR progressive means: democratic, socialist politics that strive to accomplish equality, sustainability, democracy, human rights and freedoms, social justice, and peace by democratic means. It implies politics and policies that accomplish mutually reinforcing aims in a transformative way. Similarly, we regard progressive development as just transition towards sustainable societies based on equal opportunities and the democratic values, principles and politics required to get there.

our political weight to claim our rightful place in decision-making through institutionalised and capacitated **civil and social dialogue** at local, regional and national level.

Finally, these processes must happen globally, and as an internationalist, solidarity movement, we understand that we need to replicate step 1-3 globally, that we need to engage in broad coalitions and build solidarity between workers and communities in Europe and other parts the world.

In this strategy period SOLIDAR will therefore:

1. Strengthen our movement by supporting our members. SOLIDAR will continue to strive to develop as a network, broaden our reach, deepen the cooperation among members as well as supporting them in their national and local contexts.
2. Act as a bridge builder between social and green civil society organisations, political

movements and parties, influence the networks and alliances that we form part of as well as strive to broaden our relations further. This approach was proven successful in the previous period through the collective work done within Social Platform, the Lifelong Learning Platform, CONCORD, the European Alliance for a Just Transition, Civil Society Europe, and the Global Just Transition Working Group among others.

3. Through these mobilising and organising efforts, we represent our members and their constituencies in contact with other organisations as well as with decision makers in Brussels, as we push for policy change and civil dialogue at the European level.

SOLIDAR is well positioned in this coming period to fulfil these various roles, from our long and rich history, our diverse membership, our many allies and partners, and our access to different political contexts and decision-making arenas.

4. Our strategic direction

The eight strategic priorities for the coming period are the starting point for our work as we will strive to push back, hold the line as well as allow ourselves to propose and dream of alternatives. In line with our main conclusion, SOLIDAR will emphasise our role, believe in our importance and work together with other civil society actors and partners. We will mobilise and advocate for a future rooted in social, economic, and environmental sustainability – for a systemic shift that transforms our societies. Our strategic purpose for the period is:

SOLIDAR, together with its members, partners, and allies, will strive to influence EU policies so that they advance democracy, social justice and sustainability, driven by solidarity and a socially just transition.

The work to advance *social rights and justice, foster inclusive education and lifelong learning*, and to redefine Europe's international cooperation constitute the three pillars of SOLIDAR. They summarise our diverse members areas of work. Each pillar is guided by a strategic objective, contributing to the realisation of the overall strategic purpose. The strategy furthermore has **four underpinning principles** that influence and guide our work: *just transitions, democracy and civic space, welcoming societies, and solidarity and inclusion*.

SOLIDAR's capacity for *advocacy and communication, for strengthening our network, and guaranteeing organisational sustainability* are the **strategic enablers** needed to advance our

aims and will drive our organisational development in the period.

VISION: A world defined by solidarity, peace, social justice and sustainable development, organised in a social contract that guarantees universal human rights and freedoms, decent work and decent life for all.

MISSION: To support its members in their work to achieve the vision at the national, European and international level through the formulation of alliances, coordination of collective actions, advocacy work and policy influence, exchange of experiences and access to funding and opportunities.

STRATEGIC PURPOSE 2026-2030: SOLIDAR, together with its members, partners and allies, will strive to influence EU's internal and external policies so they advance social justice and sustainability, are driven by solidarity and a socially just transition.

**STRATEGIC OBJECTIVE 1:
Social rights in Europe.**

SOLIDAR has supported its member organisations and influenced the positions of partners and allies in Europe to strengthen the European social model ensuring that digital, green, and demographic transitions are more just.

**STRATEGIC OBJECTIVE 2:
Inclusive education and
lifelong learning.**

SOLIDAR has supported its member organisations and influenced the positions of partners and allies in Europe to strengthen informal and non-formal education's position as a prerequisite for building inclusive learning societies.

**STRATEGIC OBJECTIVE 3:
International cooperation
and solidarity.**

SOLIDAR has worked with member organisations, partners and allies to ensure that Social Justice, Just Transition, and respect for human rights are the defining features of the EU's economic, political and development cooperation relations with Global South.

UNDERPINNING PRINCIPLES

**JUST
TRANSITIONS**

**DEMOCRACY AND
CIVIC SPACE**

**WELCOMING
SOCIETIES**

**SOLIDARITY AND
INCLUSION**

STRATEGIC ENABLERS

**ADVOCACY AND
COMMUNICATION**

**STRENGTHENING
OUR NETWORK**

**ORGANISATIONAL
SUSTAINABILITY**

4.1 Social rights in Europe

By the end of this strategy period, SOLIDAR has actively supported its member organisations and influenced the positions of partners and allies across Europe to strengthen the European social model, ensuring that digital, green, and demographic transitions are fair and just.

We will continue to work to advance the role of civil society and, through strategic alliances, advocate

for the vision of a Social and Sustainable Europe. We will incessantly emphasise that social justice and rights are indispensable cornerstones of any political proposals aiming to advance transitions, as we focus on:

- **Advocating for an ambitious implementation of the European Pillar of Social Rights (EPSR) that contributes to the just green and digital transitions.** This includes the

decent work agenda (adequate wages, fair working conditions and comprehensive social security coverage, etc) with a special focus on vulnerable workers and migrants, housing as a fundamental right, universal access to social welfare (healthcare, education and essential services) irrespective of one's status, and guaranteeing safeguards for civil society active in social policy. These efforts are central to reverse right-wing rhetorics and proposals, and to strengthen societal resilience.

- **Continuing to propose measures to eradicate poverty and social exclusion** by addressing its root causes and ensuring that vulnerable populations, including migrants, have both formal and effective access to social protection and real opportunities to thrive in society.
- **Working to position the Social and Solidarity Economy (SSE)** as a foundation of the EU's new re-industrialisation policies. SSE fosters inclusive growth as well as sustainable development, social inclusion, and quality job creation. We will advocate for its full integration into EU and national policies, showcasing and amplifying positive examples from our member organisations and other actors driving the change we need.
- **Finally, even if it is far from any current political debate, remaining clear about the need for an economic system** that prioritises the wellbeing of people and the planet. This would require more socially and environmentally oriented economic governance and taxation policies with the aim to redistribute wealth and fund eco-social policies.

While the vision of a Social Europe remains somewhat present in the agenda of the new EU mandate, progress is uneven. Employment has improved in the past period, but poverty reduction and adult education lag behind, reflecting current EU priorities. Furthermore, the

return to austerity measures as part of the reform of the macro-economic framework, has already resulted in the prioritisation of macroeconomic stability and competitiveness over other areas. In this continued neoliberal context, marked by growing militarisation and the economic growth imperative, social investments are at risk. The Affordable Housing initiative, the Anti-Poverty Strategy, as well as the new EPSR Action Plan that were announced in the European Commission work programme in 2025 offer some initial hope. However, their success depends on effective design and implementation, and it remains highly uncertain what future work programmes will entail given the current events within which this strategy is being developed. Addressing the housing crisis, guaranteeing adequate essential services for all, paying attention to gendered inequalities and injustices, redressing the constraints to social investment and the faulty implementation of the EPSR, all require a strong, united and solidarity-based response both at EU and national level. SOLIDAR's advocacy and other actions focus on achieving these objectives, trying to make sure that the promises made by the Commission to advance these considerations are kept and integrated in ongoing transitions, as part of a more holistic approach to a just transition.

There is a shared commitment among our allies to Social Europe. Its realisation remains high on the agenda of the progressive caucus in the European Parliament and within Social Platform we will be able to coordinate our efforts around the new Action Plan of the EPSR, as well as the work related to the Multiannual Financial Framework (MFF), essential services and social protection vis-à-vis the European Commission. We have a chance to work more closely together based on this shared commitment, as we need each other more in the face of strong right-wing opposition. In the realm of fair working conditions and the labour market, allies like the European Trade Union Confederation remain key and there is a strong alignment and mutual support to rely on and develop in the coming period. Partnerships



related to social and solidarity economy remain largely unexplored until now but will be a focus in the coming period, building on the relationships created with actors like Social Economy Europe and other networks, and through the newly formed intergroup in the EP. Finally, there is a strong commitment among our members to advance the above-mentioned goals. Concerning the Social and Solidarity Economy, we can rely on an extensive expertise and great interest within the network which will inform and steer our work in the area as we continue to develop our work and form joint positions. However, in relation to the work on EU economic governance, the capacity of our members is limited, hence SOLIDAR will lead the advocacy and facilitate capacity building. For the work on the EPSR and its principles around social protection, fair working conditions and inclusion, SOLIDAR will coordinate the expertise of the members on the different files and possibly explore venues for national and local level action.

In the coming period we will direct our advocacy focus to support our allies in the Parliament, work with key members and representatives on related policy and, when possible, join actions to further shared aims. We will continue to prioritise our collaboration with EU platforms, gathering like-minded networks of civil society organisations and building alliances to amplify our voice and to ensure the intersectionality of our advocacy. Our members guide our action while also advocating at national level for our shared objectives, and through similar activities we will continue to explore opportunities to coordinate actions to influence national developments and when relevant the Council positions. Internal working groups and taskforces will be built to ensure timely actions in priority areas, with a special focus on Social and Solidarity Economy. Capacity-building for the Secretariat and our members, as well as shared learning and collective actions will be central to increase our impact.



4.2 Inclusive education and lifelong learning

By the end of this strategy period, SOLIDAR has supported its member organisations and influenced the positions of partners and allies in Europe to strengthen informal and non-formal education's position as a prerequisite for building inclusive learning societies, vibrant democracies, and to achieve just transitions.

In a multicultural Europe faced with increased environmental and societal pressures, internal and external conflicts, and a rapidly changing world order, inclusive education and lifelong learning are vital for protecting and advancing a peaceful, just and democratic society and culture, for promoting social cohesion and democratic participation. Inclusive education and lifelong learning help to unlearn prejudice, embrace diversity, ensure equal opportunities, bridge societal divides, and expose systemic injustices. Policies promoting inclusive education and lifelong learning empower learners and foster activism. From this holistic understanding of learning as central to democratic societies and to just transitions, we will:

- **Challenge the existing skills framework to advance inclusive education policies to be more present and prioritised**, aiming for increased public funding and investment to support it. There are many positive examples among our members to push forward in this regard to demonstrate the untapped potential of this Europe-wide movement.
- **Continue to promote Global Citizenship Education** as a framework at European level for a more value-driven citizenship education apt to our times in line with UNESCO's definition. This includes but is not limited to peace education, digital citizenship education, intercultural learning, critical thinking, decolonial studies, media literacy, learning for a Just Transition, and a global economic system that prioritises the wellbeing of people and planet. Activating the full potential of lifelong learning actors is

key to counter the trends of misinformation and authoritarianism on the rise today.

- **Find new allies to make sure that accessible and inclusive digital education** forms part of any digitalisation or competitiveness policies. In this regard, digital education must be capable of bridging the digital divide and ensuring that the digital transition is inclusive. We will strive for increased investments in and access to basic digital skills and digital infrastructure. We will advocate for an ethical and democratic online space while supporting open-source tools and creative commons as alternatives to commercial platforms that exploit learners' data. This is even more essential in the current context as we stand on the cusp of a new economy defined by Artificial Intelligence, a change that must be human centred, negotiated and carefully implemented to avoid the most adverse risks.
- **Making use of the opportunities in this mandate to advance the recognition of non-formal and informal learning (NFIL)** and supporting a learner-centred and whole-community approach, and flexible learning pathways for the attainment of competences leading to active citizenship, emancipation, and the ability to adapt to fast paced systemic changes in society.

SOLIDAR+ is the entity used by SOLIDAR for implementing this policy area together with our members.

The role of lifelong learning in achieving full civic, social, and economic participation demands adequate resources and supportive structures. Ensuring proper public funding and investment in education and establishing multistakeholder governance structures will remain a core priority underpinning our advocacy actions. SOLIDAR+ will champion this vision against the backdrop of political majorities that tend to see education as a buttress for the labour market. Instead of viewing

education as a commodity, SOLIDAR+ will promote a broader perspective on education and lifelong learning – one that truly values its foundational role for democracy, empowerment, and fostering a culture of solidarity, volunteering and collective action. We will push for a holistic approach to education that recognises the indispensability of all educational actors to achieve a just transition, and that identifies transversal competences as vital for strengthening democratic societies, including those provided by Global Citizenship Education.

Our partners share a common commitment to the promotion of this broader perspective on education and lifelong learning, the recognition of non-formal and informal education (NFIL), and education's importance in building truly just, democratic and peaceful societies. Specific to our work on Global Citizenship Education, the partners of the Civil Society Alliance for Global Citizenship Education are aligned in how citizenship education is pivotal in tackling current societal challenges. In our work on Digital Education, we will continue expanding and contributing to the alliances built in the framework of project work, and the campaigns stemming from them. Our members fully support and confirm the need to continue working on SOLIDAR+ priorities, and the regular collection of their contribution is key to inform our positions. Interestingly, the digitalisation of education is gaining interest among members who have not previously focused on it, while some members already have extensive experience in this area.

We will aim to achieve our priorities by leveraging the strength of collectives, together with our members and their partners, and by nurturing alliances with like-minded actors in parliaments and civil society. The development of the Civil Society Alliance for Global Citizenship Education will be key in strengthening our work on this topic. Our active participation in the Lifelong Learning Platform is central to our work on advocating for inclusive education policies, Digital Education and advancing the recognition of NFIL. Our advocacy

action will focus on the Union of Skills and the European Education Area frameworks, but it will not shy away from pushing for a lifelong learning approach to all other relevant EU policies. We will mobilise our membership in collective action to mobilise the full potential of the network, capacity-building activities aimed at promoting a culture of peace and active citizenship, expanding access to European democratic processes, to funding and to improve the quality and impact of their activities and to this end we will also foster peer-learning opportunities.

4.3 International cooperation and solidarity

By the end of the strategy period, SOLIDAR has worked with member organisations, partners, and allies to make sure that social justice and just transition to a higher degree drive the EU's action on the international scene and its international economic, political and development cooperation relations with partner countries.

The geopolitical shifts are quickly changing Europe's role and relationships with former allies, its neighbourhood and globally. As a direct consequence of these changes and the ensuing political push back, there is acute risk that European external relations, including international development cooperation, will be deprioritised and defunded and what remains turned into mere tools for the realisation of European economic interests and security. This follows a worrying global trend of self-interest policies and cuts to national budgets for international development cooperation. Amid such turmoil, we will both explore new venues for action, new partners, as well as join forces to hold the line and advance policy as much as we can, with a focus on:

- **Protecting the existing idea and rationale of development cooperation** at both the EU level and within Member States. Whenever possible advocate for, at the very minimum, maintaining funding levels and making human

development, civic space and just transition a priority. Moreover, we will continue to call for substantial financial and technical support, including payments for loss and damage to partner countries and support campaigns on debt reform and the promotion of tax justice. We will also call for EU development cooperation instruments, including the Global Gateway and its successor, to demonstrate their contribution to fight poverty, inequalities and promote sustainable development in partner countries.

- **Continuously arguing for just transition as a fundamental element** in EU's trade and investments policies. Even in the current competitiveness agenda there is room to argue against a race to the bottom in terms of working conditions, tax avoidance, and lax environmental regulation, and for opposite dynamics to foster development. Europe is hesitant as to which path to choose after the US have dismantled its external relations capacity, funding and damaged its credibility for the foreseeable future. At the same time, the strong deregulation agenda makes it harder to hold companies accountable for their climate, social and environmental impacts throughout their supply chains. We will work to convince our institutional interlocutors that it is only ensuring a strong trade-environment-development nexus that the EU will be seen as credible partners by its partner countries.
- **Defending and striving to advance freedom of association and civic space** by promoting the set-up of mechanisms to ensure meaningful participation of CSOs and democratic, representative and independent workers organisations in the development, implementation and monitoring of EU policies. We will counter the shrinking space by raising awareness and denouncing policies that repress activism, limit freedom of association, or undermine the role of independent media and human rights defenders using European and International spaces (e. g. the ILO) and

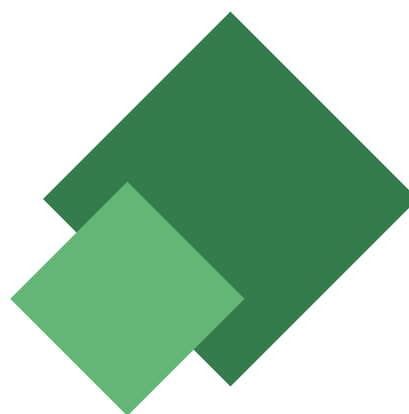
calling for enhanced support for CSOs and grassroots initiatives that advocate for human and labour rights, environmental justice, and social equity.

There is a shared understanding with members and partners, that it is in Europe's own interest to prioritise shared progress over short-term gains, fostering trust and interdependence. The EU must uphold its commitments to the 2030 Agenda for Sustainable Development and the Paris Agreement, to champion the respect of human rights and international law and take the lead in the work building up to the post-agenda 2030 process. There is also a shared conviction among our closest allies (such as CONCORD and the EU-LAC working group) that trade and investment policy as well as corporate due diligence initiatives have a direct impact on sustainable development and that existing legislation, such as the Corporate Due Diligence Directive, must be protected and be prioritised moving ahead.

There is a very acute and shared concern that Europe will continue to deprioritise and defund international commitments and development cooperation in the upcoming negotiations on the next MFF even among progressive forces in European Parliament and the European Commission. In addition to this, the business sector is increasingly benefitting from development cooperation instruments at both national and EU level (e.g. through the Global Gateway). There is a broad consensus among members and allies to work together for an EU development cooperation budget with a strong focus on promoting human development, fighting inequalities, adopting a feminist perspective, and supporting civil society as the backbone of strong democracies. While many of these positions don't have a political majority currently, we will continue to work in alliances to push for as much as we can realistically get, as well as to the very minimum making it as costly as possible to side with nationalist or extreme right forces in opposition to similar policies.

Europe's green transition cannot happen at the expense of partner countries and cannot rely on continued exploitation of workers and local environments or fuelling armed conflict to produce transition minerals. There is a need to further develop our knowledge and members' knowledge of trade and investment policy, civil society's role therein, and the role of business interests in development cooperation. When it comes to freedom of association, civic space and countering shrinking space, there is a great level of expertise as well as interest in participating in direct dialogues with EU officials and political representatives. We can rely on an in-depth knowledge within the network and availability to share information to feed the main European institutions' work in this area.

We will reach our priorities by working closely together with our members and our members' partners. We will continue developing our capacity through trainings and peer learning, representing our members' voice in broader alliances and networks as well as in exchanges with European and international institutions. At the same time, we will facilitate opportunities for direct dialogues and advocacy actions between members, and their partners on one side and European representatives on the other. Moreover, we will seek to develop new alliances with progressive, like-minded actors working on trade and investments (such as the Green Trade Network) and on business and human rights (such as the 'Stop double standards campaign') to develop joint proposals and campaigns.



5. Our underpinning principles



The four underpinning principles relate directly to the eight main challenges facing our movement in the coming period and form part of our line of action. Just transitions, democracy and shrinking space and welcoming societies are both political and operational priorities that will be dedicated specific time and resources in working groups, project activities or advocacy actions. Solidarity and inclusion are foundations for us as an organisation and movement and our work, it will be mainstreamed in our planning, doing, thinking and writing.

5.1 Just Transitions

A just transition is a process that, while bringing about profound changes in economies and societies due to foresight, crises or trends, prioritises social justice and equality, and ensures that the well-being of all, in Europe and the rest of the world, is improved through inclusive social and civil dialogue.

We are experiencing multiple, interconnected and profound transitions that are rapidly reshaping our economies and societies. Among these, climate and environmental emergencies stand out as life-threatening and require the most urgent and transformative action. All transitions, including the green transition, present a political choice: they can either deepen inequalities and discrimination or, by prioritising social justice, pave the way for a more equitable and inclusive future. The reverse is also true: prioritising social progress is what makes change possible. It gives people a sense of security and purpose amid uncertainty, and fosters the resilience needed to manage change. SOLIDAR advocates for a holistic approach to just transitions: transitions at all levels and in all sectors must go hand in hand with social progress, ensuring that social justice, inclusion and human rights remain at the heart of all changes, with a focus on structural and systemic solutions rather than individual choices. The EU has made significant progress in

advancing the green transition, notably through the European Green Deal. However, it has yet to fully live up to responsibilities in tackling the climate crisis or reducing its significant historical and current environmental footprint. While further progress is needed, the EU's mandate for 2024-2029 has instead shifted towards an agenda focused on competitiveness, deregulation and reindustrialisation, sidelining environmental concerns. SOLIDAR members remain committed to promoting just green transitions with varying degrees of action, with some creating national alliances for just transition and others still developing their capacity and knowledge. In response to the ongoing political shift at EU level, SOLIDAR will continue to promote a just green transition as a core principle of EU policymaking, of eco-social policies leading to sustainable welfare. With the Clean Industrial Deal becoming the EU's new decarbonisation strategy, we will shift our policy focus during this period more towards the intersection of industrial, trade and social policies, to interact with ongoing legislative files. Through the European Alliance for a Just Transition, we have strengthened our partners' commitment to advancing a just green transition, especially during the new EU mandate. The Alliance will remain central to our work during this period. Continued collaboration with the progressive political family, trade unions, climate and environmental civil society organisations and progressive think tanks that make up the Alliance is key to advancing advocacy and collective action. We will seek to further strengthen the work of the Alliance in line with the priorities outlined above.

In the previous EU mandate, the EU introduced landmark digital regulations, such as the GDPR and the AI Act, in response to the rapid digital transition. However, there are growing concerns about the Commissions shifting priorities, the initially aggressive stance of the new Trump

administration to the benefit of tech giants, and the increasingly rapid competition battling to arrive first at Artificial General Intelligence. The digital solutions we have now are in danger of being diluted.. There is an imminent risk that these fast developments lead to further prioritising strategic positioning, profit and competitiveness over ethical and social safeguards. Many of SOLIDAR's members have developed strong competences to educate the citizenry about a more ethical, egalitarian and safe digital transition and to promote its democratic implementation with policy makers, while raising awareness among the wider public. We will continue to support these efforts. We will maintain a principled stance advocating for a socially inclusive digital environment that prioritizes the common good, protects privacy, moves away from digital surveillance and challenges global corporate dominance and lack of insight. We will promote digital commons, open-source software, decentralized communications, and collaborative data management. Public services should only require free software, and individuals should have the right to be digitally forgotten and to access services both online and offline to ensure accessibility for all. Through campaigns and joint advocacy actions, we will continue to mobilise our members and allies for an ethical digital transition in resistance to the monopolistic capitalist forces currently in control.

We will continue to work for just transitions from multiple perspectives, including promoting global citizenship education and advocating for global action on just transitions. To address emerging policy areas and contribute effectively to EU policymaking, we will also broaden our stakeholder engagement and actively seek collaboration with like-minded businesses and industries. We will also continue to empower and build the capacity of member organisations and partners to advocate for just transitions at their level, demanding the inclusion of civil society in policy design and decision-making.

5.2 Democracy and Civic space

Democracy is not a privilege of the few, but the active and meaningful engagement of empowered individuals in the decision-making processes, policy making mechanisms, and community activities that affect their lives and the society they live in, irrespective of their citizenship status.

Across Europe and beyond, our democracy and civic space are under enormous pressure. Authoritarian and right-wing forces restrict civil society through regulatory constraints, criminalisation of the field of action, diminished funding opportunities, unnecessary administrative burdens, Strategic Lawsuits against Public Participation (SLAPPs) and smear campaigns. This restrictive environment threatens meaningful civil dialogue² and weakens democratic participation broadly. Progressive civil society, popular education organisations, and trade unions are among the prime targets for the extreme and populist right movements before and after coming into positions of power, which has severe negative consequences for our movement. Since they know that mobilisation, civic education and unionisation are fundamental building blocks of democracy, these are areas they hit first. Our allies, including trade unions and civil society networks, share both our analysis and concerns, and we will coordinate our work with them more closely and concretely to respond effectively to these attacks at European and global level. Our members display a strong commitment to advancing these goals, with many of them already experiencing firsthand the consequences of shifts in political power and organising large scale protests in resistance to them.

The digital transition offers opportunities for both organising, mobilisation and participation that we will explore and make use of whenever possible. On the other hand, the digital transition carries with it risks of exclusion and misinformation. Big tech's monopolistic control over this

² By civil dialogue we mean a permanent, structured and meaningful engagement of organised civil society in EU policy and decision making, throughout the entire policy and legislative cycle.

change process is deeply concerning and we are witnessing the frightening and concrete example of the confluence of these centres of power in the current US administration, and the support for extreme and anti-democratic policies paired with active resistance to oversight and transparency. SOLIDAR will continue to speak out against the extreme inequalities that make this centralisation of power possible and challenge the concrete attempts to silence our voices by joining the broadest possible coalitions in defence of our fundamental rights and freedoms, and by leveraging our work on Global Citizenship Education to promote a culture of democracy.

SOLIDAR will continue to push back against these developments at the EU level as there are new majorities forming to attack funding schemes, access to decision making, and existing platforms for dialogue. We will promote the implementation of civil dialogue with the EU institutions, including for accessions processes, and with the EU Delegations in the world. Building upon our members' work on the ground, SOLIDAR responds to these challenges by empowering our solidaric movement through capacity-building opportunities for its members and allies on and advocating for an open, inclusive, diverse and adequately funded civic space³. We also do it by supporting our members' national level initiatives to protest developments or to establish more structured civil dialogue.

Within SOLIDAR, we will ensure that our members can collectively strategise, build their capacity and strengthen their responses to national and local level restrictions. By fostering cooperation at various levels, we aim to strengthen our collective impact and protect civic space across Europe and beyond.

5.3 Welcoming Societies

Migration is a common feature of human societies. Its numbers will not decrease, nor will people stop coming to this continent. Europe must face this reality and its responsibilities, leading by

example and ensuring fundamental rights and promoting solidarity with migrants, towards their full participation in society - a society that is open and inclusive, welcoming and supportive. These are much more than idealistic sentiments for us; they should be political principles, and in relation to migration, whether we live up to these principles, determine millions of lives.

Throughout history, people have migrated for different reasons: to save their lives, to seek better opportunities and to improve their future. In many ways it defines our human experience, and yet migration has become one of the main political battlegrounds in Europe and has been dominated by the narratives of the far right. The criminalisation of migration and the dehumanisation of foreigners are underpinned by racist and xenophobic prejudice, themselves rooted in Europe's colonial history, and widespread in Europe and beyond. Governments in Europe are reducing rights for people on the move at an alarming rate. SOLIDAR will never remain indifferent to this. Europe can and must do much better to welcome, protect and include migrants, setting the standard for fairer and more solidaric migration management globally. We envision a world in which migration of people is treated as a common human feature, defined by solidarity and unconditional rights, and have been working for years to change the tide. While rights in general are shrinking in Europe, migrants' rights are too often treated as a separate issue, with separate policy frameworks and with stakeholders that do not speak to each other. In relation to this situation our progressive partners and allies are choosing different paths forward. Regrettably, some have drawn similar conclusions as the far right, that there should be one set of rights for citizens and one for the rest, questioning the very universal foundation of human rights. SOLIDAR members have demonstrated sustained commitment to come together to advance a rights- and solidarity-based approach to migration and we will keep consolidating this joint work.

³ Understood as the conditions that enable civil society and individuals to freely and without discrimination organise, participate, and communicate to influence political and social structures.

We will work closely with our members, and larger networks and organisations, to lobby EU decision-makers and our own progressive family for policy change. SOLIDAR will have a key bridging role in ensuring the social justice conversation integrates migrants' voices and advances their rights, and that migration networks promote social rights and engages and involves the trade union movement whenever relevant. Despite the current policy and legislative situation, we will continue to advocate towards a Common European Asylum System reform that guarantees access to fair international protection procedures and towards fair mobility with safe pathways for all types of migration. A crucial objective will be to mainstream our views with the progressive groups in the European Parliament. We will work with decision makers and practitioners at all levels to promote the long-term inclusion of people, with approaches rooted in autonomy and equity. Strengthening our network will be key to this effect, through the facilitation of exchange of knowledge and practices, making use also of our global reach through our members' partners. Reaching a wider public through our members, and making use of our combined communications capacity, we will support the mobilisation of popular support for migration and asylum models rooted in human rights and solidarity.

5.4 Solidarity and Inclusion

Factors like ethnicity, gender, class, sexuality, age and disability all intersect to shape unique experiences of privilege or oppression, of power or lack thereof. SOLIDAR acknowledges and values the diversity of human experiences, and the mutually reinforcing nature of structural dependencies. It is in our DNA as a progressive movement to fight for a society defined by solidarity, in which all have a place. As a feminist network, we continuously advocate for equal treatment and opportunities for men and women and strive to replace patriarchal norms of domination and competition with values such as care and collaboration.

The interconnectedness of inequalities, injustices and the various crises that we are living through is the underlying understanding to our vision for just transitions and our theory of change as a movement. An intersectional approach offers a nuanced framework for understanding and addressing complex social inequalities and their mutual dependency, and makes space for richer, more equitable conversations and actions. An intersectional perspective highlights the interplay of factors like ethnicity, gender, class, sexuality, age and disability, and how these identities do not exist in isolation but intersect to shape unique experiences of privilege or oppression, of power or lack thereof. It is about access to and acknowledgment of rights. Not at the expense of anyone else, but as a prerequisite for individual freedom.

The discussion and mobilisation around issues and policy that would advance an intersectional approach of more equality is more and more weaponised globally and at the European stage. The right and the extreme right are mobilising their political base against what they call woke, elitist and of even discriminatory policies. They try to portray the majority in society and existing power structures are victims in need of defending. To a certain degree, this is also a perspective that is gaining ground among progressives that we went too far, with some arguing for the return of a more traditional, restrictive and nationalistic approach to social justice. SOLIDAR's members stand together to defend a more complex understanding of power, the multiple dimensions of discrimination and the need to address them simultaneously. The groups that are socially excluded or devalued are often the most economically disadvantaged as well, such as Afro-Europeans, trans people, migrants, Roma, and rural elderly. Women and youth within any category are often more disadvantaged, finding it harder to get a job or work in more precarious forms of work, have less economic, social and political power and are more often denied their rights. However, they are also the bedrock of society and the present and future

of our aspirations. Supporting and unlocking their agency, strength and mobilising power is key to societal change.

There is a strong support for and shared commitment to an intersectional approach among our members. One that attributes importance and value to listening and including diverse perspectives. For us as a progressive movement of civil society organisations, embracing diversity and mainstreaming intersectionality, in mobilisation, organising and in activities, offers the potential of empowerment, of being fairer, better represented and more equitable in a way that yields greater innovation, more accuracy, mutual understanding and solidarity. SOLIDAR will mainstream a

feminist and intersectional approach in our work. We will use it as both an analytical and a planning tool. Through an intersectional perspective we are better equipped to arrive at policy solutions that address the needs of marginalised groups more effectively. For example, just transition initiatives that integrate the specific experiences of women of working-class backgrounds, people of colour or LGBTQ+ individuals, are more accurate in their understanding of limiting structures. This leads to proposals that are more accurate and complete in their design as they are more diverse, empathetic and solidaric. Because they are more inclusive, they are more effective at dismantling systemic inequities.

6. Our organisational development

In the past period SOLIDAR has come a long way to developing and consolidating our network and our Secretariat, both our collective work and collaborations as well as our reputation and standing. In the coming period the main ambition therefore is making sure that we build on these positive experiences and continue to grow and professionalise in different ways.

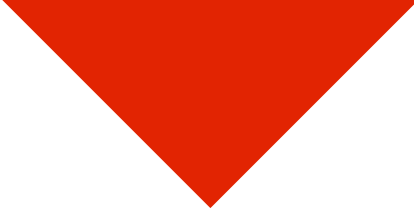
6.1 Communication and advocacy

By the end of this strategy period, SOLIDAR has continued to develop our communication and advocacy actions in a professional, creative and impactful way that advance our strategic objectives and support our members' ambitions.

As an NGO active on the Brussels scene, we are operating in a saturated space and competing for the attention of our target audiences with a multitude of other voices. This means that we must be strategic in how we assert our messages, always ensuring that what we have to say is responding to the political context at hand.

Additionally, we are facing a political climate where polarising messages are gaining traction, and often progressive voices are being crowded out or losing weight. In this period, we will therefore focus our work on:

- **Enhancing member engagement in communication actions and campaigns.** The goal is for our members to feel an increased ownership of SOLIDAR communication actions and campaigns, to make sure our advocacy reflects their needs and priorities but also to make sure they have the tools, resources and capacity to engage with the campaigns and actions at the EU level that SOLIDAR will spearhead.
- **Developing coherent and impactful messages** which boost our overall visibility and heighten target audience's awareness of our priorities. SOLIDAR communications, advocacy and policy work need to go hand in hand, and we need to keep building and



finding synergies on crosscutting issues. We must develop and deliver messages that respond to an evolving external context and resonate across all our policy areas, bolstering SOLIDAR's position and reputation as a key progressive voice in Brussels.

- **Exploring innovative forms of communications.** In a saturated online space, SOLIDAR will continuously take stock of how the communication landscape continues to evolve and how our audience makes use of and accesses our communication outputs. We will explore more engaging ways of communicating to make sure we are present and engaged where relevant conversations and debates happen. SOLIDAR also aims to make sure that our content and key messages are visible, impactful and well received.

As a result of the past 5 years of work of strengthened collaboration with members and partners, amplified messaging, and harmonised external communication, SOLIDAR has established itself as a key progressive voice in Brussels on European and international issues. With this in mind, we must craft messages that resonate with our target audiences, primarily our members and EU level stakeholders, always critically asking ourselves, “why does this matter, and to whom?”

Regarding our target audiences at the EU level, we mainly seek to reach progressive actors in the institutions, both to boost our visibility generally but also to ensure that our messages and demands have impact on policy outcomes. As the political landscape is shifting drastically to the right we are faced with new challenges. As the space for progressive messages to be received shrinks, we must choose between asserting our messages even more or trying to find more palatable proposals for centric forces open to dialogue. Our position in the coming period will be to clearly communicate in a more assertive and responsive way, and at the same

time to seek common ground with new allies and a joint way forward in our advocacy work. We will seek to reinforce our alliances with the stakeholders who share our values and identify common ways forward from a shared position.

Partners and allies also represent a target audience. Given the context in which we are competing for limited space, it will be key for us to identify opportunities for collaboration rather than competition to bring greater credibility to our communications actions and to avoid a duplication of efforts. Finally, we must act as our members' point of reference for relevant developments in Brussels, delivering key information and bridging the gap between their interests at the national level and how these can be pursued at the EU level, and we should equip them with the resources necessary to participate in and support SOLIDAR's communications activities.

We will first and foremost prioritise efforts to ensure and enhance member engagement in our communications actions. This will include developing the network of communications officer within the membership, transforming it into a space of exchange and mutual learning through which members not only become better equipped to support SOLIDAR's communications but also can learn from each other. We will also develop communications toolkits which deliver key resources and information to both Secretariat staff and members, enabling us to amplify our messages together. Secondly, SOLIDAR will take concrete measures to boost the coherence, impact and visibility of our messaging. This will involve adopting an annual theme gathering all policy areas and increasingly working in campaigns to harmonise our messaging. We will aim to develop impactful messages free from policy passive language and jargon that respond appropriately to the political context and reflect SOLIDAR's overall vision and priorities. Furthermore, we will strive to increase the visibility of our messages by linking our advocacy work to hooks in emerging

EU policy areas. This will require us to present our arguments in pragmatic ways that resonate with new interlocutors and push the boundaries when it comes to how we frame our asks and values. To achieve this, we will need to further refine our internal approach to communications, increase our use of analytics for monitoring, follow-up and adjustments and coordinate an increased streamlining of our outputs. Additionally, we will continuously review our communication channels, tone and style of communicating, always bearing in mind the overall aim of ensuring we reach our target audiences with messages that resonate with them. Finally, we expect the above to lead to a better equipped organisation, more ready for a fast-changing political context and crisis-prone era, contributing to our relevance, our sustainability and our standing all at the same time.

6.2 Strengthening our network

SOLIDAR has increased the engagement and participation of our member organisations (existing and new) in projects, joint activities and advocacy actions in all policy areas.

The increased pressure on civil society organisations and networks in many member states as well as at the EU level translates also into an organisational challenge for SOLIDAR. While there is a consensus among the membership that we need each other more than in previous years and that the core mission of SOLIDAR remains valid, the space for regional engagement and activities for many members is shrinking both in terms of funding, staff resources and time. This easily triggers an impulse to secure what is closer to home, adapting to survive and letting go what might seem like actions far from everyday organisational life. We will focus on developing adequate responses to these challenges, asserting the added organisational and political value of belonging to a bigger progressive family. In the coming period we will therefore focus on:

- **Engaging with members in shared projects and programmes** with mutual benefit for the

network and individual members, ensuring the continuation of a high degree of membership ownership and involvement in fundraising initiatives and programmes.

- **Increasing member satisfaction**, making sure that our members remain engaged in the network, that our retention rate is high and there is commitment to our collective work with more members moving from affiliated to full membership.
- **Expanding our network**, target specific regions for growth without sacrificing relevance, for instance by choosing themes or geographical areas to expand our network in, utilising existing members connections with the aim of having a member organisation per main policy area in each European country and strengthen the links with progressive partners globally.

In the previous period, SOLIDAR was able to consolidate its membership by attracting the return of founding and full members, slightly increasing our membership and rebalancing the share of full and affiliated members. There have also been improvements in the quality and extent of our membership relations, the involvement of members in projects, activities and actions, as well as the levels of accountability, transparency and ownership of the network. However, there is room for improvement in relation to our member organizations' engagement in SOLIDAR's work at both operational and political level, as well as how the SOLIDAR Secretariat structures its work with current and future members.

Given the ongoing challenges for our membership there is an increased need to strive for reinforcing relationships, in terms of political and financial results. We will therefore continue to improve our communication and follow-up with members through the three main pillars as well as through joint activities (such as the Annual General Assembly and the SOLIDAR Days), further develop our membership offer (participation in

projects, events, actions, as well as information sharing, tools, capacity building), encourage stronger agency by members in activities and campaigns, and improve the coordination among members and the Secretariat, including their local branches and/or affiliate organisations.

The Board has a clear role to play as the bridge between the Secretariat and the network and new ways of engagement with Board members as ambassadors for the network will be sought to advance in this area. The efforts will be implemented as a priority for the entire organisation, but with improved internal coordination in this period through a dedicated task force. The main ambition and role of the membership task force will be to make sure that SOLIDAR is more structured, systematised and strategic in both our membership care and membership development work at the end of this period. We will achieve this with the help of new digital tools, working methods and coordinated actions.

6.3 Organisational sustainability

SOLIDAR has successfully maintained a well-functioning Secretariat and the guaranteed level of financial support to this end.

The funding environment for European level civil society is more and more competitive as more organisations are fighting over limited resources. This is further underlined by recent political developments at the EU level which further politicises and weaponises, not just administrative routines and regulations (as we saw in the previous mandate period post 'Qatargate'), but also funding schemes and the re-design of financial instruments (used for the recent attacks on environmental NGOs). This will require us to have a diversified funding base, ideally with private foundations committed in the long-term, as well as solid membership income. The commitment of the Presidium and the Board will be instrumental in these efforts and conversations to find constructive ways forward as we focus on:

- **Completing the ongoing improvement of financial and administrative processes.** We will continue to build on the improvements made during the last period to enhance our financial and administrative management practices further.
- **Focusing on financial sustainability,** there is a need to continue to develop our fundraising capacity and coordination to increase our resilience and foresight, with the aim to re-build our reserves. We will explore ways to increase the financial contribution from members by developing mutually beneficial programs and activities, as well as maintaining a diversified funding base.
- **Continuing to improve in human resources and staff management,** including foresight, clearer roles and initiatives for professional development, retention of staff, work life balance and staff satisfaction.

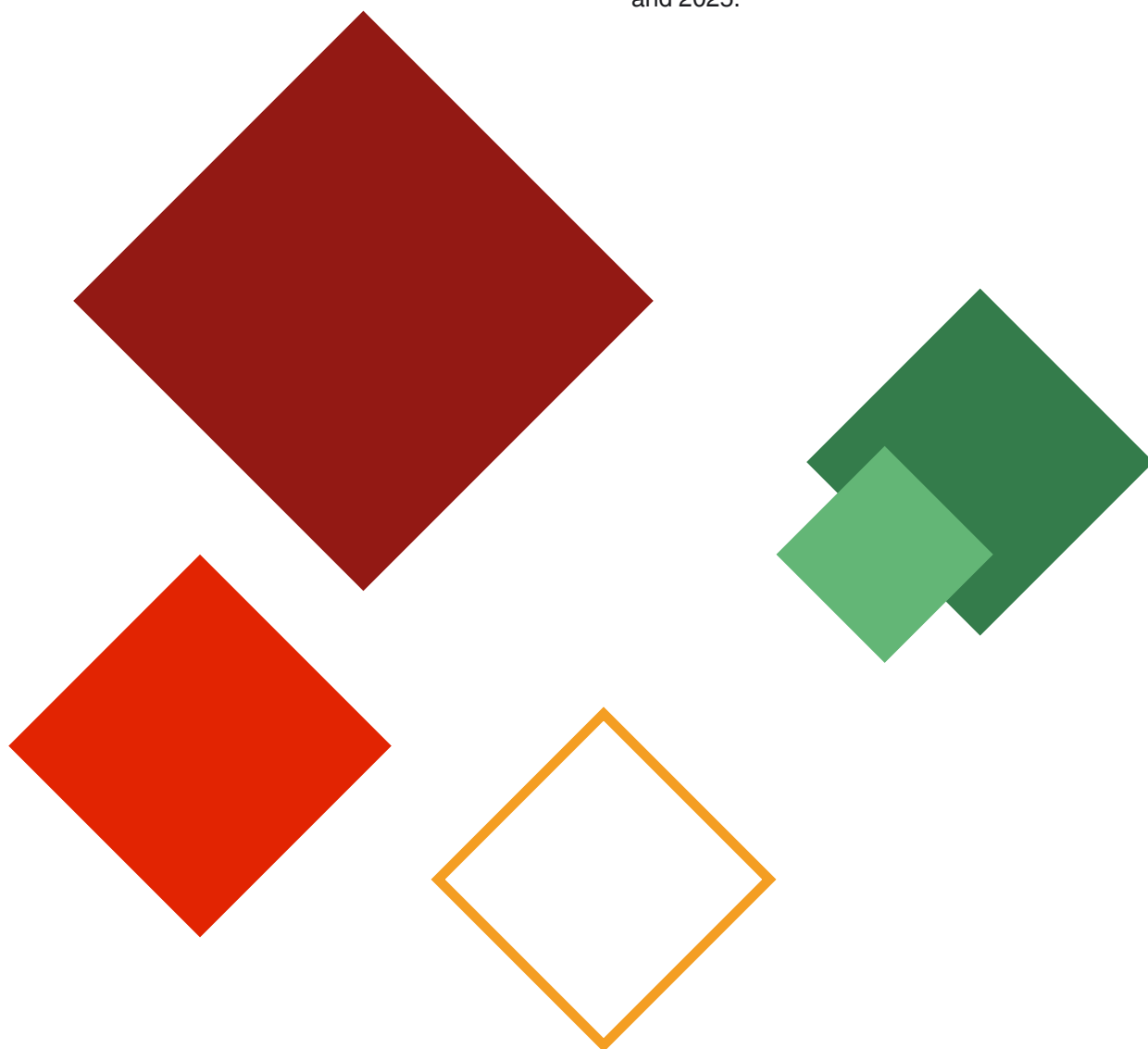
SOLIDAR has come a long way from where we were in the beginning of the previous strategy. This is especially true for our financial management, financial sustainability and diversification (where four years ago all our funding was based on EU funds, it is now only 50%), administrative effectiveness, human resource management, as well as office modernisation. We are now a well-functioning and modern organisation, with sound financial management, positive financial results as well as low turnover of staff and high satisfaction rates.

SOLIDAR aims to live up to its name and make sure that the advancements made in the past years in terms of staff satisfaction, retention and collegiality are preserved and further developed in this period. We want to be recognised for this in Brussels as it is both fulfilling, meaningful and strategically relevant for us to live up to our name.

About the strategy

This strategy outlines the general direction for SOLIDAR in the period 2026-2030. It will guide our work, our collaborations, our projects and programmes, the development of Secretariat and our membership, our communication and advocacy work. Bi-annual plans that include defined and concrete targets and indicators of change will further clarify our line of action and achievements. We will only be able to do this if we work closely together with our progressive network of member organisations and partners across Europe and the world.

This is a revision of SOLIDAR's preceding strategy, that has been updated based on our results and learnings from 2021-2025, our joint foresight exercises, and the expressed needs and ambitions of our membership. It follows from our work on advocacy, policy and communication, and considers the new political context in Europe and beyond. The revision has been characterised by participation and inclusion of our network. We have involved members in individual consultations and workshops, the Board throughout the process and with the SOLIDAR Secretariat leading the process between the General Assembly 2024 and 2025.





Avenue des Arts, 50
1000 Brussels – Belgium
+32 2 479 33 72
www.solidar.org | @SOLIDAR_EU
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SOLIDAR organises its work for lifelong and lifewide learning for democratic participation through the SOLIDAR Foundation. The purpose of the Foundation is to advance our common policy and advocacy work while addressing internal learning needs in what we consider a learning hub for the network.

Through our member and partner organisations, SOLIDAR Foundation engages communities in EU decision making processes, empowers people through lifelong learning, and voices their concerns to the EU institutions by carrying out active lobbying, projects of collective action, policy monitoring, research and awareness-raising.



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