



FAIRTRADE
NETWORK OF ASIA &
PACIFIC PRODUCERS

ANNUAL REPORT 2015

**Network of
Asia and
Pacific
Producers**

Contents

From the Chair	4
From the CEO	6
Key Performance Indicators	15
Mission, Values and Planning	16
Organization Structure	17
Business Model	18
2016-2020 Strategic Alignment	19
Strengthening Producer Support	20
Brand Repositioning	21
MEL Approach	22
MEL Systems for Informed Actions	24
MEL Analysis	27
Composition of Producer Organizations in Asia Pacific Region.....	28
Producer Organizations by Type	29
Products and Geographies	29
The Basket of Product Categories	31
Customer Profile	31
Farmers & Workers: Overview.....	31
Farmers and Workers: Classification by set-up, region-wise	32
Farmers and Workers in Producer Organizations	32
Gender Balance in Asia Pacific	33
Fairtrade farmers and workers and associated Fairtrade premium receipts	35
FT Premium Receipts by Products	38
Fairtrade Premium Usage.....	38

Product based Premium Distribution across countries	41
Programmes – National Networks	42
Programmes – Product Networks	43
Programmes – Events	45
Programmes held in 2015.....	48
Innovation: Climate Standard Pilot Biogas Project	66
Access to Markets	78
Partnerships	81
The Board.....	84
The Executive Team	88
Glossary	98

From the Chair



Dear Stakeholders,

Small farmers and workers are at the heart of the Fairtrade system. The year 2015 was a mixed bag of opportunities and challenges for all of us. NAPP continued to run beneficial programmes and activities through the year. These were largely focused towards capacity building of small holders, worker rights and climate change programmes.

The Fairtrade Premium is a key empowering tool in the hands of farmers and workers to address their needs by identifying solutions to multifarious issues. NAPP offered several avenues of participation to producers at local, regional, national and international events including trade fairs. There has been an increased thrust on sharing market requirements and actively liaising with the Fairtrade Marketing Organisations globally including those in Asia and Pacific. Asia is the new growth engine of the world and we anticipate bigger markets for Fairtrade produce in India, Hong Kong, Japan, South Korea, Australia, New Zealand, Philippines, and Taiwan, where the FMOs are developing markets for Fairtrade.

This year, we were instrumental in streamlining governance and financial management at NAPP. Our financial auditors and advisors, Deloitte

Haskins & Sells, helped set up a working legal structure. We are happy to share that an unqualified opinion was received from the auditors. Many donors and prospective partners require an organisation's financial information to be verified by an independent external auditor, since having a reputed audit firm gives credibility to financial management and boosts public image. The mandate to recommend a suitable operations structure was given to Deloitte Haskins & Sells, given their multi-national experience and local in-house legal-financial expertise. The final structuring proposal was presented at the NAPP Annual General Meeting held in November 2015, and we are reviewing the recommendations made by the audit firm. Esteemed members can offer observations and alternatives to the secretariat for consideration.

In the past, due to complex political, financial and legal environment of our region we faced many difficulties in smoothly conducting various financial transactions. The bank operations in Hong Kong did not prove conducive to transfer frequent sums of monies to our producer members and networks for their operations or reimbursements of expenses undertaken for participating in events related to NAPP. Hence, a bank account was made operational with a nominal registration in the United Arab Emirates. This arrangement significantly streamlined our financial transactions.

Further, the legal registration in Singapore has been completed and a bank account is now operational. The registration of NAPP in Singapore gives an opportunity to separate the representation and operations part of the board functions. The NAPP Board is considering inviting minority representation of independents in the NAPP Singapore Board which will have limited members to keep costs of governance to bare minimum while at the same time ensuring the producers have majority and larger say in decision-making. While NAPP Hong Kong will remain as an exclusive overarching board with full-producer representation, the NAPP Singapore Board will provide valuable insights and critique for the larger common good of all producers. We hope to complete the process of board formation and recruitment of independent board of directors in Singapore by 2016.

We are glad to announce that for the first time in the Board of Fairtrade International, there are two members from NAPP. They can be enablers to enhance the visibility and lobbying power of Asian producers.

The Annual General Meeting was an opportunity for representatives from all producer countries of Asia Pacific to meet and discuss pertinent issues. It also served as a platform for important governance and strategic decisions. The NAPP Board met on the side lines of the AGM in our constant endeavour to minimise the costs of governance. This was an opportunity to bring together some small holders and tea producers for capacity building sessions.

Geographically, the Asia Pacific region is colossal – it spans different landscapes, people, environments, produce, cultures, languages, and economies. It is also one of the rapidly growing economies of the world, transforming and evolving dynamically.

Given the diverse realm of the Asia and Pacific region, we recognize that there are challenges

within the system at NAPP. There are justified concerns about service delivery and representation. We hope to try and work together to meet the welcoming challenge of having a diverse geographical and cultural base. We aim to ensure that there's fair and equitable participation, offer services and responses in a timely manner to meet the needs and aspirations of producer groups. After all, we can only hope to overcome our problems with collective diversity as our strength.

The year saw two crucial gatherings of world leaders, civil society and opinion makers - one on developing the roadmap beyond the Millennium Development Goals and second on climate change at COP-21 in Paris. As part of the larger Fairtrade system, we aim to contribute towards the 17 Sustainable Development Goals (SDGs) and its 169 targets including climate change. The review of Fairtrade International Strategy for 2016-2020 took place in the midst of global declaration of SDGs and COP 21. A deep engagement process with the producers and the board members was conducted to identify producer needs and contribute constructively to the strategy review. The strategy shows a path, keeping the SDGs in perspective and identifying key SMART goals for the benefit of stakeholders, especially the small farmers and workers.

The Fairtrade model has demonstrated its effectiveness with decades of growth and now it is our turn to deepen impact in our region.

Sincerely,



K.A. Bharath Mandanna

From the CEO



Dear Stakeholders,

Prelude

In the league of seven extraordinary milestones that shape the modern society - The discovery of fire, the invention of the wheel, the application of oil, the invention of telecommunication, the storage and access of data, doing business, and the nuancing the notion of justice – Fair Trade is a convergence of two peers.

Fair Trade, which looks to usher in ubiquitous equity, is undeniably powerful. That it is voluntary, rather than forced, brings in nobility to the process. Fair Trade, the pursuit of trade justice, by bringing consumers and producers together, is undeniably beautiful. At the same time, Fair Trade, the oxymoron, in the modern context of supply / value chains is undeniably difficult.

For transitioning spark to fire, Fair Trade will need to spin the wheel in earnestness, the deployment of global telecommunication, acquiring intelligent analytics from big data and

getting a serious slice of the discerning consumers to buy-in to ethical business.

I would say the potential is ahead. It's up to us to convert the potential to kinetic and build momentum. With our aspiration to create market leadership in the ethical trade in the Asia and Pacific region, NAPP continued on a growth path, albeit marginally. With an intent to change the status quo to a point of inflexion, as part of the 2016-2020 strategy, NAPP will be embarking on an ambitious expansion plan. The quest is also to become a serious regional player in Fair Trade, ethical certifications and the broader development sector. We hope to be able to position ourselves as the [implementation institution](#) that emerges as the leader of choice. We want to demonstrate delivery of value to any stakeholder.

We began 2016 as 'Fairtrade Asia Pacific powered by NAPP', an important piece of strategic and branding work that we accomplished in 2015. We will further shade the brand hierarchy in the 2016-2020 strategic period. We hope that we will be able to leverage brand recognition to scale up the impact of Fair Trade in Asia Pacific. As we engage on the next phase of the strategy, we stood on the backbone of some leading experiences – successes and failures – of 2015.

Through this experience of riding the wave, I have to thank the NAPP Chair Mr. Bharath Mandanna for making himself available for on-going consultation and supporting us in leading various initiatives. We appreciate the space given for the leadership team to grow and develop work in the region through the auspices of the organization.

While 2016 posits to be the year of change and challenge, we hope that in the 2016-2020 strategic period, we have to slowly and surely improve from the bottom on three counts:

- Gross Merchandise Value (GMV) for Asian Fairtrade-certified producers;
- Reasonable top-line budget allocation (to provide services to create impact); and
- The effective cash-flow management to keep a reality check.

In 2015, we began work aggressively on markets and partnerships to achieve this vision. We prepared and built our innovation canvas. The new strategic period, 2016-2020, we will embark on the execution.

Fairtrade Strategy & NAPP Leadership

As NAPP CEO, I have been participating in various fora of global leadership. Notably, the strategy formulation process of Fairtrade through active participation in the Strategic Task Force. While we did bring in the regions' needs and aspiration on the table for discussion, I must confess that we - collectively with several producer representatives- failed to influence the decision makers sufficiently to treat this region as important. The "focus" on Tier 1 as the priorities of the system (product = coffee, cocoa and banana) are misaligned with our regional realities. It still is unclear whether the focus will be 60:40, 80:20 or 99:1. Prima facie, it may seem like the focus and priorities of Fairtrade seems to be away from Asia Pacific. We hope to see that it's not entirely the case.

At our end, we continue to work on thematic areas (institutional building, climate change adaptation and gender empowerment). We have proposed that we play an instrumental role in the global tier-2 products (Tea, Cotton, Sugar), which are tier-1 in Asia Pacific. All the same, we have consistently played good global team

players and in the largest interest of the producers across the world! It is important to make constructive contributions that move the system forward. We supported in the development various initiatives and ideas (e.g. global leadership team) that would positively shape the impact of Fairtrade globally. We hope our contribution is valued and we can continue to engage with the system on issues that concern the interest of the producers in the Asia Pacific region.

Transition of Producer Services

The long-since pending "transition" was finally signed off! The transition of the producer services to the Producer Networks in the South members of Fairtrade was a long pending big ticket item. It was complex due to several stakeholders' interests being involved. Several processes, milestones and confidence-building measures had to be taken. Various work-streams were constituted. For instance, the compensation alignment and a scientific approach was provided by the Hay Group, arguably one of the best global Human Resource Consulting Companies. This yardstick actually allowed the conversations to be signed with market practices, local realities as well as greater alignment within the Fairtrade world.

In the continuum of building capacity in the region, in Q4, we had the PSR transition meetings. Offers were made to all but 3 incumbents from Fairtrade International and all offers were accepted. The transition conversations went off well. I make here particular mention of the NAPP COO for his lasting contribution. Congratulations in order by producer representatives as well as members of Fairtrade International. Now, with this direct responsibility, we hope to create wider impact.

It is my expectation that the incoming team of on-ground field staff will strongly augment the skills and experience that will make NAPP a

stronger development institution. 2016 and likely first half of 2017, will be spend on 'post-merger integration' of the various functions as well as 'transition to transformation'. At 2016 Q1, projects have already commenced in 2016 with good results of teamwork and spirit. The incoming of a highly committed team, has greatly accelerated the growth and development of our work in the region.

I pause to thank Chris Davis, Consultant – Fairtrade International who coordinated and helped manage the longwinded, complex process of transition.

As we worked at breakneck speed to strengthen systems and processes, we did occasionally pause and reflect as a leadership group how to best face the future and all that it has in store for us. We will need to balance between the need to maintain and build customer relationships in a very difficult period while we had a tough time meeting our financial goals. In this journey, we have begun well. But that's only half done. We still have a long way to go before we are able to reassure ourselves that we are at best-in-class levels. As we focus on capacity expansion and more importantly utilization, efficiency and cost in operations, the right project management skills for the multi-national start-up that NAPP is of our new plants in the future, successfully launch new products in the market and most importantly win customer confidence and become a partner of choice. In achieving all of this we would have also have made NAPP a great place of work that fosters individual creativity in creating social impact.

In the 2015-2017 period, we will prepare ourselves on an onslaught of cutthroat competition. We know that market forces and competition will determine our price realisations (from funders) forever and, therefore, to achieve our targets we will need to continuously focus on business process (re)engineering, keeping a close tab on our costs and take

necessary initiatives towards in our operational excellence. A well planned, pressure preventive discipline and protocol in all our decisions is an urgent priority to control our costs and ensure project uptime. Managing cash flows will be a critical component in such conversations. Also, we will look to build and strengthen relationships with all our partners and service providers as an important area for us to leverage. And last but not the least, we need to constantly engage our stakeholders / customers in all the market segments that we serve and provide value that would make us the preferred source of business.

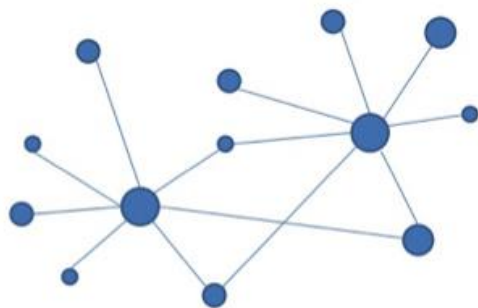
Transition from Secretariat to Corporate

The year 2015 was also a landmark one for NAPP because of its transition from being a 'secretariat' to a Service oriented corporate service provider with a view to deepening impact.

The transition of PSR services will help redefine the expected outcomes. We are sure that we will be able to create more impact. In line with the structural recommendations from Deloitte, NAPP-Singapore is now well-poised to function as the operational hub.

We also will have, for the first time, two independent Directors on the NAPP Singapore Board, who will bring in their expertise and corporate governance experience to help catalyse and catapult NAPP into the organization that we wish to see it.

Project Management Approach



We've had some discussions with teams in 2014 and 2015 during transition related forums. From 2016, we will take the next step to in the process to 'projectify' so that clear accountability, lines of funding, returns on investment etc. can be measured and monitored. Leadership opportunities are provided to more widely, and can help select the best project managers for further growth and development of the services, thereby creating more impact.

Market Development

Towards this initiative, I must appreciate the work done by the NAPP CMO to bring together members of Fairtrade and help put NAPP back on the map. Many market facing colleagues were in the better position to now engage with us as a producer representative. The vast potential of the markets in the Asia region, is a specific conversation that we look to tap into and harness as part of our 2016-2020 strategy. Equally, our work on partnerships is well underway. I hope that the fruits of efforts will show in 2016/2017. Some early results have been demonstrated, which surpasses the expectations from a start-up. Congratulations to the Partnerships Lead would be in order. [I am confident that we as an organisation are today well on our way to align ourselves to the opportunities that the future has in store for us.](#)

In 2015, we did the NAPP 'business model canvas.' The project facilitated the

understanding that we are merely channels: The real customers are the farmers and workers at one end of the spectrum and the consumers at the other end of the spectrum. While there is a friction and a cost of carry, this should inevitable and in due course be done in the most effective and efficient way. At NAPP, our commitment would be to bring in operational excellence to our work towards impact for the farmers as can be communicated seamlessly to consumers. I take this opportunity to thank Gopal Rao, Consultant – Fairtrade International to help us in this important piece of work. An ongoing accompaniment has helped with many strategic management.

Leveraging technology

Technology and business have converged like never before in last few years. From enabling small businesses to compete effectively in a global environment, to generating new avenues of growth and competitive advantage for mature organizations, technology has occupied the center stage in every industry we can think of. And yet, leveraging technology and measuring the impact of technology in our kind of business continues to be elusive in an uncertain financial climate.

In 2015, we evaluated a slew of technology enablers as options. Through team work, first the initiative of the Partnership Lead and then the M&E manager, we are now well-poised to start piloting technology initiatives. We also had a first look at the technology solutions/ platforms of our colleagues in Latin America and they have agreed to share their technology know how to help us catalyse producer impact.

Of financials and the Tyranny of numbers

While ironically, financials do not conventionally mean everything in the money-doesn't-go-round world, they have had implications on the social impact that we look to. Impact needs

investments! In no unclear terms, this has been explained at the Fairtrade International GA in June 2015 to all Fairtrade members at the Annual General Assembly in Bonn. NAPP had to face some serious cash-flow issues emanating from inadequate capacities to manage from the central office in Bonn. As we welcome the new COO, we are very happy to note that that these gaps have been plugged in; we equally commend and appreciate the clarity and transparency brought in by the Fairtrade International COO. This reposing of mutual trust and respect, is an important part, in the members-secretariat relationship.

In 2015, we brought together a clutch of external expertise to decipher ways forward, the performance of their NAPP in 2015. While these conversations focused on the financial performance in the year gone by, they also explore subjects and topics that go beyond growth and the accomplishments of the present.

The NAPP CFO has been extraordinary and I commend her to manage the stakeholders under such difficult and trying circumstances. The “Tyranny of numbers” as they were have not been very conducive to a growing needs and aspirations of producers. While there has already been an all-round appreciate – Fairtrade International and the NAPP Board- I don’t see this job getting any easier in the near future.

Partnership Strategy

In a very interesting conversation with Sugumar Raman, Director of Operations at FLOCERT, I learnt the phrase “cost of complication”. This succinctly captures our intent to remain highly competitive, compared to prevalent market benchmark providing such and similar services, and proposed lean and effective mode of operation.

The classic choice of the “Make or buy” can be applied well in the development paradigm. Our

operating model is based on building strategic partnerships. We believe that it’s important to harness expertise, resources and leverage local knowledge. Our approach to partnerships has led to strong conversations with various stakeholders and we expect that in 2016 we will be poised to have more than 10 strong local / regional/ global partnerships that will allow catalysing the work of Fair Trade to the next level.

Equally, we are aware that our colleagues in Fairtrade Africa have had some very good experiences and success. We will look to learn from them in their experiences and share ours as we move to this important vertical.

NAPP’s strategic community partnership model based on Our People, Our Products and Our Places, is supported by key selection criteria, and helps to determine the most effective partnerships for the Company. The core platform of Boral's partnership program is to make a valued and sustainable contribution to the communities in which we operate. We involve our People to encourage a better work/life balance and to use our expertise to benefit the wider community. We use our Products to build communities and for conservation initiatives and we focus on our Places, to address environmental and social issues. In addition to increasing corporate partnerships, our businesses support local community activities, including charities, emergency services and environmental groups, within our Partnership criteria.

Our approach, made publicly available on the NAPP website, is the process by which we propose to rapidly scale up our influence. Our partners are co-creators in the execution of the shared vision. Our partnership model is a (powerful) process that includes improving performance, develop potential, and follow a process of empowerment for greater development and impact.

We propose to begin the implementation of the plan in 2016 with the BTC project. I especially commend our Partnership Principal Lead who pretty much single-handedly managed to create various proposals for projects and get various stakeholders to sign-up.

Impact! Impact!! Impact!!!

The most critical central function also took shape: Monitoring, Evaluation and Learning. I am particularly very enthused at what information for decision making comes from the evaluation. The feedback loop "learning" is helpful to reflect and build into stronger operations. I take the opportunity to appreciate the leadership taken by the M&E manager on various counts and manage the cross functional teamwork effectively that is necessary to discharge such a critical role.

As we have to work hard at choices, building on 2015 and into 2016, we will look into refine our Social Returns on Investment (SROI) model at NAPP.

Learning from Failure and Challenges

Alan Turing, the venerable Mathematician, inquired (rhetorically) that if machines could modify their own program based on the information processed, wouldn't it be a form of learning?

We all know: To err is human. To learn is to have intelligence. In a binary world, if we have to choose a simile/ metaphor (check!) for "our work" between "living" and "machine", it should undoubtedly be the former. Our work should live. Not get switch on and off by an external agency. Therefore, as Darwin noted, only those who adapt survive we will constantly look around the environment which will give us cues to survive. Our winning aspiration is not to become large like the dinosaurs but constantly adapt and become better.

One of the most important—and most deeply entrenched—reasons why established companies struggle to grow is fear of failure. This risk aversion does not recognize the usefulness of failure. As 3M's William McKnight once said, "The best and hardest work is done in the spirit of adventure and challenge...Mistakes will be made." Pixar's president, Ed Catmull, similar echoed, "Mistakes aren't a necessary evil. They aren't evil at all. They are an inevitable consequence of doing something new....and should be seen as valuable."

It's important to learn, adapt and adopt best practices. We've summarized in this report our failures and leanings in 2015. This will set the practice and build an innovative, learning culture for NAPP in years to follow. Growth and development will become an inevitable outcomes of the right attitudes.

We've identified our performance metrics. The Key Performance Indicators (KPIs) measure with a "return on investment" notion. A section on overall performance summarizes NAPP KPIs and proposed Social Returns on Investment (SROI). In 2015, we initiated work on a model of SROI, which will be published in 2016.

While the balanced scorecard may seem like there's a significant investment on "internal affairs", it's important to understand that the long term investment into institutional building was a necessary condition imposed for transfer of internal resource allocation to NAPP. We managed the business as usual with the capital investments necessary for the systemic growth and development of the organization.

This year we took leaps in our understanding of what it takes to operate in the region. We had the support of Deloitte tax advisory team. The structure that they've proposed, in due course, is given in the section on structures. The conversations were long and several

perspectives were needed. Not a perfect solution but the best among given options.

As we setup Singapore as the operating hub for Asia Pacific operations. In December, we heard positively about a proposal to the BTC for Vietnam Cocoa. It is a big leap for an organization that didn't have a rich operating history, usually a condition precedent from funders. We have stress tested through the BTC project the Singapore operations in 2015 and 2016. In accordance with our ongoing work with Deloitte to help structure the financial flows authorized by the NAPP GA on Nov 01, 2015, we will move the Hong Kong based operations to Singapore. Hong Kong will become a representative organ of the NAPP system and the holding company, a membership based company limited by guarantee.

Despite best efforts, we failed to setup the NAPP Operations Company in India for to want of consensus building. It's hoped that during the course of H1 2016, we will succeed in setting up and operating the Company.

Learning to innovate and innovating from our failings

Ironically, with near certainty, it may be said that the lack of inventiveness leads to slow decay. It is not difficult to see how Fairtrade has lost and is steadily losing market share compared to competition. Despite such an extraordinary concept, the devil in the details, make us less than average performers on most grounds. The mediocre performance comes due to the constant friction within the "internal forces" in a Newtonian sense; and, therefore, leaves no scope for dealing with competition (the external forces). For a brand completely subsumed by an inward looking approach, this comparison of Facebook and Myspace in the adjoining diagram is an extraordinary learning opportunity for serious leaders of Fairtrade brand.

For myriad reasons, Fair Trade won't be able to succeed in Asia the way it did in Europe. The path will be different. For one, there was patient capital at play invested by the Alternative Trade Organisations (ATOs), well-meaning non-profits, government support and the consumers with their post-colonial guilt that felt they needed to give back to the society from which they took. The emerging markets' consumers in Asia are different. A largely self-interested middle-class, caught in the web of competitive day-to-day survival and price sensitivity means that the value proposition of Fair Trade will need to be more than the appeal to the consciousness. Coupled will need to have more tangible promises. And, promises that can't be broken. To understand that we will need to be engaging at much more close quarters with the consumers. And retailers. So, we need risk capital.

We recognize that 10exers don't necessarily innovate. In fact, there is a flipside of the innovator's curse. Notwithstanding, with little doubt Fair Trade in Asia Pacific needs to innovate for just merely being relevant! The 'think different', or do different is not just to be different for difference's sake but a willingness to make a real difference. We need to create several key differentiators from other green-washed certificates that the consumers (might) want.

So, just as we painstakingly took the last couple of years to build resilience in our systems in so far as a 'built to last' management processes for budgeting, resource allocation, and risk control, working on building higher predictability and efficiency, on the other, we select projects (or as fate would have it, projects select us!) and we try to learn what it means.

I, along with the M&E manager, will look to invent a Learning from Failure (LoF) ratio (like a Return on Investment), as a way to raise your return is by keeping the check on investments, a

risk-averse strategy. Fail, if we must, rather quick and cheap. We will deliberately sequence novelty, starting with small amounts, until major uncertainties have been resolved. The numerator is the (increasing) returns you gain from the learning. The experience and information you gather about the business - customers and competition, markets and the team, the operations- are all meaningful insights into building the business and increasing the return.

0. We need to institutionalize the processes. And instate learning in the DNA of the Organization. We want to build a culture where individuals can fail, fail quick and cheaply but on risks and uncertainties. No silly mistakes!
1. Therefore, first, we must learn from **every** failure. Our process will begin by getting people to reflect on projects or initiatives that disappointed. Of course, this doesn't come naturally: Reviewing past problems isn't just tedious; it's painful. Our project management template includes learning from failure as a component.
2. We've still to institutionalize the second i.e. 'Dissemination and sharing' stage. However, a rather collective decision-making, brainstorming can actually help other team-members from making such and similar mistakes. Thankfully, I believe, we've got smart people on board! This would greatly accelerate the learning curve. As we delegate responsibility and encourage our people to exercise initiative.
3. Third, we will endeavour to rigorously extract value from failure, so that we can **Measure and Improve**. Our MEL work will centre around pattern recognition and feedback strategic insights to the operations. While making

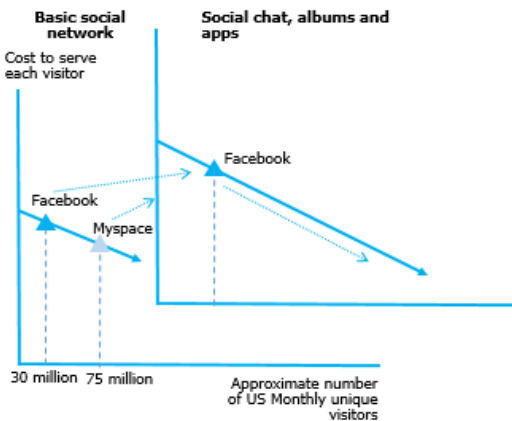
mistakes the first time around is risk, repeating mistakes is downright stupid. We will have a very, low threshold level of tolerance on repeated mistakes. If you don't learn & adapt – you're a dodo! With no intent to make ourselves extinct, we will judiciously share with consultants, experts and critics our internal processes. Our critics – both within and outside – are the greatest source of making us stronger. We welcome them. We appreciate and value the insight. A 30,000ft above the ground outlook of the organization and test the hypothesis constantly that our overall approach to failure is working. Building into processes, what is the lesson learnt from every unsuccessful endeavour? In 2016, we will actively propagate "Learning Point" and sharing those lessons across the organization. And even more widely! We trust that this will help improve our strategy and execution. We will learn from Venture Capital firms – where success rates are as high as 1% on their disciplined examination of their review process in this way.

NAPP wants to learn from 'The' Social Network... So, how will NAPP create value?

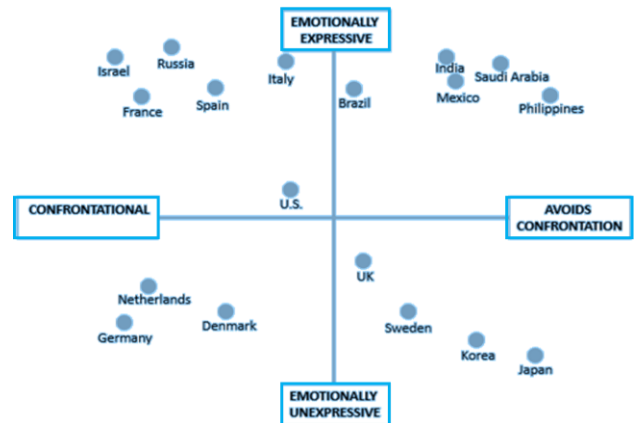
Services are still not quid-quo-pro. With the shared vision of Founder NAPP Chair Bharath Mandanna, we have envisioned to have demand that producer organizations queue up to get NAPP services. All our efforts are modest steps in that direction!

NAPP will derive the value on (a) number of members (b) number of critical touchpoints in a year (c) content of engagement and impact. Our work will revolve around building a shared values/vision.

Facebook overtook Myspace by effectively shaping demand with successive innovations

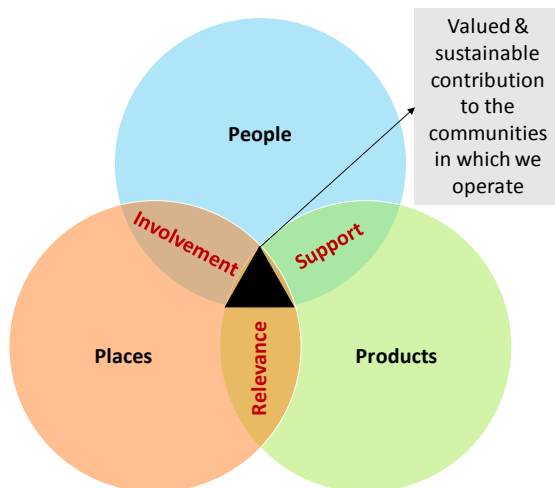


Understanding Cultures



Source: McKinsey and Co

Partnership Framework



Understanding Cultures to maximise value

As though complexity was not enough, it has been very tough time to deal with various folks within the system. The culture across Asia itself is wide and disparate. It shows in the team meetings. It does not help to manage cultures at CAN and within the wider system. In 2016, we hope that we will be able to build a stronger cultural sensitivity as well as an ability to battle the seeming inherent weaknesses to absorb cultural divides.

The NAPP Chair has been very inclusive and with his support and guidance we will take special efforts to reach out to our colleagues and producer representatives in South East Asia, who sometimes feel that they are being left out of the fast pace. We have to take everyone on board.

With all said and much to be done, I really continue to enjoy taking NAPP forward– within the highly challenging milieu- to the next level of growth. I hope to get continued support of the NAPP Board, patience of the NAPP members and perseverance of the NAPP team so that together we are supportive and responsive to creating the social impact that we wish to see in the ensuing period to come.

Truly to Serve,

Ayan A Banerjee

Key Performance Indicators

Key Performance Indicators are a set of indicators that comprehensively capture the objectives that Fairtrade Network of Asia and Pacific Producers as a producer network wants to achieve in order to understand the level of impact we make on producers year on year.

While the Business as Usual is captured in the KPIs, we are also steadily looking to complement our work through breakthrough. Innovation for Impact is simply as a new "idea, product/service or method".

We look to apply better solutions that meet producer requirements, many of which are unarticulated needs or existing market needs.

In 2016, we will roll out several innovations that will, in years to come, change the way that we work and create more impact with less. New geographies, new ways to access consumers and new market, new services, leveraging technology more actively and adopting business models that "breaks into" the interface of markets, policy and society.



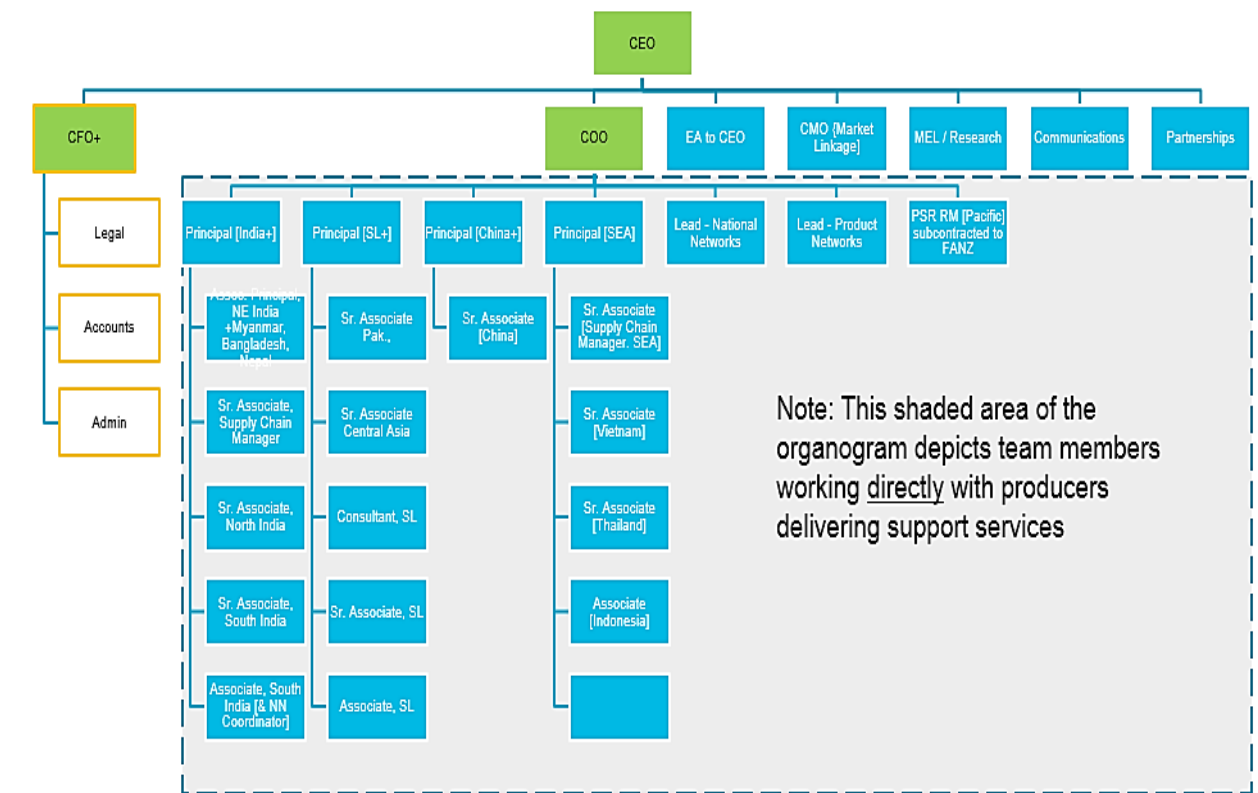
Mission, Values and Planning



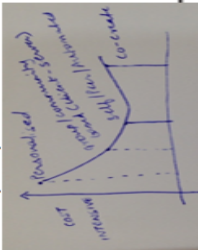
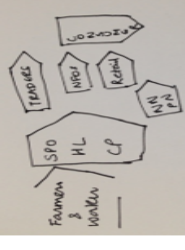
NAPP's mission is to serve as an organ of representation, coordination, exchange and collaboration for the empowerment of small scale farmers and farm workers from Asia and the Pacific within the framework of Fairtrade certification. NAPP's mission is to facilitate the incorporation of more producers to be able to join the Fairtrade movement in Asia and the Pacific through an existing wide range of products and services. NAPP also works to ensure that Asian and Pacific realities and conditions are taken into account while setting Fairtrade Standards without compromising on the basic principles of Fairtrade.

Organization Structure

NAPP, as an organization, is evolving in respect to its systems as well as its strategic intent. A visioning exercise through the business model canvas approach was held with the NAPP team and Gopal Rao (Fairtrade consultant). It was based on business modelling which included a deep dive discussion on NAPP's customer segments, value proposition, channels, customer relationships, key partners, key resources, key activities as well as cost and revenue streams. This was done in order to strategically plan ahead taken into account the strategic intent as well as internal and external realities. The discussion was extremely useful in charting out a path for 2016 onwards as well as brought the team together as discussions went beyond mere operations.



Business Model

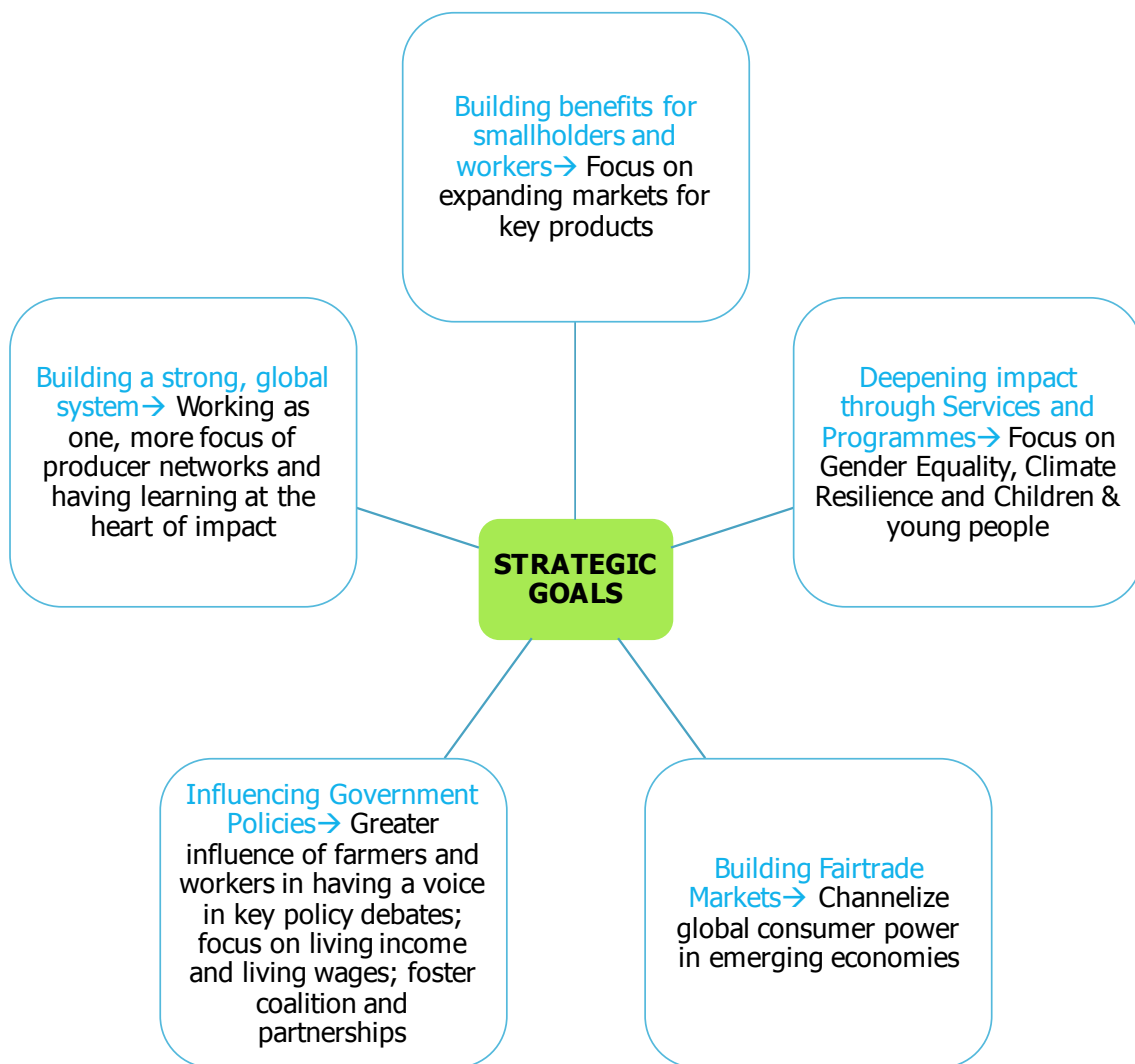
Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? <i>Market Access</i> categories: Production <i>Capacity Building</i> Problem Solving <i>Certification</i> Platform/Network <i>Support</i> <i>Start Continue Stop</i>	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? characteristics Newness Performance Customization "Getting the Job Done" Design Brand Status Price Cost Reduction Risk Reduction Accessibility Convenience Usability <i>Sustainable Livelihoods</i> - <i>Fair price</i> - <i>Access to fair/ ethical supply chains</i> - <i>Information & knowledge brokering/ dissemination</i>	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? <i>Catalyst</i>  Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? 	Customer Segments For whom are we creating value? Who are our most important customers? Mass Market Niche Market Segmented Diversified Multi-sided Platform <ul style="list-style-type: none"><i>Farmers and Workers</i><i>Fairtrade Consumers</i>	
Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?	Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?	is your business more: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition) sample characteristics: Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope	Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?	Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?	Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

Note: Cost Structure and Revenue Streams were not delved into in the group exercise but was separately discussed within the NAPP leadership team.

2016-2020 Strategic Alignment

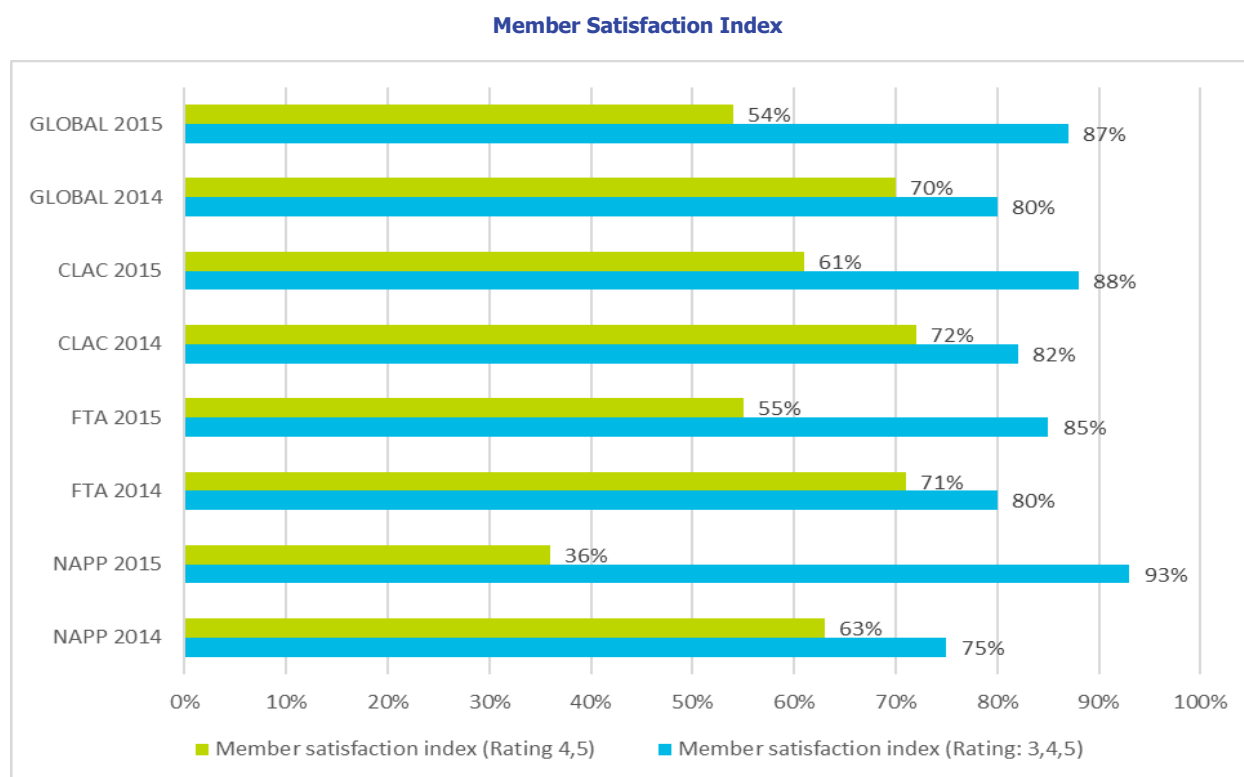
NAPP is taking steps to align with the FI 2016-2020 strategy has an aim of '**Changing Trade, Changing Lives**' and also contributing to the Sustainable Development Goals. The strategy acknowledges the challenges we face now and the world we want to head towards in alignment with the Fairtrade Theory of Change (ToC). Our strategy's 5 goals are designed to leverage our strengths & enable us to drive change in trade & transform lives:

Work-streams for Strategic Alignment with Fairtrade International



Strengthening Producer Support

The key outputs of the INCAS Client Satisfaction Survey results 2015 showed that while in some aspects Asia Pacific as a region is ahead, in other aspects it is lagging behind in producer support as compared to the other regions. Hence, there is a need to better understand the gaps in order to adopt approaches that can enable the deepening of impact through producer-oriented services.



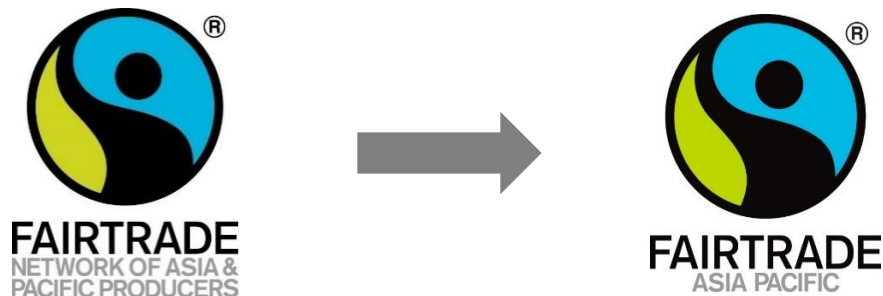
Source: Data from INCAS Survey 2015; Graph from NAPP MEL Analysis 2015

It is interesting to note that the placement of the "undecided" category (at the midpoint of the scale, or separated from the scale) has changed response patterns. Respondents are more likely to choose the "undecided" category when it was off to the side of the scale. There are cultural studies that indicate Asians are more likely to select the midpoints and avoid extreme responses on Likert scales (like this one demonstrates). We understand the need for most Asians, particularly the South East Asian societies the natural "aversion to spotlight" and thereby, conflict. Given the response bias, and the fact that "OK" or "satisfied" as non-committal responses.

Therefore, strategically the focus of the NAPP services will be to work acknowledging the challenge of this adverse dimension. We would like to have more members indicate a 4 and 5 despite the cultural response bias.

Brand Repositioning

Beginning 2016, we started with the implementation of the new NAPP Corporate logo. Fairtrade Asia Pacific is 'powered by NAPP'. This is in sync with the idea of 'building one global system'. NAPP would align more closely with Fairtrade, a globally recognised brand, thereby acting on the intent of opening up possibilities for enhanced visibility and recognition as the sole Fairtrade representative association in the Asia and Pacific regions.



All the same NAPP would not fall in the 'one size fits all' narrative. There are several aspects and times that apply to producers most specifically in the Asia Pacific region. These realities necessitate that NAPP be allowed to work on innovation and different ways of working. Thus, the proposed new logo along with the retained Corporate name 'Network of Asia and Pacific Producers' would bring in relationships and greater clarity when interacting with external stakeholders such as institutions, donors and governments who will have difficulty understanding the complex system we are in Fairtrade.

Collaborating in one platform with other FMOs in the region, other NFOs will not create a discord with other external stakeholders who don't need to know right upfront the complexity of Fairtrade.

Legally, we proudly stay as "Network of Asia and Pacific Producers". We hope that the coherent picture as inclusive representatives of all local Fairtrade actors will bring in more benefit to farmers and workers in the region. NAPP also would increase its contribution as a consultant on Public Policy in the region on Fair Trade, engage with ethical and mission interested businesses and a closer alignment with the civil society. NAPP, as enshrined in the constitution, will go miles beyond Fairtrade certification and as Fair Trade would need to be more actively engaged as NAPP in each of these partnerships.

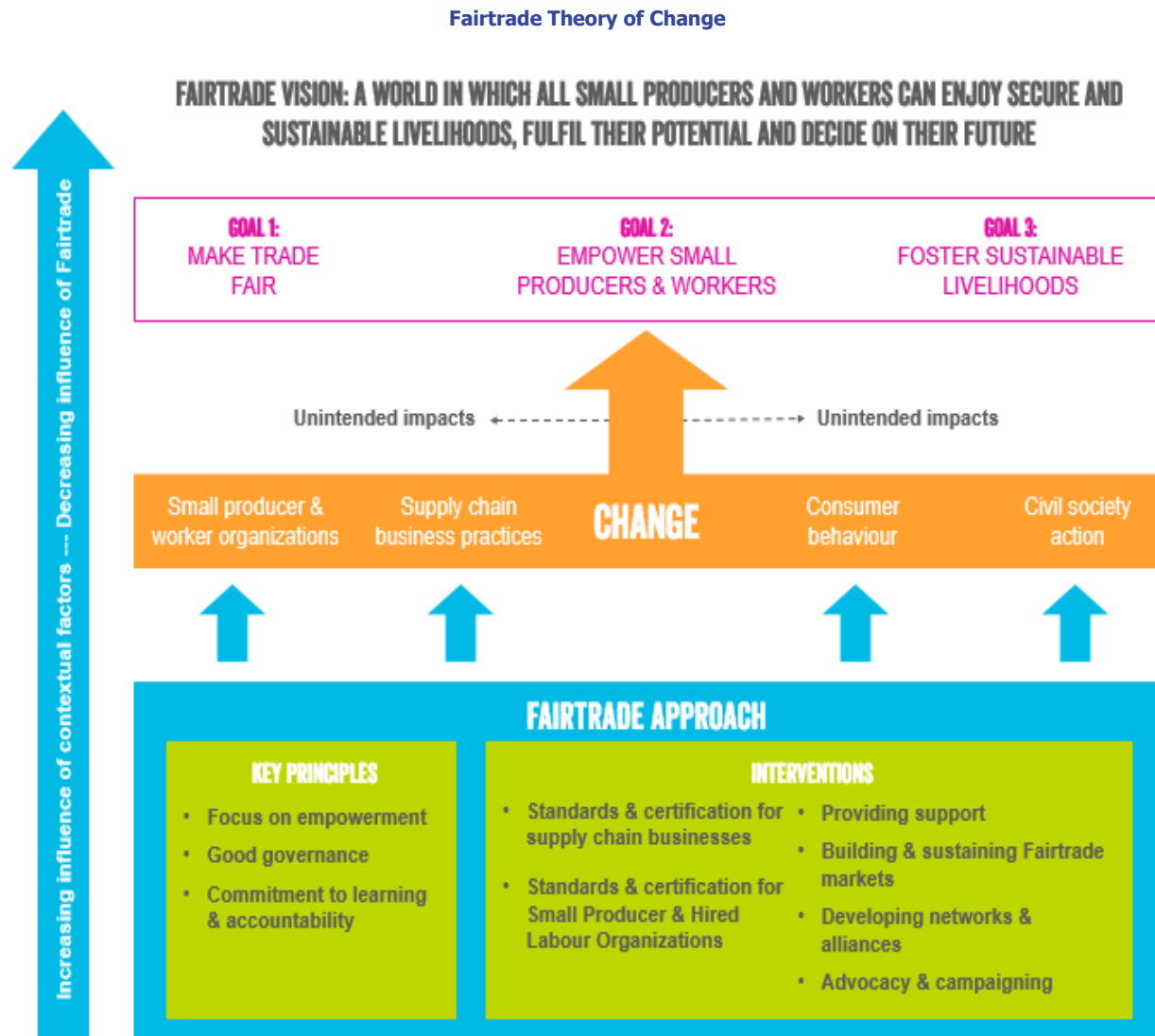
Finally, with the producer organizations as the general members and final decision makers of NAPP, we leverage on this strength to gain more visibility in the region in our efforts to make trade fair.

In due course, a more nuanced branding strategy will be adopted.

The total expenses in 2015 was EUR 879,487. The detailed audited report (Deloitte) is attached and available as a public document.

MEL Approach

Monitoring, Evaluation and Learning (MEL) are essential parts of creating external accountability for the Fairtrade system. There is an increasing impetus at NAPP to demonstrate Fairtrade's impact. This is also something that major stakeholders like commercial partners, funders, consumers and supporters want to know more about.



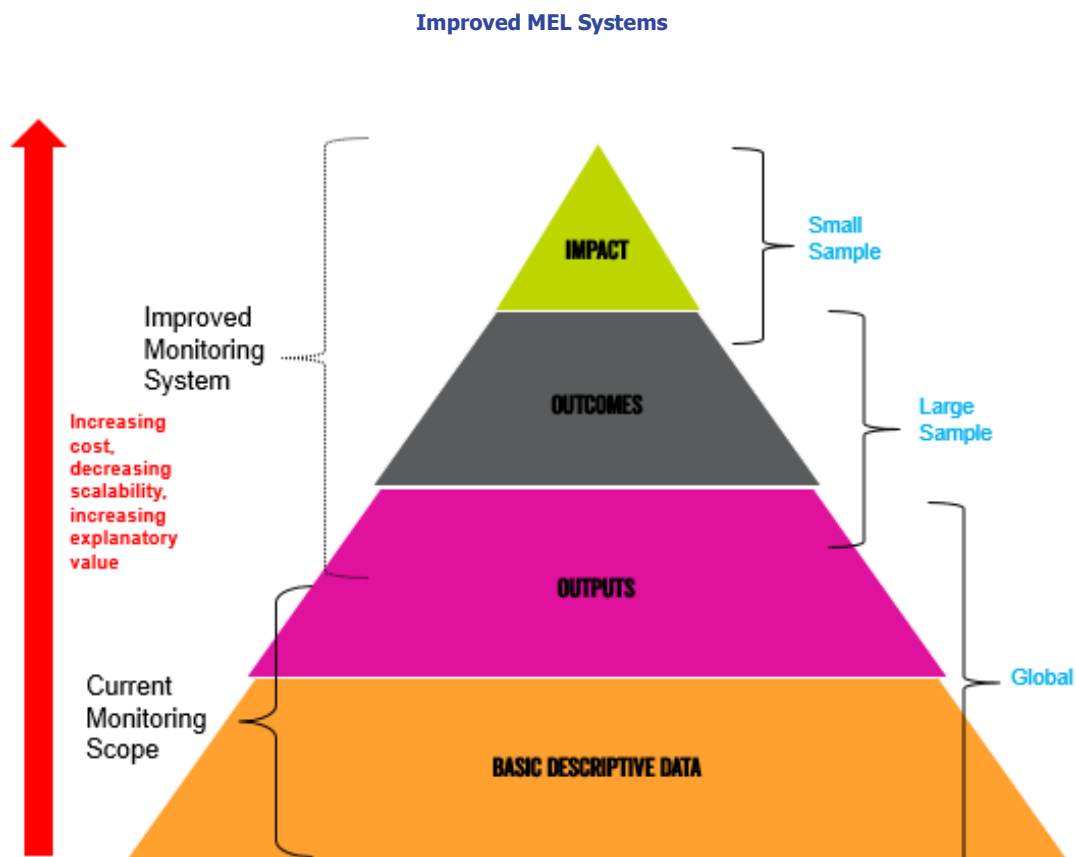
Our approach to MEL has been driven by the global Fairtrade Theory of Change. We are systematically trying to understand how Fairtrade contributes to change as well as test underlying assumptions through our research and evaluations. We are trying to measure indicators to demonstrate impact so that we understand the change we bring in the lives of producers through our standards, producer support, Fairtrade premium projects etc.

There can be various pathways of change that can occur. For example, a Fairtrade intervention such as the Fairtrade Minimum Price guarantee may lead to protection from price volatility (at output level) which would help in increased profitability and reduced risk (at the outcomes level) which in turn would contribute to increasing income of the producers as well as reducing vulnerability to poverty (at the impact level). While we look at this pathway however, we need to bear in mind that as we move towards impact, there is an increasing influence of contextual factors like weather, market prices, changing global trade policies and practices. This in turn would imply that some externalities may actually decrease the influence of Fairtrade.

The Fairtrade Theory of Change was developed between 2010 and 2013 and reflects the strategy, and directions for Fairtrade. Hence, 2015 was a year NAPP focused on building monitoring mechanisms for regular data collection across theory of change indicators, conducting third party research and evaluation studies and sharing stories with robust evidence.

MEL Systems for Informed Actions

The principles governing Monitoring, Evaluation and Learning are aimed towards creating data access for all members of the system i.e. the Producer Networks as well as the Market side. The idea is to build capacities in producer organisations in the long run and for producers to see value in this process. This will improve timely availability of robust data that can inform NAPP's actions.



We are collecting data annually to monitor progress and change over time through the development of data collection tools, sampling procedures, and creating synergies with other stakeholders. This is being done in a phase wise manner.

MONITORING	<p>Development and roll out of CODImpact: The CODImpact (Collection of Data on Impact) was rolled out in 2015 through FLOCERT during audit process. All Liaison Officers will be trained in 2016 on supporting producers in preparing this information. This will enable the producers in building stronger internal control mechanisms and will prove useful especially in building capacities of the Small Producer Organizations.</p>
	<p>Development of monitoring tools across Asia-Pacific, Latin America and Africa & Middle-East: Based on a feedback from a survey on current monitoring tools, a pilot of new tools was conducted. The year 2016 will see the finalisation of these tools. These tools are aimed at collecting homogenous information across events, workshops and trainings so that we can capture impact.</p>
	<p>Monitoring Standards Operating Procedure: Financial reporting has been integrated with Monitoring SoP which was rolled out in 2016. This will be helpful in avoiding duplication of efforts as well as will facilitate financial auditing through outcomes based reports.</p>
EVALUATION	<p>In-house collection of Household, Community and Producer Organization Level Data: A key system need is the collection of household level data, which is needed to measure the progress we make against our agreed ToC indicators at outcome and impact level. Evidencing the difference Fairtrade makes at household and community level is critical for the system.</p>
	<p>We have been developing the various tools jointly with Fairtrade International as this would help us source critical household level information to track Fairtrade's impact over time, for more accountability, better communication and learning to decide on the right policy focus for maximizing impact. It is complementary to existing data collection tools, such as CODIMPACT and in-depth studies and evaluations. The pilot will begin in 2016.</p>

Making Learning Actionable: A structured approach to learning was introduced in 2015 wherein it has been embedded as a crucial part in all forms of reporting within the organization. NAPP has adopted Kirkpatrick approach to learning which will be implemented through a combination of internal and external evaluations at various stages of training as well as follow up activities. This will help us understand the impact of the trainings and ways of improving it further. There are 4 levels of training evaluation that we will be implementing in 2016:

- **Learning workshops** also got an impetus this year which focus on both learning for producers and learning for Fairtrade through studies.
- Through a global initiative on data sharing, we are now receiving certain **market focused data** on specific products for specific regions. This data is something that can be shared with the producers. This can help them to understand how the markets of their respective products are changing. We are also hoping that going forward we can share the specific product projections so that the producers in our region can plan for their sales accordingly.
- Whichever research, baselines and impact evaluations take place, the aggregated and anonymised figures are now going to be shared with the respective producers to help them understand their organization from a third party view better. This may lead to good internal control mechanisms as well as so that producers are **active agents of change**.

Kirkpatrick Approach to Learning

EMBEDDING LEARNING

Reaction: Which is done at the end of the training program to evaluate whether the trainees were satisfied with the training program.

Learning: The resulting increase in knowledge is evaluated based on an initial and end of training questionnaire.

Behaviour: A measure of behaviour change, evaluation here measures the transfer of what has been learned back to the workplace.

Results: A measure of results, evaluation here measures the impact of the training on overall productivity and workplace comfort.

MEL Analysis

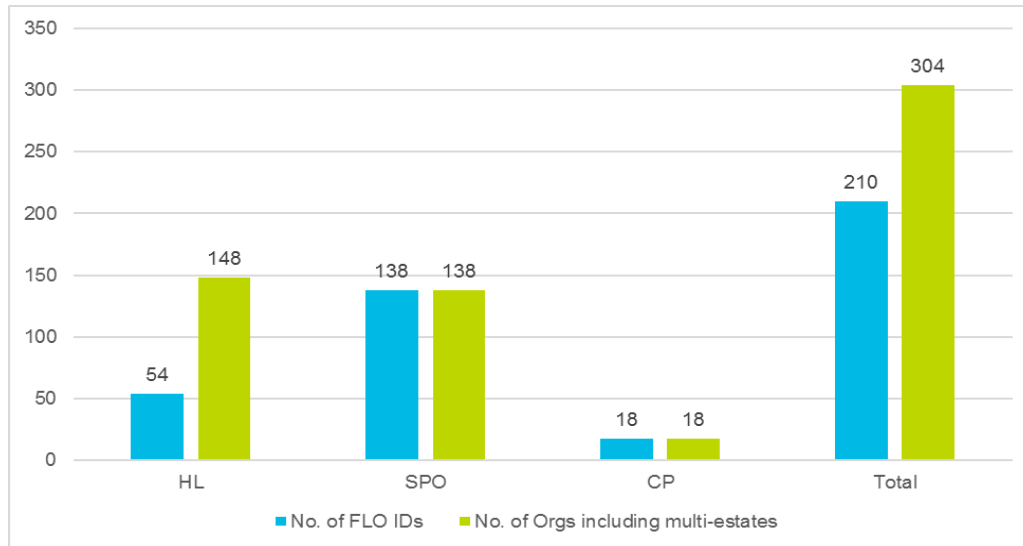
Reflecting on some key descriptive statistics of NAPP can provide useful insights into the external and internal changes in NAPP and its producers.

Ranking	No. Of Producer Organizations	No. Of Farmers & Workers	FT Premium Receipts	Gender Balance
1	India	India	India	Sri Lanka
2	Sri Lanka	Indonesia	Indonesia	Philippines
3	Thailand	Sri Lanka	Fiji	Uzbekistan
4	Indonesia	Timor-Leste	Vietnam	Kyrgyzstan
5	Vietnam	Fiji	China	India
6	China	Pakistan	Sri Lanka	Pakistan

These rankings are useful considerations for the producer network in terms of NAPP Governance, participation in events, impact of Fairtrade, programmes and trainings, budgetary allocation.

Composition of Producer Organizations in Asia Pacific Region

No. of Producer Organizations as per FLO ID in comparison to No. of Producer Organizations including multi-estates

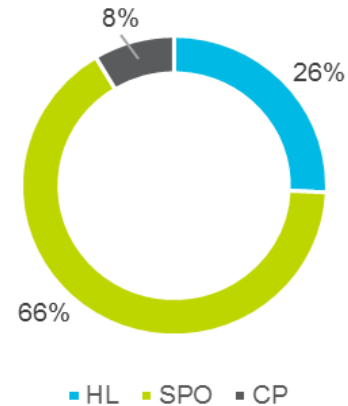


When we look at the composition of NAPP's producer organizations without multi-estates; SPOs form 66% of the total organizations, followed by HL which forms 26% of the producer organizations and CP which is 8%. This composition changes to HL sector forming 49% of producer organizations, followed by SPOs as 45% and CP as 6% when multi-estates are added. While looking at market support needs of producer organizations the first approach is better. However, In the context of support that is to be provided to producers, while Small Producer Organizations (SPO), Contract Production (CP) producer organizations should be considered synonymous with FLO IDs; multi-estates should be included for HL sector as that often determines the nature of producer support that they may require, from the producer network. All the multi-estates are in India and Sri Lanka.

Producer Organizations by Type

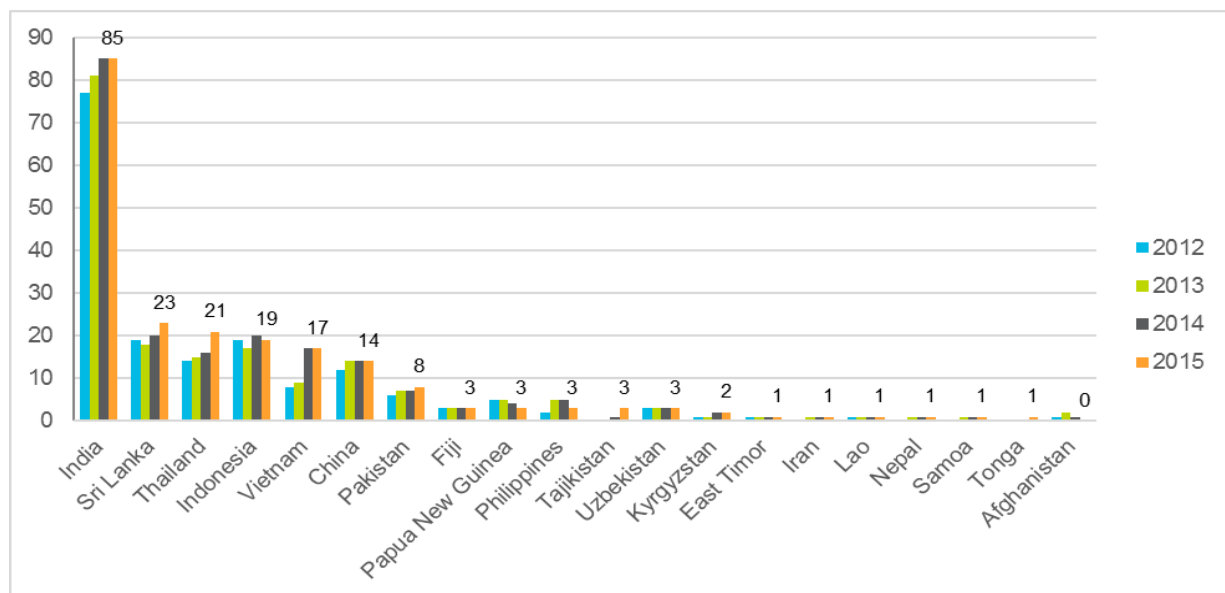
Total cumulative annual growth rate (CAGR) of producer organizations in our region with base year as 2012 in 2015 was 7%. If we compare this to the CAGR in 2014 with 2012 as the base year, it seems that there has been a 2% reduction in growth of producer organizations from 2012 levels. While Hired Labour (HL) sector CAGR reduced from 10% in 2014 to 6% in 2015; Contract Production (CP) CAGR reduced from -2% in 2014 to -6% in 2015 whereas Small Producer Organizations (SPO) remained stable at CAGR of 10% in both years.

Percentage share of Producer Organizations (as per FLO ID)



Products and Geographies

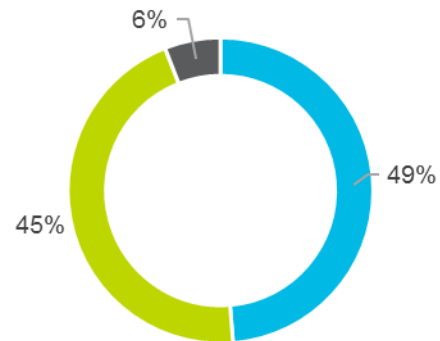
Year on year change in NAPP producer countries



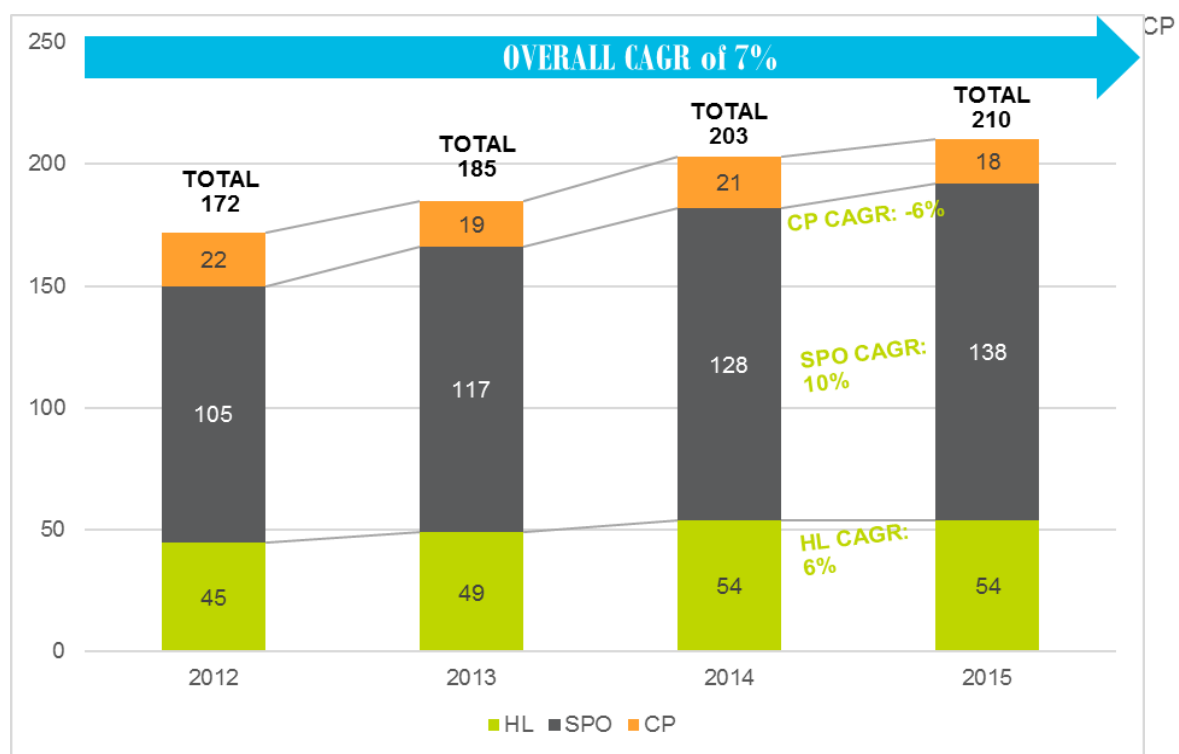
Note: In the figure above, the numbers pertain only to 2015 data.

NAPP's producers are present across 20 countries and in the last 4 years, only India, Sri Lanka and Thailand have seen growth. While it is important for NAPP to grow in terms of countries where it is present or in terms of producer organizations however, simultaneously it is crucial that we deepen impact within the current producers we have. Growth also needs to be considered along with resources available, and markets for the products.

Percentage share of Producer Organizations including multi-estates



Change in Producer Organizations by Type- CAGR with 2012 as Base Year



The Basket of Product Categories

Central Asia & Western Asia	South Asia	South East Asia	Pacific
<ul style="list-style-type: none"> •Afghanistan: Nuts •Iran: Herbs, herbal teas & spices •Kyrgyzstan: Seed Cotton; Nuts •Tajikistan: Dried Fruit •Uzbekistan: Dried Fruit; Fresh Fruit 	<ul style="list-style-type: none"> •India: Herbs, herbal teas & spices; Tea; Seed Cotton; Cocoa; Coffee; Cane Sugar; Rice; Fresh Fruit; Dried Fruit; Vegetables; Oilseeds and Oleaginous fruit •Nepal: Tea •Pakistan: Sportsballs, Dried Fruit •Sri Lanka: Herbs, herbal teas & spices; Tea; Flowers and plants; Oilseeds and Oleaginous fruit; Banana 	<ul style="list-style-type: none"> •China: Nuts; Oilseeds and Oleaginous fruit; Vegetables; Tea; Herbs, herbal teas & spices; Honey; •Indonesia: Coffee •Laos: Coffee •Philippines: Cane sugar; Oilseeds and Oleaginous fruit •Thailand: Oilseeds and Oleaginous fruit; Rice; Fresh Fruit; Fruit Juices; Cane sugar; Coffee; Herbs, herbal teas & spices; Banana; Vegetables •Vietnam: Tea; Coffee; Fresh Fruit; Nuts; Herbs, herbal teas & spices 	<ul style="list-style-type: none"> •Fiji: Cane sugar •Papua New Guinea: Coffee •Samoa: Oilseeds and Oleaginous fruit •Timor Leste: Coffee •Tonga: Herbs, herbal teas & spices; Oilseeds and Oleaginous fruit

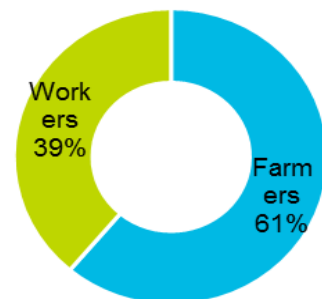
Customer Profile

Farmers & Workers: Overview

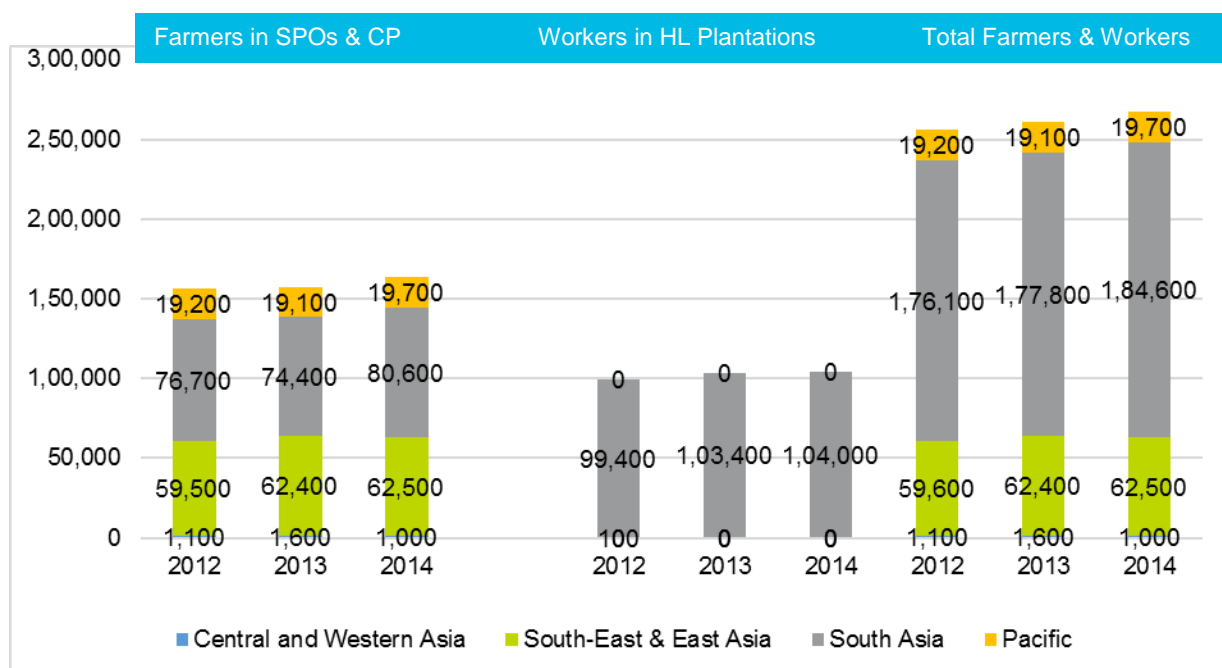
While farmers account for 61% of our membership, workers are only 39% of our membership even though in terms of global representation, 51% of global Fairtrade workers are in Asia Pacific.

Hence, our region is crucial for the progress of the Hired Labour strategy of Fairtrade. CAGR with 2012 of both SPO farmers and HL workers has been equal wherein SPO Farmers have grown by 2% (most of this growth is concentrated in South Asia followed by Pacific) and HL Workers have also grown by 2% (most of this growth is concentrated in South Asia). Overall, total farmers and workers have grown by 2% (most of the growth is concentrated in South Asia).

Composition of Farmers & Workers



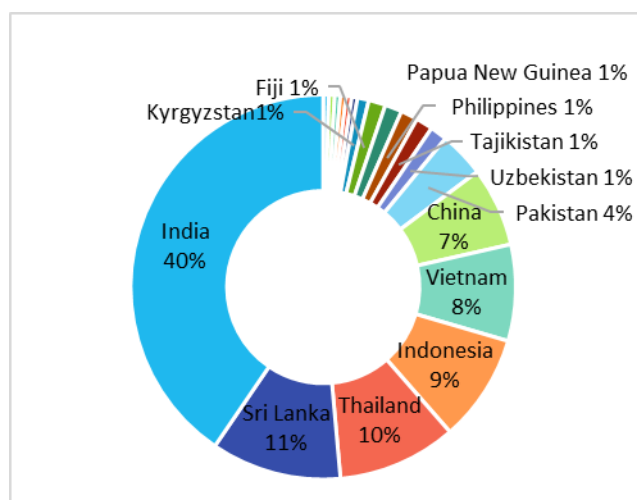
Farmers and Workers: Classification by set-up, region-wise



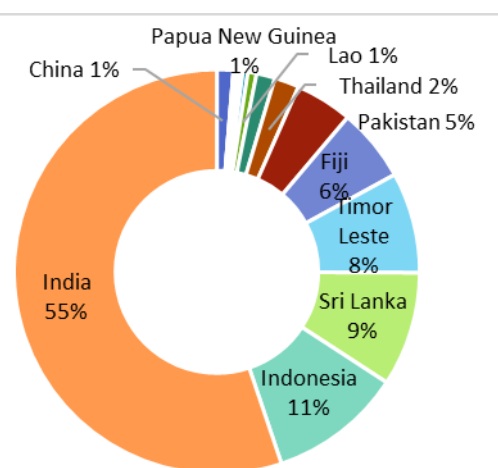
Farmers and Workers in Producer Organizations

On comparing producer organizations in relation to farmers and workers by country, while India represents 40% of the producer organizations in our region, it accounts for 55% of the farmers and workers. Some aspects that stand out in the figures below are that while Thailand accounts for 10% of the number of producer organizations, it accounts for only 2% of farmers and workers of the region and

% of Producer Organizations by Country



% of Farmers & Workers by Country



Vietnam accounts for 8% of the number of producer organizations, it accounts for less than 1% of the farmers and workers. On the other hand, Timor-Leste which accounts for less than 1% of number of producer organizations, accounts for 8% of the farmers and workers and Fiji which accounts for 1% of the number of producer organizations, accounts for 6% of the farmers and workers. These figures especially crucial to be considered while planning for our producer support services that are geared towards organizations and programmes that are geared towards individual farmers and workers.

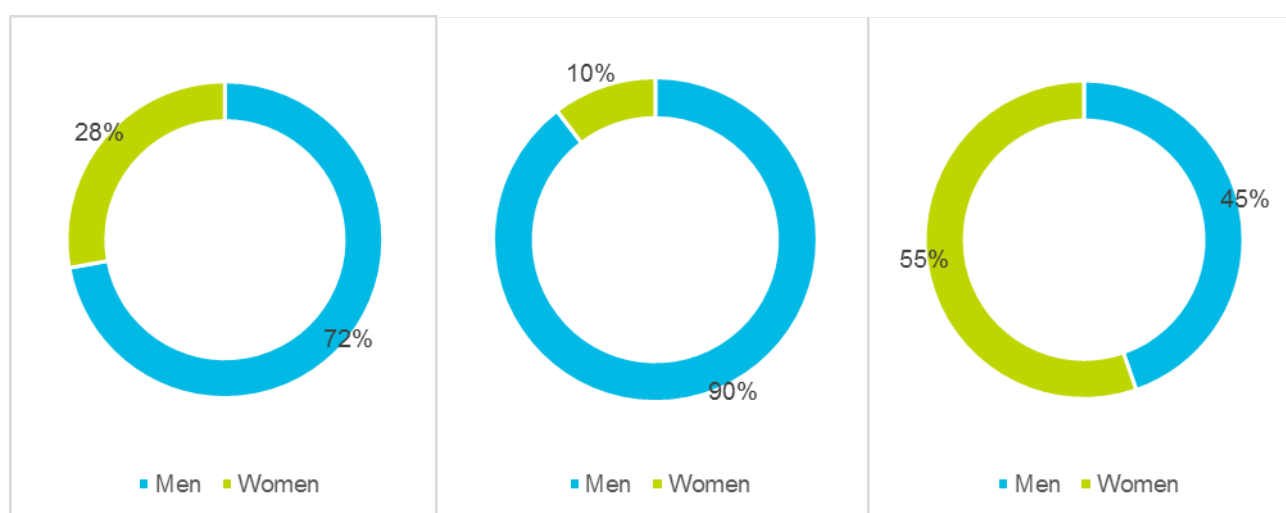
Gender Balance in Asia Pacific

When we look at a combined figure of representation of farmers and workers by gender it does not quite clearly reflect the diverse situation of the farmers and workers in the respective structures that they work

Fairtrade Farmers & Workers by Gender

Fairtrade Farmers by Gender

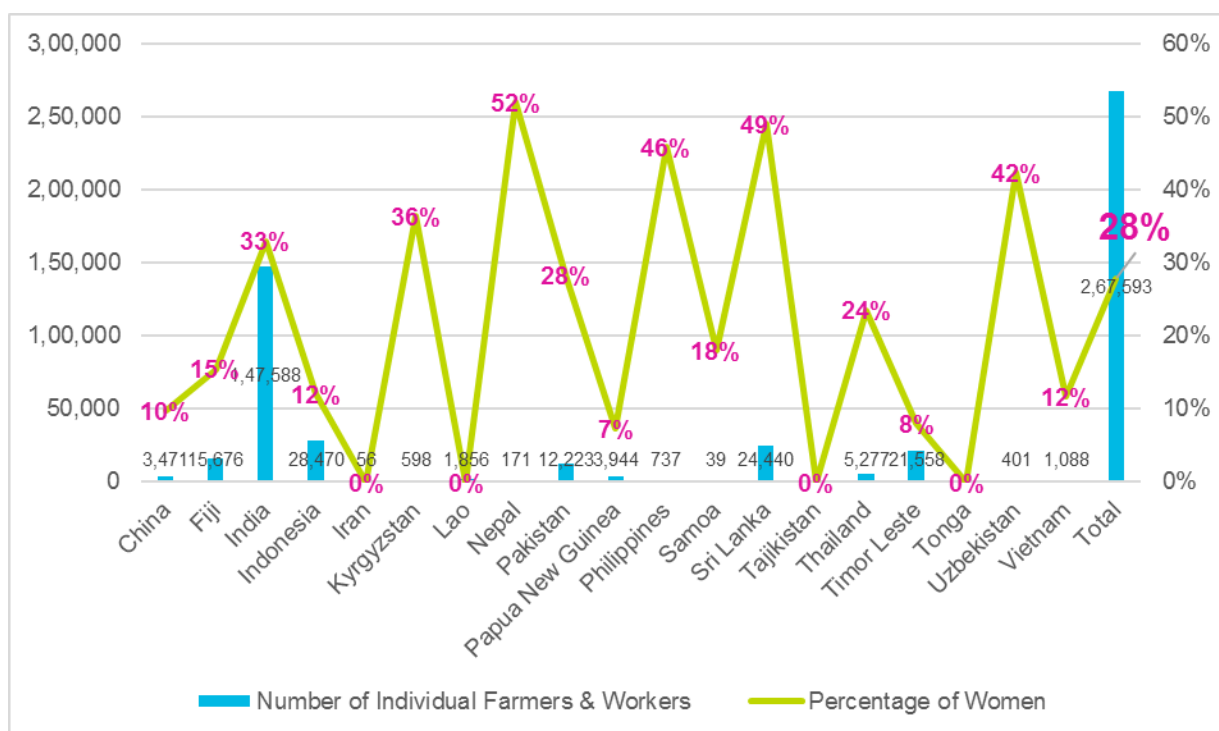
Fairtrade Workers by Gender



in i.e. SPOs and HL plantations. For programme impact and delivery, percentage of women participation cannot be looked at in isolation. Consider the number of producer organizations it represents and look at the disaggregated figures for farmers & workers.

If we take a closer look at similar figures for farmers and workers separately it shows a completely different picture. It is quite evident from figures above that while women represent 55% of the workforce in the hired labour sector, only 10% of the farmers seem to be represented in the SPOs. However, this may not necessary mean that only 10% of the farmers in Asia Pacific are women. This may have a lot to do with how membership of SPOs is often based on land titles which tend to be more in the name of men than women, thus limiting their representation in the cooperatives. In some countries like Indonesia however, there is an increasing trend of families becoming members of the cooperative irrespective of who holds the land titles, creating a space for women to participate in various cooperative activities.

The gender balance among producer organizations by country. These figures can be misleading if looked at in isolation to the number of producer organizations that are represented in that country. For instance, Nepal ranks one when it comes to gender balance but it represents only 1 producer organization thus also representing less than 1% of producer organizations as well as farmers and workers. While Sri Lanka depicts a more interesting picture wherein 49% of the producers are women (24% farmers and 54% workers) and it also represents 11% of the producer organizations and 9% of the total farmers and workers of Asia Pacific. India, which has the highest percentage of producer organizations and farmers and workers, has only 33% women (7% farmers and 56% workers). Similarly, while 46% of the farmers in Philippines are women, it represents 1% of the producer organizations and less than 1% of the farmers and workers in the region. 42% of the farmers in Uzbekistan are women but they represent only 3 producer organizations i.e. 1% of the producer organizations and less than 1% of farmers and workers. Similarly, 35% of the farmers in Kyrgyztan are women but they represent only 2 producer organizations i.e. 1% of the producer organizations and less than 1% of the farmers and workers. 28% of the farmers and workers in Pakistan are women (15% farmers, 45% are workers).



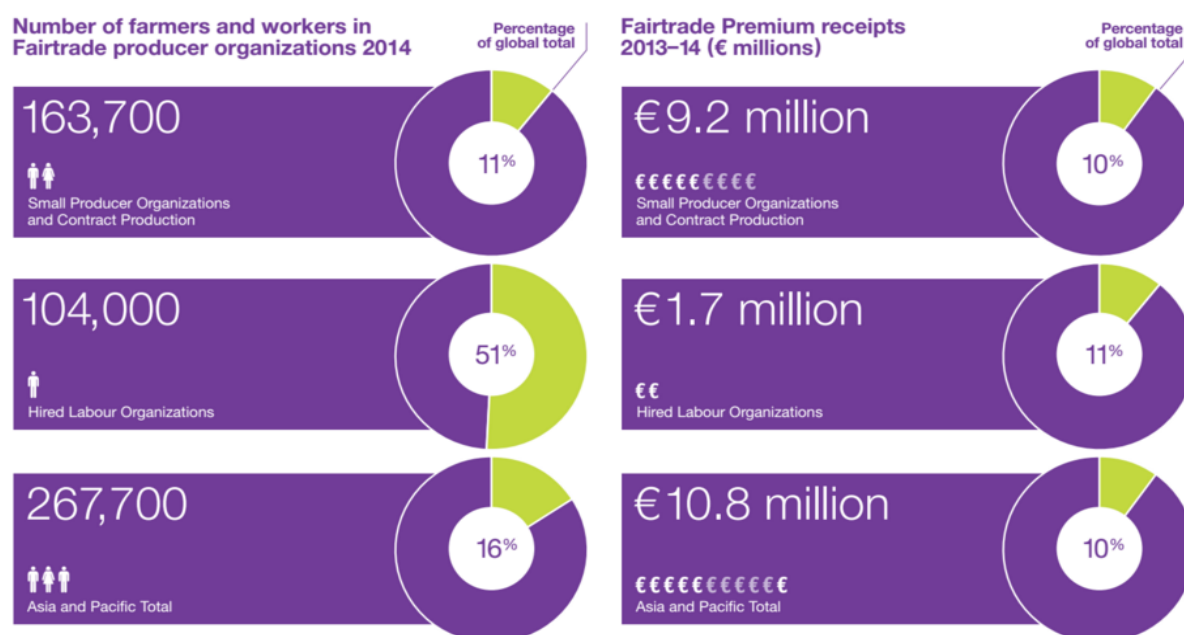
Countries with lowest percentage of women farmers and workers are Iran which is negligible, Papua New Guinea with only 7%, Timor Leste with only 8%, China with 10% and Indonesia and Vietnam with 12% each. This is even more concerning again when we compare these percentages to the producer organizations and farmers and workers they represent especially Indonesia which represents 9% of the producer organizations, 11% of the farmers and workers and also receives high amounts of FT premium each year.

This data has bearing on areas where gender programmes should be focussed on a need to differentiate the programmes for SPOs and HL setups. Gender beyond numbers – understanding gravity of local situation, culture and likelihood of impact given marginal investments is a key.

Fairtrade farmers and workers and associated Fairtrade premium receipts

Global premium receipts have grown by 13% from 2013 levels i.e. from € 95million accruing to 1.5 million farmers and workers to €108 million accruing to 1.6 million farmers and workers. However, the reported Fairtrade Premium revenues to producers in Asia and Pacific grew marginally by only 2.7% from

Asia Pacific: % of Farmers & Workers in relation to Fairtrade Premium Receipts



2013 levels i.e. from €10.5 million accruing to 260,900 farmers and workers to €10.8 million accruing to 267,700 farmers and workers. The growth was marginal within all producer set ups.

However, to understand the impact through FT premium, we need look at these figures closely in relation to producer organizations and per farmer and per worker. FT premium per producer organization: **€57,830¹**. FT Premium per farmer/worker is a nominal amount of **€40.41**. This figure when disaggregated for farmers and workers shows an even more alarming figure of **FT premium per worker is €15 and FT premium per farmer is €56**.

¹ The Number of producer organizations considered here are 187 for Asia Pacific from audit data as reported in Monitoring the scope and benefits of Fairtrade: Seventh Edition 2015.

With marginal increase in FT premium for Asia Pacific, as a producer network we need to create programmes that push the sales as well as increase productivity of farmers and workers. However, FT premium cannot be the only way to understand impact of Fairtrade. Fairtrade Minimum Price, change in practices and knowledge are important aspects of impact too which needs to be measured over a period of time too.

The FT premium data also shows that Africa and the Middle East which represent the highest % of the FT farmers and workers, receive only 22% of the FT premium receipts while Latin America & the Caribbean which represents only 20% of the farmers and workers receives the highest % of the FT premium.

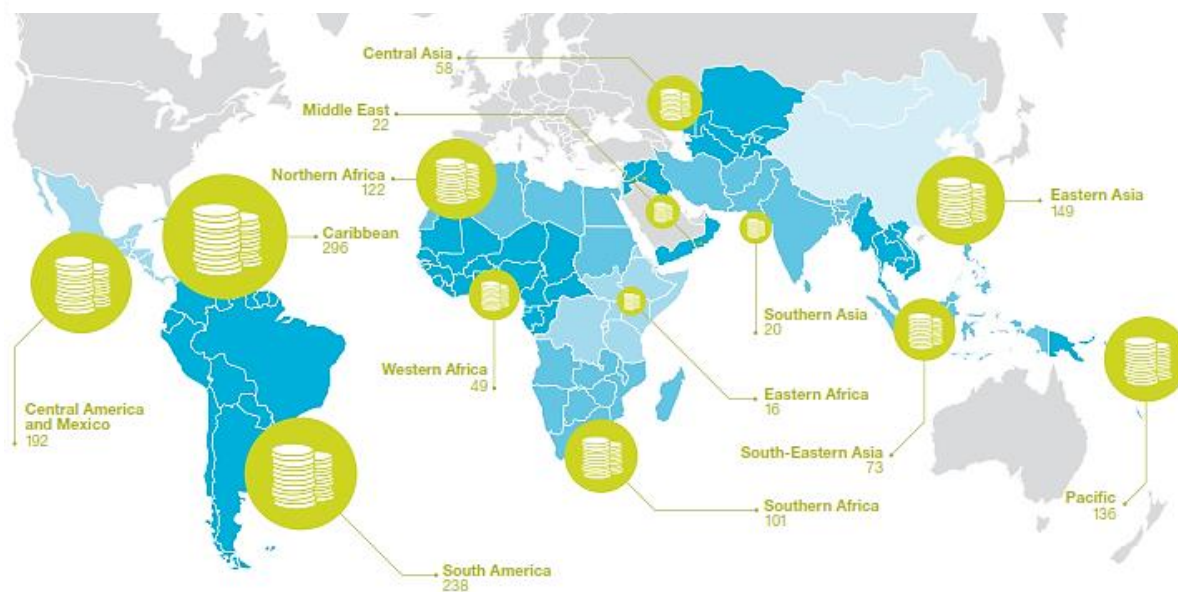
Average Fairtrade Premium Received per farmer or worker for Asia Pacific 2013-2014

FAIRTRADE PREMIUM PER FARMER/WORKER € 40.41

FAIRTRADE PREMIUM PER FARMER € 56

FAIRTRADE PREMIUM PER WORKER € 15

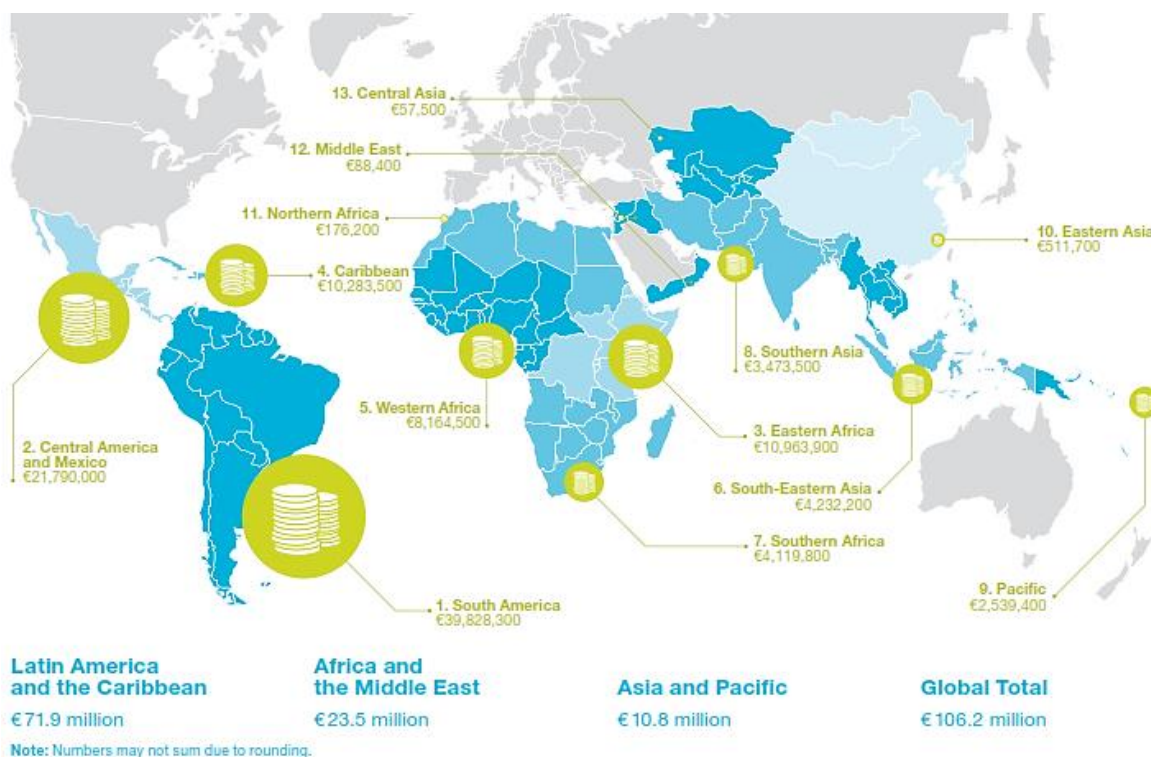
Average Fairtrade Premium Received per farmer or worker by region 2013-2014



Note: This analysis is based on reports from 85% of all the producer organizations that held Fairtrade certification at the end of 2014. It includes only those producer organizations that were Fairtrade certified and eligible to receive Fairtrade Premium during the whole reporting period. It excludes producer organizations that were applicants at the time of the audit, but which became certified during 2014. It also excludes producer organizations that did not report their Fairtrade Premium receipts.

Global Average
€71

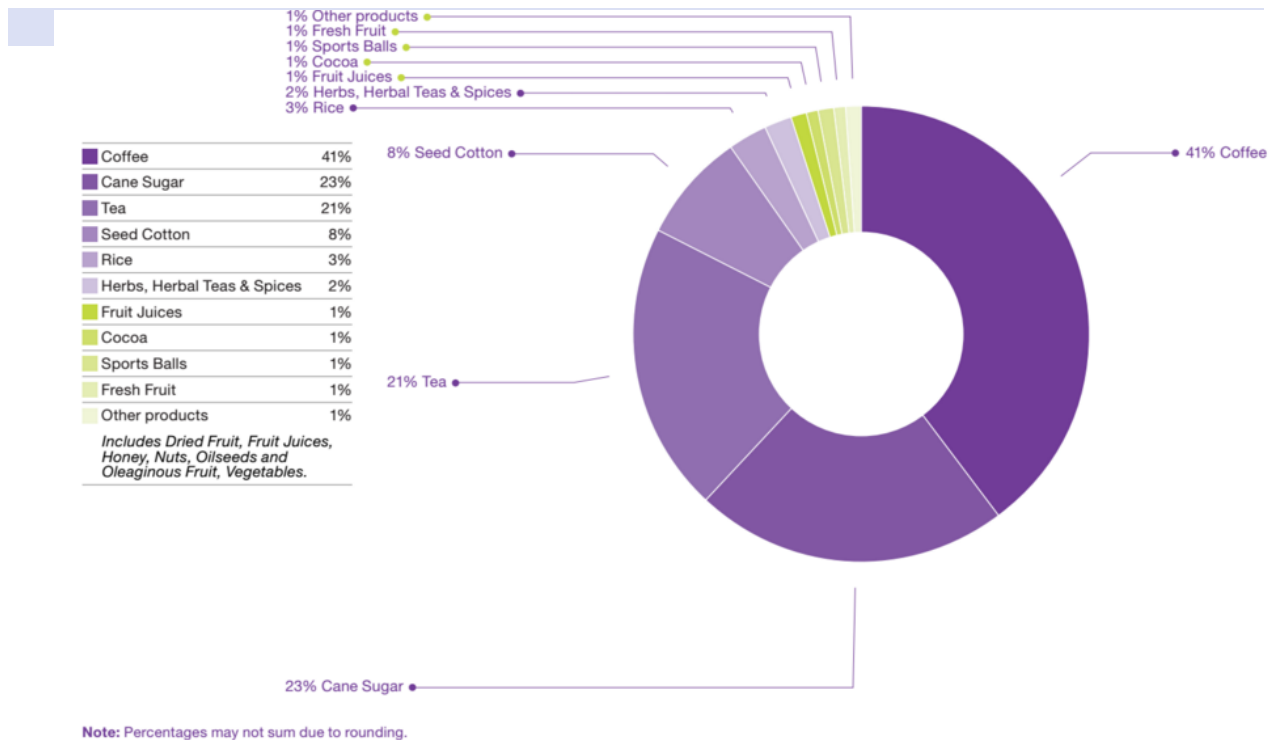
Fairtrade Premium Received by Region 2013-2014



FT Premium Receipts by Products

While coffee still forms the highest share of the Fairtrade premium revenues for Asia Pacific, however its share reduced from 45% in 2012-2013 to 41% in 2013-2014. Share of cane sugar & tea remained stable at 23% and 21% respectively. Fairtrade cotton saw a slight increase in Fairtrade premium revenues from 5% in 2012-2013 to 8% in 2013-2014. While there is a focus on Tier 1 products i.e. Coffee, Cocoa and Banana in FI 2016-2020 strategy, for Tier 2 products which figure more prominently in Asia, there are direct implications in terms of investment in producers.

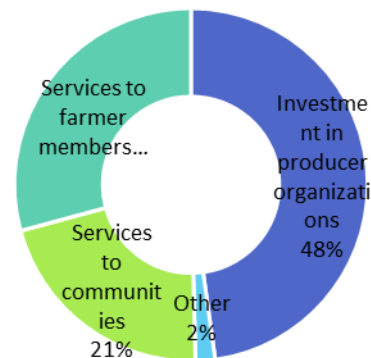
Asia Pacific: Fairtrade Premium Receipts by Product



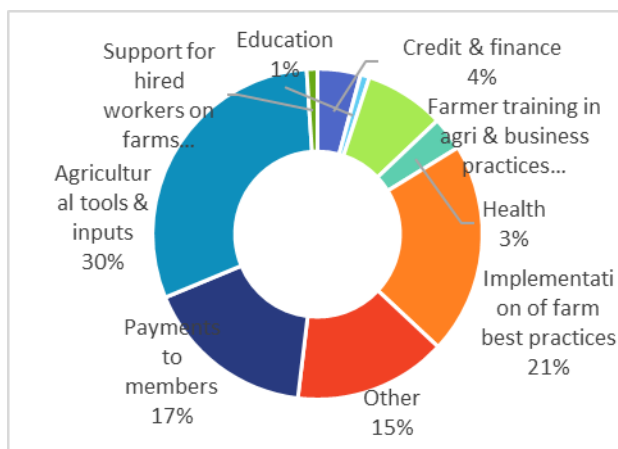
Fairtrade Premium Usage

Premium Use by SPOs: Figure on the right depicts the broad categories of use of FT premium by SPOs which are mainly investment in producer organization itself, services to individual farmers and services to communities. Further analysis of these broad categories is depicted in figures below. These figures show that more than 50% of the investments in Producer Organizations is in HR & admin. Education and Health forms bulk of the Premium use, followed by being used for community infrastructure. Agricultural tools and inputs, implementation of farm best practices form more than 50% of the services

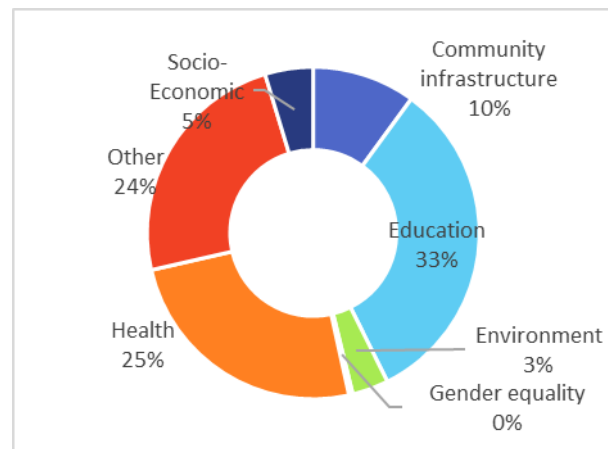
Fairtrade Premium use by SPOs



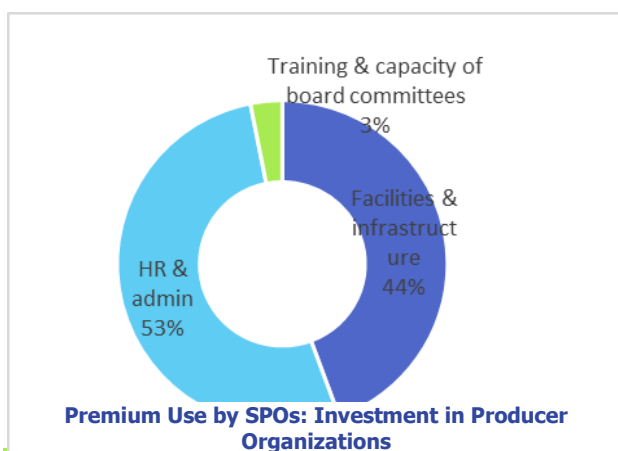
Fairtrade Premium Use by SPOs: Service to Farmer Members



Premium Use by SPOs: Service to Communities

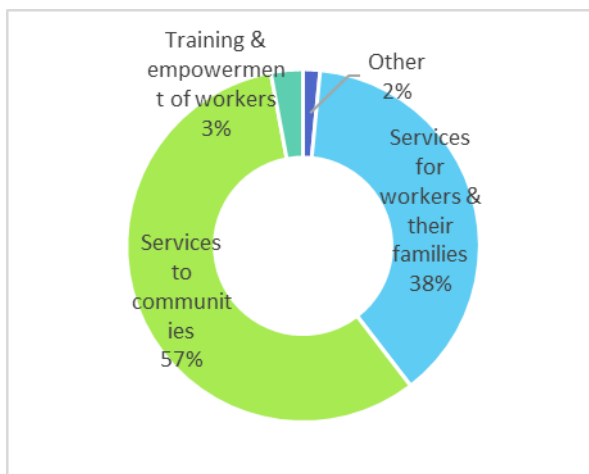


rendered to farmer members from FT premium.

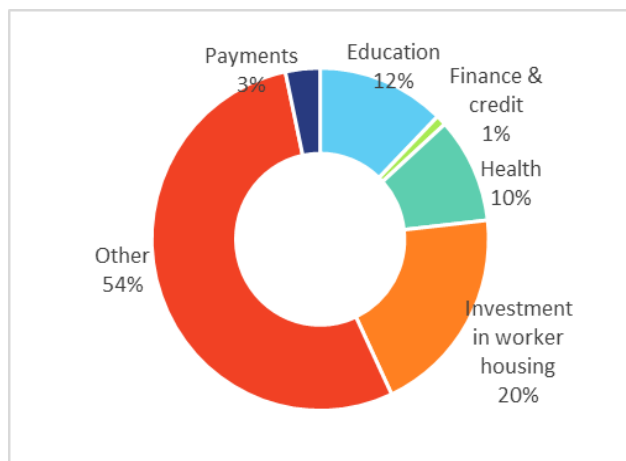


Premium use by the plantations: Figure on the side depicts broad categories of use of FT premium by HL Plantations which are mainly investment in services for workers & their families, training & empowerment of workers and services to communities. Further analysis of these broad categories is depicted in figures below. These figures show that majority of the premium has been used for services to communities followed by services for workers & their families. Community infrastructure receives highest percentage investment in terms of services to communities. While in regards to services for workers & their families it is not clear what 'Other' stands for as more than 50% of the premium used for that, followed by investments in worker housing and education. Training and empowerment of workers seems synonymous with training of Joint Body Committee running costs.

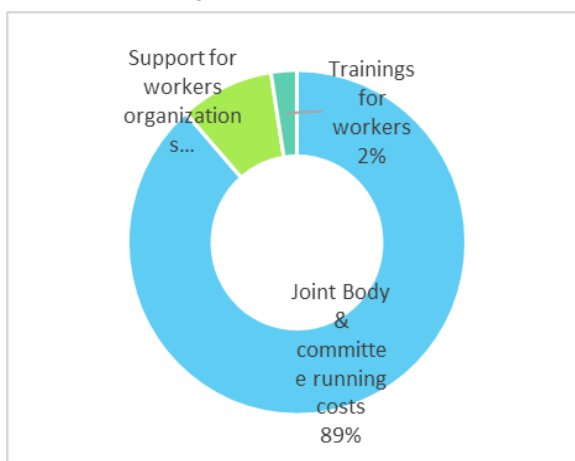
Premium Use by HL Plantations



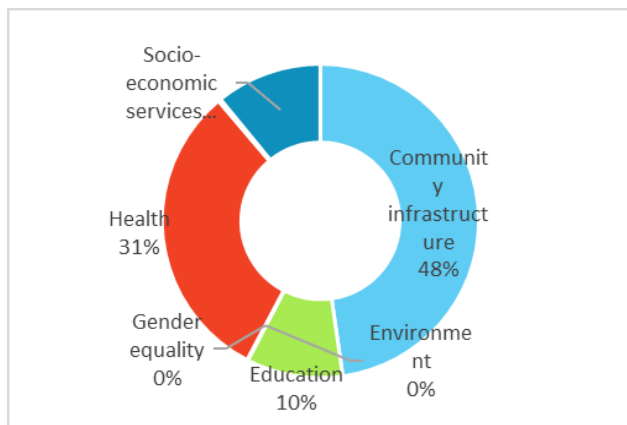
Premium Use by HL Plantations: Services for Workers & their Families



Premium Use by HL Plantations: Training & Empowerment of Workers

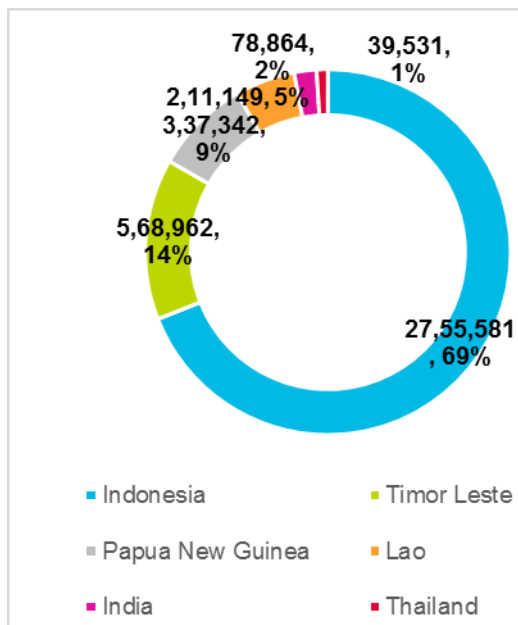


Premium Use by HL Plantations: Services to Communities

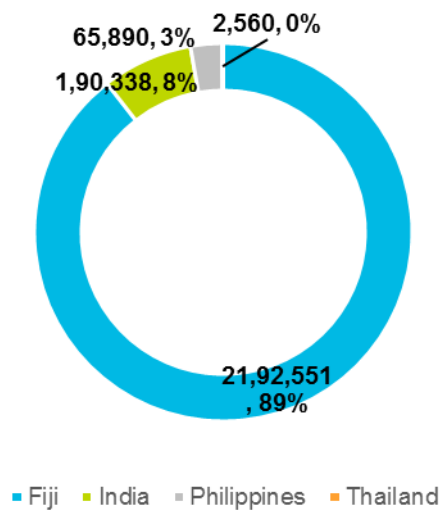


Product based Premium Distribution across countries

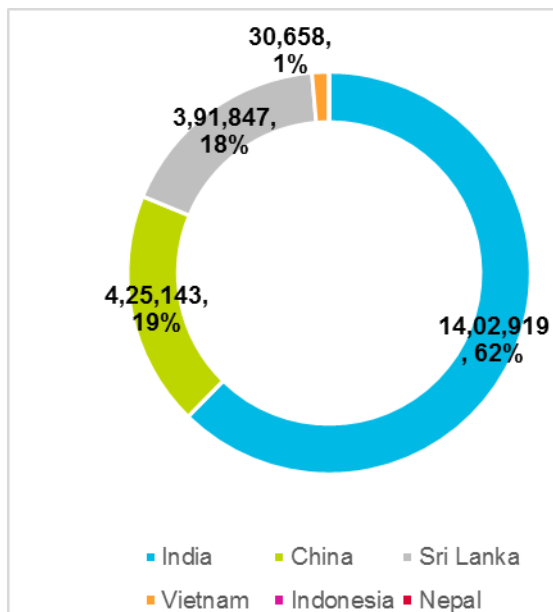
Coffee Premium Distribution



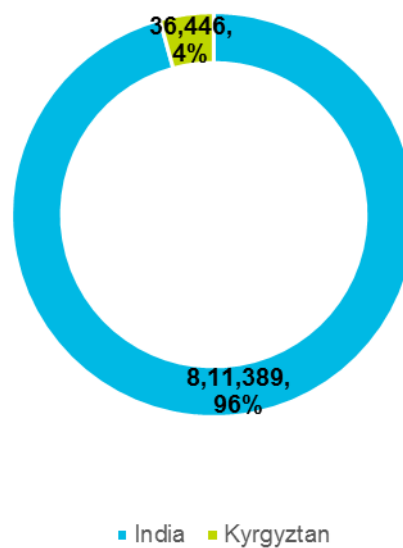
Cane Sugar Premium Distribution



Tea Premium Distribution



Seed Cotton Premium Distribution



Programmes – National Networks

Kuldeep Singh Chauhan

The year 2016 promises to be about capacity building with the Producer Services and Relation (PSR) team transitioning from Fairtrade International to NAPP for Asia-related work, and the commencement of the formal agreement to work closely with Fairtrade Australia and New Zealand on the Pacific region. This will enable NAPP to offer deeper impact and services to our producers, based on their needs.

The transition will strengthen NAPP's capacity at both regional and national network level. The networks will have access to a local executive resource pool for services and other engagements. An asset has been created with the networks, which relieves producers of financial and logistical burden, leaving them free to concentrate on their business and farms.

The Fairtrade system expects and demands fair representation of producers at all levels of decision making and governance. The first level is the local opportunity for Fairtrade-certified producers who can spare time to become a member of their national or regional board. These platforms provide an opportunity to the elected spokespersons to influence decision making at NAPP, and through NAPP, at the global Fairtrade system including the setting of Fairtrade Standards and Fairtrade Minimum Prices. The networks need to evolve mechanisms for more diversified representation from women, minorities, workers, farmers, youth and develop their capacities progressively in terms of knowledge on Fairtrade and governance.

The national or regional network platforms have a lot of scope to engage with local governments, trade bodies and institutions such as agricultural universities. These advocacy efforts will result in raising Fairtrade's profile and potentially benefitting producers and organisations with locally available subsidies or support available from government departments and institutions. These may be in the form of closer associations with local agricultural universities to get access to new and better research and technologies in farm management or availing subsidies from the governments or having a separate space reserved or demarcated in local markets for selling Fairtrade produce. For instance, a decision by local government as a result of these advocacy efforts to source Fairtrade produce will go a long way in creating market at the door step of producers at a time when the European markets are contracting.

There is a lot of scope and possibilities to benefit from advocacy efforts by working effectively with NAPP's extensive local and international contacts. NAPP will support capacity building of board members and other producers and aim towards diversity in our governance and representation architecture.

Programmes – Product Networks

Mariam Thomas

GROWING PRODUCE, GROWING PEOPLE

"The ultimate goal of farming is not the growing of crops, but the cultivation and perfection of human beings." — *Masanobu Fukuoka, The One-Straw Revolution*

The limpid beauty of Fukuoka's insight effectively captures what NAPPs outlook hinges on – that farming goes beyond the crop. It touches the entire farmer ecosystem to which human kind is intrinsically linked – circumstance, community, environment, food security, trade, livelihood, institutional systems and cultural values. Staple commodities such as rice, coffee, tea and sugar have a human story behind them, involving hundreds of people across the world that consumers are dependent on but largely blinkered to. Therefore, bettering agricultural practices, strengthening agricultural communities and seeking creative ways to build an association between agrarian and urban society is likely to shape human thought and lifestyle choices, ultimately securing our very futures.

Empowerment holds the key to stimulate and sustain demand for progress in small farmer agriculture and the status quo of workers. To be empowered, in any subjective measure of the word, producers need to be - better organized, endowed with capacity, connected to sources of prosperity, receive timely and precise market information and skills to operate communication technology. Producers become active supply chain actors negotiating terms of trade and crop specialists with clear market orientation.

APPROACH

While the gamut of intervention possibilities this throws up are manifold and challenging, the Product Networks were conceived keeping in mind NAPPs strategic vision, context and to press for reform by operating at varying degrees in:

FIELD PRACTICE:

With the aim to identify good agricultural practices (GAP) that contribute to the four pillars of – economic viability, environmental sustainability, social acceptability and food safety and quality. We do this by drawing on the inherent skills of farmers who we recognise as innovators themselves and engaging expert service providers as well as academia. We create spaces for sharing what works and why; specifically:

- Sound, economical and innovative methods of farming
- Effective utilisation of natural resources and decreased dependency on chemical inputs
- Adaptive technologies and application in agriculture
- Improved systems of data collection and dissemination regarding crop production e.g. acreage under cultivation, relevant treatments (pesticides - organic or otherwise, fertiliser etc) at different stages, market price information
- Synthesised use of data on farming practices

BUSINESS

The thrust is to develop ways to link farmers to modern market intermediaries and consumers and improve market access for the poor. 'Knowledge is power' resonates strongly in agriculture. When moving into more formalised markets, producers become exposed to national and international spaces that are determined by factors beyond their immediate control. They face many challenges, including knowledge and technology-based decisions in: access to markets, infrastructure, storage and transport; production scale, assuring frequency and quality of supply; access to land, inputs, credit and insurance; and in negotiation with traders where they face hurdles beyond those met by large-scale producers. Effective and equitable engagement in market systems means simplifying these knowledge and technology-determined barriers. The following are some identified areas of intervention:

- Learn from existing models of farming groups with effective business processes for collective marketing
- Efforts to build capacities on business development, deepen farmer understanding on how market drivers influence product demand and marketing terminologies frequently used, ways to capture new market advantages, available state and non-state programmes and subsidies, share innovation in areas like product marketing, commodity warehousing and post-harvest technology
- Develop opportunities for direct interaction between buyers/traders and producers
- Offer greater market and supply chain access through recognised product specific trade events and fairs
- Build platforms for dialogue at system, state and international fora for (commodity) market chain planning, improvement of farmers market access and addressing social issues that have a direct bearing on work environment and production

COMMUNICATION:

Develop tools to communicate the interdependence of worker/farmer contributions to productivity and organisational sustainability in a comprehensive, interesting format. Create marketing audio visuals to promote Product Network activities, organisational Fairtrade achievements and challenges and breakthrough in agrarian practice.

FAIRTRADE STANDARDS:

Product specific Fairtrade Consultations to generate opinion or review or seek feedback on existing requirements and ways to go beyond them in our continued efforts to establish sustainable enterprises and responsible trade.

PROCESS: What we set out to do and how we work to get there.

Process for Programme Development



PRODUCT NETWORK ACTIVITIES IN 2015: This year, most of the workshops and meetings were designed to familiarise producers with the mandate of the network, its relevance in the system and how they may benefit from it. They also focussed on identifying challenges, arriving at practical measures to address some, if not all, of them, and prioritising areas the network should focus on. It was evident from their responses, that producers valued being part of the consulting process and the opportunity to be heard. For most producers, there is a disconnect with the wider Fairtrade system, so platforms such as these, strengthen their affiliation and resolve to build the network and leverage on it for collective change.

Programmes – Events

Throughout the year, NAPP facilitated the participation of producers across various local, regional and international events.

Event	Products	#	Women	HL	CP	SPO	Country
Fruit Logistica	Fruit	6	0	0	0	6	India, Sri Lanka
BioFach America	Fruit, Spices, Coffee, Rice, Tea	14	2	0	5	9	Vietnam, India, Laos, China
Textile Exchange	Cotton	7	0	0	5	2	India, Kyrgyzstan
SCAA	Coffee	13	4	0	0	13	India, Indonesia, Vietnam
BioFach Germany	Rice	6	1	0	5	1	India Thailand
Team Up	Tea	8	1	7	0	1	India, Sri Lanka, China
BioFach Shanghai	Tea	2	1	0	0	2	China
BioFach India	Tea, Rice, Coffee, Spices, Cotton, Fruits	20, 60	0	0	0	0	India
Total		56	9	7	15	34	

SPECIALTY COFFEE ASSOCIATION OF AMERICA (SCAA):

NAPP supported the participation of nine Coffee producers from Indonesia (6), Vietnam (2) and India (1) at the SCAA, a specialty coffee trade fair that attracts serious buyers from across the globe which was held in Seattle, Washington. With active participation from Fairtrade International, the event was also an opportunity for coffee producers to converge and impress on FI leadership areas of strategic support required for the region. NAPP executive was represented by Tran Ban Hung, field staff of Vietnam.

SCAA, 2015



ASIA FRUIT LOGISTICA: This is Asia's leading trade show for the international fresh fruit and vegetable business. This event attracted more than 9,200 trade visitors from 70 different countries to Hong Kong's AsiaWorld-Expo Center. The record attendance at Asia's leading fresh fruit and vegetable trade show was driven by a significant increase in Asian visitor numbers as per the quote from the event organizers. Total visitor numbers rose by 14 per cent on last year's event, and 66 per cent of those visitors came from Asia, up from 58 per cent in 2014.

From NAPP 6 producers from 2 countries India & SL, participated along with me. FT Hong Kong added significant value for our producers in the expo. Ms. Ying Chen, Business development manager worked tirelessly with me and organized critical trader meets during the event.

BIOFACH INDIA: Bio Fach India was held in Cochin and is a worldwide organic & natural food/agro fair organized in some of the key cities worldwide by a company called Nurnberg Messe. Bio Fach India was a three-day event held in November 2015. The event showcased products such as Organic cashew, walnuts, coconuts and other nuts, Organic coffee, and tea and cocoa with 100+ participants exhibiting their products. NAPP along with Fairtrade India had a dominant presence in the event. We interacted with 300+ visitors and had several products from Fairtrade producers. While counters such as the one planned for Biofach cochin helps in brand building, the impact on real sales is yet to be seen. The joint representation by Fairtrade India, FLOCERT, and NAPP all in one counter is an excellent idea worth replicating in future expos.

TEAM UP 2015

TEAM UP: NAPP presented the trends in Fairtrade Market and Tea sales at this event. Given the stiff competition with regard to volumes from major players such as India and Kenya whose COP is lower and productivity is higher, suggested to build on Ceylon teas reputation among global tea consumers as the best tea in the world. NAPP Tea producers at the "Team up" event to discuss the future of sustainable tea industry:



TEXTILE EXCHANGE: Textile Exchange is a non-profit organization founded in 2002. With operations internationally, TE is committed to the responsible expansion of textile sustainability across the global textile value chain. With more than 30 sponsors ranging from global MNCs like Nike, Pantagonia, and NGOs such as Fairtrade, C&A foundation, Helvitas this year's textile exchange event was held in JW Marriott Mumbai from 5-10th of October. Fairtrade International sponsored the Organic Cotton Round Table (OCRT) on 8th, which facilitated discussions on crucial aspects facing Fairtrade and Organic cotton producers. FI also sponsored participation of 8 Fairtrade certified cotton producer groups (6 from India and 1 each from Africa and Kyrgyzstan). Fairtrade International organised a multi stakeholder meeting during the side-lines of global textile exchange event held at Mumbai. The event was attended by 45 stakeholders ranging from buyers, processors, exporters, ginners, and producers.

BIOFACH NUREMBERG-GERMANY: Rice Producers from India & Thailand, participated in the International trade fair "**Biofach Nuremberg Germany**" in between 10 -14 Feb 2015 to promote Fairtrade Rice from the region and expand business opportunities for the producers. Nature Bio-Foods Ltd, FT Rice producer from India and NAPP jointly set up a dedicated stall space. This event being one of the biggest trade fair in the world was a great chance to showcase rice from our region along with social projects/initiatives to international consumers and visitors. Producers were able to establish many market linkages during the event. Along with Fairtrade rice queries, they also received queries for many Organic and Fairtrade products. Producers also participated in the Fairtrade international event for exploring what Fairtrade's future should be as part of developing strategy for 2016–2020.

Fairtrade Rice stall at Biofach Germany 2015



GO PUSH GO CAMPAIGN

Push for Fairtrade Campaign 2015

Go push go was a marketing campaign owned, planned, and executed by the producers. Our team at Fairtrade Foundation India joined Push, a renowned campaigner who made such walks in various parts of the world with massive followers, his 450km walk for pushing Fairtrade & Climate change from Pondicherry to Ooty, highlighted the extraordinary business acumen of our producers and the impact we can create when our producers come together as one. All through Push's walk, the truck followed him with the impact stories of our three producers. This 450 kilometres stretch of Tamil Nadu houses 4million in population.

PUSH FOR FAIR TRADE PUSH FOR CHANGE

THE TIME IS RUNNING OUT TO SAVE THE EARTH FROM CLIMATE CHANGE

AT FAIRTRADE, OUR PRODUCERS ARE DOING THEIR PART

ALL YOU HAVE TO DO IS CHOOSE PRODUCTS WHICH CARRY THE FAIRTRADE MARK.

WWW.GOPUSHGO.CO.UK/

WWW.OOTHU.IN
MARKETING@OOTHU.ORG
PH: 9846078929/9484266251

WWW.NATUREBIOFOODS.COM
INDIA_CUSTOMERCARE@NBTGROUP.IN
PH: +91 8221 004104

WWW.CAFETERMONDE.COM
INDIA-CAFETERMONDE.COM
PH: 9447002935

Programmes held in 2015

Workshops and meetings were designed to familiarise producers with the mandate of the network, its relevance in the system and how they may benefit from it. They also focused on identifying challenges, arriving at practical measures to address some, if not all, of them, and prioritising areas the network should focus on. Producers valued being part of the consulting process and the opportunity to be heard.

The thematic programs of NAPP on Gender, Child Rights, Climate Change, Capacity Building of SPOs, Access to Finance, and workers and farmers' empowerment in the region follows the three pronged approach of – Building awareness and sensitization, providing supportive framework, and Building capacity of producer organizations. Apart from awareness-building activities and offering knowledge-sharing platforms, NAPP's approach includes concepts interventions in identified hot spots and developing a participatory approach to tackle issues to create a sustainable programme overtime.

Figure 1: Thematic Areas



OVERALL PARTICIPATION IN FAIRTRADE FORUMS & ACTIVITIES

- **Climate Change and Fairtrade Carbon Credits Workshop:** NAPP team participated in the Climate change and Fairtrade Carbon Credits workshop held in Bangalore, India in preparation for implementation of Climate Change mitigation/adaptation projects and programmes with Fairtrade producer communities in the region.
- **Programmatic Workshop:** PSR and NAPP team representatives attended the programmatic workshop which was held in Bangalore and decided to go forward with a theme "Increasing benefits to Fairtrade farmers" focussing on small producer organisation.
- **Textile Standards Workshop:** Textile workshop in Cologne was attended which contributed in planning the next steps for the implementation of Textile Standards with a focus on Asia and Africa.
- **Annual PSR Meeting:** The PSR Annual Regional team meeting was held in November in Bangkok. The team discussed the opportunities and challenges and achievements of 2015. The meeting was followed by discussions on transition, library tools training, gender strategy by Tsitsi (Gender expert, Fairtrade International) and SPO training.
- **Campaign on Fairtrade and Climate Change:** The Regional Manager South Asia conducted 15 Fairtrade and Climate Change workshops across Vienna, Karynthia and Innsbruck through support from Welthaus. Here's a link to Media Coverage. The workshops emphasised the importance of the end customers buying Fairtrade products. Several questions were raised by

University students, adults and Fairtrade shoppers on the effectiveness of Fairtrade system and how it benefits the farmers in the South. Some Fairtrade trader meetings were also held wherein she presented to them about how Fairtrade works for the global south.

- **NAPP co-hosted the India & Sustainability Standards 2015** and anchored Fairtrade Forum in New Delhi on the 18-19-20th of Nov 2015. The event was organised by Centre for Responsible Business in partnership with Indian Government, German Cooperation, GIZ, Alliance for Integrity, iSEAL Alliance, UNICEF, UNDP and C&A Foundation. The Fairtrade forum was opened by an introductory presentation by the NAPP CEO, Mr. Ayan Banerjee. It was an opportunity to learn in detail the principles of Fairtrade and Vision 2020. There were panel discussions on the topic of sustainable supply chains and sustainability. Participants included Fairtrade India, Nature Bio Foods, Prof Sundaresan, President of Alliance for Advanced Research and Development Initiatives, India, Traidcraft Plc., Rabobank, Technoserve India, ECOS Sustainability Consultancy and Global Infrastructure Basel, and Revitalizing Rainfed Agriculture Network.

Ayan Banerjee at India & Sustainability Standards Forum 2015



MULTI-COUNTRY PROGRAMME:

Tea Network Meeting, Sri Lanka 2015



- **Tea Network Meeting:** Tea Meeting was organized in Sri Lanka which had management and worker representatives of various tea estates from India, Sri Lanka and China. The participants articulated challenges and issues facing the tea sector and came together to finalise mutually-agreeable outcomes like focussing on organic cultivation, workshops on worker management relationship building, soil conservation techniques, insect management and unique ways of promoting Fairtrade Tea. Producers also suggested creative promotion of quality through competitive tea ratings that rank 'best tea'. There was a consensus among the producers on going ahead with a Fairtrade Baseline and Impact Evaluation study for India and Sri Lanka.

SRI LANKA

i. Trainings for Capacity Building and Awareness of Fairtrade Standards

- **Three-Phase Training for Fairtrade Officers:** A three-phase training for Fairtrade officers and internal controllers of hired labour tea estates was held. The trainings focussed on Fairtrade Standards, requirements to maintain Fairtrade certification and capacity building of attendees to minimise instances of non-conformities while being audited. The network aims to be free of any audit related non-conformities and scrupulously follow Fairtrade standards. Fairtrade officers were selected to constantly update their knowledge and have mutual visits to different estates to point out any observed possible non conformity and what corrective measure can be taken. They were also trained in preparing producer profiles through practical exercises.
- **Fairtrade Officers Garden Exchange Programme:** Seven Fairtrade Officers (3 Female and 4 Male) from Sri Lanka visited three producer organisations in South India to better understand the functioning of Fairtrade Premium Committees (FPCs) and challenges faced by the organisations. The direct interaction made it easier for them to understand Fairtrade concepts in Indian social circumstances and how they may apply learnings in their own establishments. Through such exchanges, they felt there is scope for mutual learning, appreciation and reflecting on their own

skills and capacities. They were inspired by the impact Fairtrade makes on the lives of workers across regions and shared that they value their own contributions to the system.

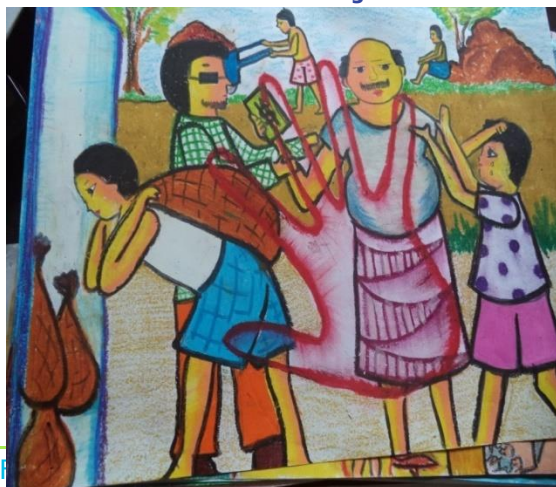
- **Training of Fairtrade Premium Committee & Trade Unions:** An awareness-building session was held at the Wanarajah tea estate with the Fairtrade Premium Committee (FPC) representatives, the Trade Unions and staff to talk about Fairtrade and all aspects of premium utilisation including the process for project selection and implementation. The Trade Union leaders, in particular, expressed their appreciation for making them aware of Fairtrade and pledged their support for Fairtrade activities in this estate.
- **Producer needs:** A visit was organised to 6 SPOs to meet producers and understand their support needs and requirements.

Worker's Rights Training

ii. Trainings pertaining to Social Compliance:

- **Worker's rights Training:** A three-phase training was held by experts for workers on their rights and responsibilities. The aim of the training was to create awareness for the workers on their basic rights and seek amicable solutions with the management for their day-to-day problems and disputes arising in their work place. The focus of these trainings was to empower workers with a better awareness of their rights under legal and Fairtrade standards framework and to build a better rapport between workers, staff and management, increase productivity and profitability to improve the workers living and working conditions. Training was given on occupational health and safety and health hazards to workers and management. The role of trade unions, maternity benefits and rules regarding various social security schemes were also discussed. Sri Lankan estates which are South Asia's highest pay master to workers, cite low productivity, climate change, declining sales price, labour shortages and rising COP affecting business viability and progress in meeting living wage demands.
- **Child Rights:** To raise awareness among children about their rights, a drawing competition was held. The competition saw enthusiastic participation from children of different age groups, especially those from worker communities. More than 200 entries were received out of which 20 winners were announced as the jury had a tough time deciding on the winners.

Child Rights Awareness Drawing Competition, Sri Lanka, 2015



ii. **Advocacy:**

- **The Sri Lanka Fairtrade Tea Producer Day** was a mega event that was held which aimed at linking tea traders with government stakeholders. The Day also increased Fairtrade's visibility, promoted its vision, and has the potential of contributing to increase in the tea sales volume.



iii. **Market Related Engagements:**

- **New Trader:** A new trader in coconut products from Sri Lanka obtained permission to trade. The trader is now negotiating with Fairtrade-certified SPO to source coconuts for processing.
- **Linkages:** Linkages were facilitated between Fair Trade Original, Netherlands and Fairtrade-certified trader of coconut milk and coconut oil as well as with Fairtrade-certified tea packers and Traders. The latter was aimed at introducing new lines of Sri Lankan tea to the Dutch market.
- **Coconut Producers:** Germany-based trader organisation, Mal, was granted permission to trade Sri Lankan, Fairtrade-certified processed coconuts. They are now working on certifying two of their coconut processing units.

iv. **Sub-networks:**

- **Governance:** The Sri Lankan Fairtrade Producers' National network is quite active and holds meetings throughout the year to review progress and plan beneficial activities for the members. Apart from the board meetings, the AGM of all producers was held to brief the wider membership about progress on the plans and take certain key decisions. All the small producer group representatives also participated in a meeting to pace their progressive participation in the national network decision making and activities.
- **Initiation of SPO Network in Sri Lanka:** All Fairtrade-certified SPOs in Sri Lanka met to form informal networks and committees as Sri Lanka's National Network is largely comprised of the Hired Labour sector. The participants were enthusiastic and nominated two representatives from each SPO to the committee.

v. **Opportunities, Challenges and Learnings:**

- **Demand for Coconut:** The demand for Sri Lankan coconuts and coconut products such as virgin coconut oil and coconut milk from the US and German markets has been quite steady. There is a need to have new Fairtrade certified coconut producers to meet the potential demand.

- **Impact of Government Policies:**

- The Government of Sri Lanka's temporary ban on the export of whole coconuts from Sri Lanka due to a shortfall in production for a significant period in 2015 hindered the sale of this category of coconuts thereby depriving the producers from accessing this market.
- Government ban on the use of Glyphosate for weeding tea fields has had a detrimental impact on the production of tea as the alternative was to use a product that is three times more expensive, or manual labour which could add to the high cost of production.

- **Tea Market:** The tea market has seen a significant decline due to the high price of Sri Lankan Tea caused by the high cost of production on one hand and low productivity on the other hand. The Trade Union demand for almost 100% wage increases (through the Collective Bargaining Agreement between the Management and Trade union representatives) subsided due to the General elections. However, it could pose a threat to the sustainability of this industry and thereby the plantation worker community, if the demand arises again.

- **Production Potential of Fairtrade Papaya, Passion Fruit and Coconuts by War Widows:** The potential for production of Fairtrade Papaya, Passion Fruit and Coconuts by a majority of war widows in the North and East of Sri Lanka is something to be explored going forward.

PAKISTAN

i. Trainings for Capacity Building and Awareness of Fairtrade Standards

- **Trainings of Fairtrade Premium Committees:** Training of the Fairtrade Premium committee members was organised to share best practices and discuss effective utilisation of premium generated through Fairtrade sales. Various aspects pertaining to compliance criteria of Fairtrade Standards and Fairtrade guidance on democratic decision making on usage of premium money were discussed. The attendees were trained on producer needs assessment, rules of meetings, record keeping, project planning, implementation, monitoring and budgeting in practical sessions along with group exercises. There was also extensive training on communications and presentation skills, soft skills, book keeping and time management.

Fairtrade Premium Committee Training, Pakistan, 2015



- **Hired Labour Standards Workshop:** A refresher workshop on Hired Labour Standards for the management of Vision Technologies was organised in Pakistan to help identify gaps in compliance and address them in preparation for the next FLOCERT Audit.

ii. Trainings on Social Compliances:

- **Gender Mainstreaming and Empowerment:** An expert was invited for conducting training on gender mainstreaming. The main focus areas of the training was to discuss aspects pertaining to cultural and faith-related influences, role of women in society and traditions, what is gender equality and how to introduce gender sensitive budgeting in producer organisation's expenses. The importance of both genders in society and the role women play was explained along with how organisations can benefit by giving equal opportunities to women and being gender sensitive. A legal expert explained sexual harassment laws and remedies available in Pakistan. Both men and women along with key decision makers in the producer organizations participated enthusiastically and found the session enabling. Two additional trainings were held with specific producer organizations on various dimensions of gender empowerment.
- **Worker's rights:** The workers and HR officers from sports ball manufacturing units were made aware of their rights, entitlements and responsibilities as per Fairtrade, ILO conventions and national laws. The interactive session, that included group exercises and question and answer sessions. The concept of fair wage and living wage along with mathematical calculations was explained in simple terms in the presence of officers from local government labour department. The session helped participants to understand various concepts and methodologies to determine wages and created awareness about rights and responsibilities.

iii. Advocacy

- **Fair Wages Seminar:** A one-day seminar on Fair wages was conducted for Fairtrade producers, Government Officials, NGO representatives and worker representatives of Pakistani Hired Labour organizations. This was aimed at building larger visibility around Making Trade Fair in Pakistan.

Meeting with Government Officials, Pakistan, 2015



- **Meeting with Government Officials on Fairtrade:** Provincial government minister, civil society members, university faculty and government officers were invited and participated in a meeting with Fairtrade producers. They were interested in knowing about Fairtrade and its benefit for workers and businesses which was also useful in raising awareness about Fairtrade and its principles.
- **Climate Change Workshop:** NAPP staff participated in a workshop on climate change and food security organized by the Embassy of France, UNDP, WHO, WFP, WWF and other Pakistani organizations. Fairtrade principles and Fairtrade approach to dealing with Climate Change and Food Security was shared with the participants.

iv. Meetings and Governance

- **Annual General Meeting:** The annual general meeting was held with all the producers to discuss various issues such as minimum prices for sports ball, Fairtrade consultations, issues faced by producers, update the membership about developments regarding NAPP and programs.

v. Additional Producer activities:

- **Eye Care Camp:** The Fairtrade Premium committee of Vision technologies organised a free eye care camp for approximately 250 workers and their families. Families were provided with eye glasses. This camp was conducted by two doctors and their staff along with necessary equipment. A buyer group of Sports balls from UK also attended this camp and made a documentary.

vi. Opportunities, Challenges and Learnings:

- **Public Private Partnership:** NAPP staff participated in a workshop on incentivizing private sector participation in Technical and Vocational Education and training delivery through Public Private Partnership organised by the Pakistani National Vocational and Technical Training Commission. The objective was to explore possibilities of providing skills development training to interested youth to find employment who can stitch in sports ball manufacturing factories and address the current shortage of this category of employee.

TAJIKISTAN

i. Trainings for Capacity Building and Awareness of Fairtrade Standards:

- **Fairtrade Standards workshop:** An awareness building workshop on Fairtrade principles, values and standards was conducted jointly by NAPP and Fairtrade International.

ii. Opportunities, Challenges and Learnings:

- **Potential Partnership with a local NGO:** A meeting was held with Neksigol Mushovir (an NGO) to explore possibilities of partnership for extending PSR support in Tajikistan.

UZBEKISTAN

i. Producer Support:

- **Five Producer Organizations** –Turob Bobo, Dustkul Bogi, Turkiston Gulba, Bogparvar and Ittifoki Nek were visited in order to understand their capacity building needs, explore the potential of expanding the scope of Fairtrade products from the region and to guide them in the preparation of their development plans.

ii. Meetings and Governance:

- **Initiation of Central Asian Producer Network:** Since there are few producer organizations in each of the Central Asian countries, it was thought better to have a regional network than

national network in each of the countries. Hence, meetings were held with several producers to initiate the Network formation.

KYRGYZTAN

- i. **Producer Support:** Walnut producer SPO — "Wealth of Kyrgyz Forest Commodity and Cooperative Service" was visited in Kyrgyzstan to understand its capacity building needs and other needs, make them aware of effective Fairtrade Premium use and compliance with relevant Fairtrade standards. Several farmers were visited in the field to understand the challenges they face in production and the potential for growth.
- ii. **Opportunities, Challenge and Learnings:**
 - **Potential Partnership:** A meeting was held with the Public Association –AgroLead, a potential partner for the region for environment protection and climate change related projects and programs.

SOUTH ASIA

INDIA

i. **Trainings for Capacity Building and Awareness of Fairtrade Standards**

- **SPO Training of Trainers (3-phase training):** A three phase training session was organized for all small producer organizations on Fairtrade standards in a training for trainers format aimed at building capacities of small producer organizations to train further farmers on Fairtrade Standards, export and tax regulations, national food safety standards, building organisation vision, premium projects, child labour avoidance, interaction with traders and updates on the Fairtrade International strategy 2016-2020. Simultaneously, capacity building trainings on business planning, information on relevant business rules, regulations, regulatory bodies and legal requirements, soil health, access to finance and other such topics were addressed by experts. The second phase of the training focused on how to coach on the social compliance part of the standards, audit process and e-cert by FLO-cert through various kinds of dialogues and activities. The participants also had the opportunity to practise using the set of picture based visual tool (handbook) provided during the training. In their feedback, most participants expressed confidence and committed to conducting further training for the farmer members in their respective producer organisations. In the third phase, external experts trained the producers on Agricultural and processed food products export development authority; rules of sales tax registration; export quality and Food Safety and Standards Authority of India.

SPO Training of Trainers, India, 2015



- **Outcome→** A follow up with the participants showed that many participants have implemented the learnings and have undertaken further trainings. Sugar producers followed up the Training of trainers' model to create farmer leaders as trainers.
- **Standards Trainings for Tea:** Training was conducted for Mineral Springs, an independent small farmers tea organisation on the benefits and process of Fairtrade Certification, cost of FT certification, need for organisation development of small farmers, and building capacities to participate in international trade. Fairtrade supported Potong Tea Workers Committee in identifying action points to meet FT Standard completely. This was followed by training for Board members to enable them to plan compliance action, and build their capacities to increasing their engagement for their Business Development.
- **Refresher trainings for Fairtrade Premium Committees:** Refresher trainings were carried for Fairtrade Premium Committees in the estates of Dunsandle, Kotada and Wellback and Coonoor estates; with an emphasis on the risk assessment of premium projects.

- **Technical Workshop on Financial Linkages:** Thirty farmers and executives from cotton and rice producer groups participated in a two-day workshop in Ahmedabad. Producers worked on

SPO Training on Financial Linkages, Bangalore, 2015



initiating institutional financial linkages for the SPOs. Several experts shared their inputs on how to approach the relevant financial agencies for funds and technical help. Fairtrade has been advocating the conversion of Contract Producers to SPO for a long time but very few producers have started the process of this transition. This is mainly because of lack of capacity in farmer groups/collectives to run their affairs as well as lack of any sustainable source of income. The government has started giving impetus and institutional push to support such producer organisations, technically and financially through organizations such as NABARD and SFAC. Through this workshop, the team introduced producers to these schemes and explained the guidelines to access these funds.

- **Water Management Training:** A training to develop water management skills was organised through experts for the cotton producers of Madhya Pradesh wherein Pratibha Syntex, Noble Ecotech and Sunstar participated. Around 80 farmers and field staff from these three projects attended the training which was organized in collaboration with Cotton-Global Product Manager, Fairtrade International.
- **Women Leadership Training:** 28 women from 14 Fairtrade-certified tea estates from Darjeeling participated in this workshop in Siliguri. The trainings were imparted to encourage women tea workers to enable them to take

Hired Labour Standards Workshop



decisions, build their confidence and skills to actively participate in the functioning of Fairtrade Premium Committee and voice their concerns.

- **Hired Labour Standards Workshop:** The Hired Labour (HL) Workshop in Assam, was organised primarily to apprise producers (both workers and management) of the new inclusions in the HL Standards and garner their opinion. Discussions offered considerable insights into social issues that plague the region, which producers attributed to years of political unrest, social apathy and vested groups gaining from alcoholism, child labour, trafficking and exploitation. Shrinking Fairtrade markets and plummeting tea prices have done little to alleviate social conditions. In these circumstances, organisations found complying with the Fairtrade Standards a huge challenge with some facing non-compliance related warnings from which they saw little reprieve. The stark difference in realities of North and South India plantations were highlighted. Tea producers from across regions converged and engaged in a healthy debate and dialogue on how to maintain Fairtrade operational requirements, remedy compliance issues, nurture good worker relations, provide sustainable living facilities and effectively utilize premiums for the benefit of the workers.
- **Soil:** A technical soil expert conducted training on importance of different varieties and layers of soil. The training also included discussions on benefits of microorganisms and techniques for soil management. Many producers sought clarifications on practical steps. This training was organized by farmers and representatives of small producer organizations as 2015 was the International Year of the Soil (UN).
- **Sugar Productivity and crop management Workshop, Doori:** 140 farmers from seven certified SPOs in the area attended the workshop organized by Aravatagi Primary Agriculture Credit Co-operative Sangha Niyamit (SPO) taking the lead. While the numbers may be a bit unwieldy for effective interaction, the awareness generated and technical knowledge imparted had the farmer eagerly clarifying their doubts. The workshop included discussion on organic farming, soil fertility, natural methods of pest control and waste management. Though most of the sugar farmers in this belt already practice organic farming, they were glad to get new

Cane Sugar Productivity Workshop, Doori, 2015



methods that could be adapted to complement their current efforts. Organic recipes to create cost-effective natural farm inputs using cow urine, manure and agri-wastes to regenerate soil health and control pests were shared. The experts reiterated care in selection of plant material and appropriate spacing crucial for optimal growth along with methods to maintain soil nutrients, PH, microbial activity, water holding capacity.

- Rice Productivity Workshop in Partnership with GB Pant University:** Twelve members from seven producer organisations participated in a two-day workshop which covered various topics on productivity and crop management with a focus on organic farming. It was the first time NAPP had partnered with specialized agricultural institute like Pant University, to impart technical training to farmers and representatives. The training topics were rice specific and ranged from Organic Farming, Importance of Rice and its Growing Environment to Genetics (Rice Breeding), Seed Selection and Conservation, Role of Pollinators, Pest Management, Composting and minimising losses through effective Post- Harvest Methods. Experts from the institute led the discussions according to their areas of expertise. Field visits to demonstration plots to look at different cultivated strains and methods were also included in the programme. The critical role government plays in seed procurement and how quality seeds when made available to small farmers at the appropriate time directly links to food security were crucial insights for the participants.

Participants shared that rather than generic overview on organic, they wanted specifics and in that context found the pest management discussion most beneficial. From a knowledge point of



Productivity improvement training for rice producers, Pant University, 2015

view, they found the subject on genetics extremely interesting. Participants wanted more Fairtrade specific information on CP to SPO conversion, what capacity building programmes on leadership and management Fairtrade is likely to extend to farmers to facilitate this process and how can information on Fairtrade sales and premium received be communicated to farmers in a timely transparent manner. While some producers had high sales, others were yet to secure a reasonable deal. So, participants felt the need for market focussed sessions where producers could themselves share their efforts to make inroads in the commercial space. The workshop also threw up the potential for Fairtrade in the domestic Indian market both as a felt need to enable farmers receive an adequate support price as well as the huge market opportunity waiting if strategically harnessed.

ii. **Trainings pertaining to Social Compliance:**

- **Fairtrade Child Labour Policy Training:** A training was held for the producers to explain the child labour policy requirements and guidelines which are required to be implemented by producers at their projects. This was followed by assisting the development of a draft child labour policy for their projects which would be implemented.
- **Workers' Rights meeting with Tea Producers in North India and South India:** Consultations were held with producers in South India and North India to take forward conversations initiated in 2014 on sustainability and promotion of Fairtrade Tea and develop a concrete strategy. Producers sought support from the Global Product Manager to spearhead market initiatives that would give fresh impetus to lagging Fairtrade Tea sales. Producers in South India indicated their willingness to extend support to the new Hired Labour (HL) strategy and the efforts to establish Living Wage bench marks provided it was tied to a target oriented Fairtrade business development strategy. They were of the opinion that most issues affecting plantations would be resolved if a dynamic and focussed market action plan was in place.

iii. **Advocacy**

- **Child Rights:** Our staff and producers participated in a national level conference on protection of Child Rights in Tea Plantations of India. The conference focused on implementation of The Plantation Labour Act, 1951, in Guwahati, Assam. It was conducted by the National Law University, Assam in collaboration with Department of Labour and Employment, Govt. Of Assam, and supported by UNICEF – Office for Assam and Ethical Tea Partnership (ETP). It was a great platform to connect with Indian representatives from ETP, RA, UNICEF and various other representatives from Tea Companies and representatives from the Assam Bengal Indian Tea Association.

iv. **Market Related Engagements:**

- **First successful direct export by SPO:** SPO Sambalpatti Mango Growers Association in Tamil Nadu took up the challenging task of exporting with Fairtrade support and were able to directly supply 350 tons of mango pulp to parts of Europe. There is scope for similar success stories with other SPOs through adequate support.

v. **Meetings and Governance:**

- **Board meeting:** The meeting helped in reviewing the progress on various ongoing activities and planning need based programs. The members were briefed on various activities like ethical tea partnership meeting, Hired labour worker exchange learning program, financial situation and other issues. Since India is also a Fairtrade market the board takes keen interest in progress on markets front and invited Fairtrade India executives to its meeting for updates and opportunities for collaboration.

- **Cotton Network Producers Meeting:** The meeting was attended by representatives from all nine producer organizations in India who contributed significantly to productive discussions. Action points, producers agreed to draft a Charter that lays the guidelines to strengthen the Network and provides strategic direction on activities needing greater focus and investment to maximize benefits for producers. With NAPP support, they are keen on fostering key partnerships with private sector, government bodies, NGOs, donors etc. that will lead to building sustainable farmer livelihoods. Apart from that, they hope to leverage on available schemes and identify partners likely to invest in projects. They also aim to develop the Network into a space for shared learning, producers contribute field experience insights to enable collective learning and create a portfolio of best practice initiatives.

Cotton Network Meeting, Orissa, 2015



vi. Opportunities, Challenges and Learnings:

- **Potential New Fairtrade Applicants from North East:** Multiple workshops were held in North India for potential new Fairtrade applicants. The workshop also helped in preparing the organizations for the initial Fairtrade audits as the applicants could understand the requirements of Fairtrade Standards. This helped them in changing some of their current management practices and many of them have applied for Fairtrade certification.
- **Training of Potential Applicants:** Potential applicants were appraised in a meeting in Udaipur which was held to coach them on Fairtrade standards and to assess their ability and willingness to apply for the Fairtrade certification. These meetings helped build each potential applicant's overall understanding of the Fairtrade application process and Fairtrade principles.
- **Information needs of Rice Producers:** Rice producers in India need market data, sales trends from the NFOs and support from producer networks in order to make projections for Fairtrade sales. These efforts can be line with production data to be able to make demand forecast, thereby intelligent ways of demand creation.
- **Cotton facing competition from other Sustainability Standards:** It is increasingly getting challenging to sustain the interest of cotton producers in Fairtrade because of low sales volumes, stringent guidelines of Fairtrade Standards and cost of maintaining the certification. There seems to be tough competition with other sustainability standards.
- **Potential for Government promoted Farmer Producer Companies:** There is an emerging opportunity with a large number of new farmer producer companies promoted by the government in the various agribusiness commodities all over India to enter Fairtrade. The process has started with two such organisations in North India who have shown interest in Fairtrade.

- **Formation of Women Workers' Association:** The success of the women workers strike which gained them a 20% bonus at one of the Fairtrade certified estates was compared with Jasmine Revolution. This has also led to the formation of a Women Workers' association in Munnar which is a welcome initiative to address the needs of women tea workers. This has boosted the energy of rest of the workers in other non-certified estates to fight for similar causes. However, the prolonged strike of workers for created a ripple effect for the company by lowering the production and thereby impacting sales. Efforts are needed to build trust between the workers, trade unions and the management to avoid such confrontations in the future. The workers in the cardamom and spice gardens also participated in the strike led by unions which affected small producers in the Idukki district and led to loss of harvest.
- **Technical Support Need:** One of the pressing challenges in the region is that most projects, especially with the small and marginalized producers, do not have access to the technical support programs that is vital for productivity. Going forward, NAPP aims to provide linkages to technical organizations who can provide this support directly.
- **Building sports ball supply chain in India:** One of the certified traders from Australia is keen on building an alternate supply chain for Sports balls and sports goods from India instead of Pakistan. This led to reaching out to potential producers and introducing them to Fairtrade Guidelines. If certified, they will be India's first Sports ball certified producer.



WOMEN CHANGE-MAKERS: BIO TEA, STASSEN ESTATE, SRI LANKA

Lalita Inbarani and Ranjine can't stop beaming proudly when they talk about their hard-earned promotions. Both of them worked as tea pluckers at Bio-Tea, part of the Fairtrade-certified Stassen Estate in Sri Lanka. Since then, they have been promoted to become supervisors. Stassen Estate has 500 workers, of which half the work forces is comprised of women. Both the supervisors have taken up their responsibilities in earnest, confident and hopeful that they will bring forward the voice of their colleagues, especially women. Read more [here](#).



- **Support to Trader Applicants:** There are currently many registered producers/traders in the Fairtrade supply chain, operating with varying degrees of commitment to Fairtrade principles and values. For traders, working closely with Fairtrade can be an avenue to showcase their ethical credentials at a time when consumer and industry demand for ethics in the food industry is rising. Therefore, to strengthen the trader base, an initiative to support the trader applicants was undertaken proactively especially for rice and sports balls from North India. It has enabled and created an opportunity for scaling up the sales and impact of Fairtrade.
- **Access to Finance:** Representatives from a local bank in Bangalore were invited to share information about their products and they in turn also wanted to know more about the Fairtrade producer groups. They were open to work with the producers to develop a financial product especially suited to the requirements of producers, apart from the already developed products on

offer. The team answered a variety of questions and clarifications from the producers and encouraged them to get back for any needs.

- **Challenges of transitioning from CP to SPO:** A meeting was organised for two contract producers from North and Central India in Indore to understand the challenges they face while organising farmers who are transitioning to SPO standards, and to identify solutions. It has been noted that a smooth transition from CP to SPO standard can be ensured only if both parties promoting body and producer executive body are willing. There is an urgent need for Standards Unit to research on how the standards can be adapted to ensure a smooth transition if one party disagrees
- **Transition from CP to SPO in Cotton:** Agrocel has begun the transition of handing over their seed cotton project to farmers. This will be the first project in Gujarat that will transition from the contract production set-up to a farmer's producer organization.
- **Sustainable Tea consultation:** There was a consensus that 70% of the issues in the South India tea sector can be overcome with better Fairtrade sales. A living wage study has been recommended. It was decided that a module targeting workers should be developed by a core expert group. The aim would be to sensitize workers about climate change impact on production, rising wages, lower price of tea, absenteeism, and effect on quality, etc. This was held at Kolkata, and facilitated by Lee Byers and Zachary from Fairtrade International HO.
- **Tea production falls:** Assam and Darjeeling experienced a production fall of 16% and 18% respectively for the first flush Tea (March to early June).
- **Potential for tea and spices producers:** Processed Spices from Darjeeling (ginger & cardamom) has been identified as a potential product within the scope of FT certification, provided there are interested buyers. A factory has been set-up for small farmers by Mercy Corps in Darjeeling to facilitate processing and packaging, the products are currently being branded as Darjeeling Spices and sold in local market. Interest for Fairtrade Certification has been expressed by a Tea SPO in Darjeeling — Two Tea Estates of Goodricke in Assam, and Amalgamated Tea Company in Assam.

vii. Fairtrade System Support:

- **M&E support:** In order to have regular and up to date available from producers, annual cotton production database was created.
- **Gender strategy workshop in Bonn:** South Asia Regional Manager attended this workshop to assist the development of a gender strategy aimed at mainstreaming gender in Fairtrade. Various aspects concerning the status of women FT farmers in different continents, their contribution to the production and management of cooperatives and how to make their efforts visible to the Fairtrade world were some of the topics discussed.
- **Producer Visits by Fairtrade Foundation New services team, UK:** Producer visits were made to Chamraj and Thiashola tea plantations. The visit helped the team to understand the producers functioning and the support services given to them. Based on this visit the New Services Team has also proposed a direct support programme for producers such that if and when specific support needs arise we could approach them and joint fundraising or other ways of addressing the needs may be undertaken on a case to case basis.
- **Online Consultation of Hired Labour Standards:** All producers were reached out for feedback on new additions to Hired Labour Standards. Opinions were also drawn from various workshops which raised pertinent issues concerning tea which contributed to the consultation. The Standards Unit clarified operational interpretations of HL Standards through amendments to

requirements and explanations. They acceded to the request to provide templates for requirements of Fairtrade Premium Committee (FPC) constitution, bye laws, and ToR.

- **Sugar Standard and Premium Consultation:** This consultation was organized on behalf of the Standards Unit to secure feedback from producers on proposed changes to the Standards and Premium for Sugar. The producers recommended adequate market research to be able to make informed comments and

Sugar Standard and Premium Consultation, 2015



suggestions.

Since consumers and retailers are increasingly demanding information on social change that Fairtrade drives, feedback was sought on priority indicators that may be inbuilt in the standards. Farmers decided to offer sugar for domestic trade at INR 1.00 as premium. While most sell only organic sugar, they decided that the current premium has to be retained for foreign buyers. Farmers have indicated the need to monitor quality and recommend that 50% of premium should be earmarked for productivity and quality-related issues as there are several other funds available for socio-economic activities in the region.

Innovation: Climate Standard Pilot Biogas Project

Project Location: The Chikballapur District in the state of Karnataka is one of the most underdeveloped areas in India. Besides the soiled streets causing health and environmental problems, indoor conditions are hardly any better because traditional stoves made out of clay and stone are fuelled by kerosene and wood, causing deathly smoke.

Project Partner: *Fair Climate Fund* (FCF) has partnered with ADATS since early 2009 providing upfront financing to enable the production and dissemination of 18,000 biogas installations. The partnership is long term with an aim of monitoring and maintaining the biogas installations until the units are paid off and carbon income can be generated at a household level. This project is CDM & Gold Standard Certified. *ADATS* is a rural development organisation working in the area of Community Organisation, Adult Literacy, Children's Education, Community & Referral Health, Dry Land Development, Agriculture, alternate Credit and Women's Programmes, etc. All these are efforts to empower the Coolie caste in this village and to build a people's organisation, the Coolie Sangha, at the Village, Gram Panchayat and Taluk levels which can enable small and poor peasant families who struggle to rid themselves of exploitation and take control of their own lives in order to undertake grassroots planned development activities.

Fairtrade Climate Standard: The Fairtrade Climate Standard, is a way for smallholders and rural communities to gain access to the carbon market while improving their capability to face climate change. The standard sets the requirement for projects which reduce emissions in producer and rural communities, making them eligible for Fairtrade Carbon Credits. A minimum price ensures the costs of running the projects are covered. In addition, producers receive a Fairtrade Premium for each credit sold: money to support them to adapt to climate change in their communities.

The Project: The Bagepalli Coolie Sangha is a 25year old membership based people's organization formed by small and poor peasant families (landed and landless agricultural labourers) in their respective villages. 38,615 small and poor peasant families have formed village level Coolie Sangha Units in 915 villages.

The Coolie Sangha is self-financed through a system of Sangha Fund contributions made by the Member families. The Coolie Sangha implements various grassroots planned developmental activities, including children's education, community and referral health, petty credit for Coolie women, activities to support young widows and deserted women, a village level decentralized credit activity, agricultural development, and also domestic renewable energy projects such as biogas.

The purpose of the biogas project is to build 18,000, 2 m³ biogas digesters for households in the Chickballapur District by the Coolie Sangha over a period of time, and in this way replace Kerosene and wood with biogas for cooking and hot water heating. A biogas unit of 2 m³ capacity is sufficient for providing cooking fuel to a family of four to five. Cooking takes place on a two-ring gas stove. These biogas units will be installed in a phased manner at 6,000 units per year for a period of 3 years. Till now 12000 units have been installed and functional.

Each household assists with the installation of the biogas unit and feed cow dung, organic waste and biomass waste into the anaerobic digester. The technology is tried and tested, and has been in use for many years. By utilizing these various sources of biogenic waste in a controlled anaerobic digestion and combustion system, biogas will be available for cooking energy and heating hot water in a safe and environmental manner.

Local Benefits: The emission reductions generated from this project are not only real and verifiable, but also make measurable contribution to sustainable development of the poor and benefit their communities.

- Replacing traditional cook stoves with biogas has eliminated indoor air pollution and has improved the health of women and children.
- A large number of bacteria are destroyed by converting dung to slurry, thus decreasing pathogen loads. Biogas slurry manure is far superior to farm yard manure in respect of NPK contents. It reduces the use of chemical fertilizers and increases crop production.
- The project activity reduces pressure on natural forests and common property resources, thus arresting degradation of forests and deforestation and leading habitat conservation.
- The Project has created job opportunities to local communities.
- The use of biogas as a cooking fuel brings an improvement in the overall quality of life in many ways for End User families as a whole, and women in particular. The project has reduced drudgery of women and children. Women have easy access to energy at the turn of a knob, while earlier they faced severe hardship to collect fuel wood on a weekly basis, and get kerosene through the public distribution system once a month.
- Benefits are in terms of time saved in fuel procurement and cooking, improved kitchens and convenience, and reduction of drudgery of transporting fuel wood to the homesteads. Since the time saved is used to take up an additional economic activity and earn a little, or to look after their children. Thus the project has resulted in social, environmental and economic development for local communities.
- **Economic:** Since less time is needed to gather wood and cook which provides additional time for other activities that generate income (i.e. rolling cigarettes or making flower decorations). The project produces sellable carbon credits for the households. Additionally, there are permanent and temporary jobs being created in building and maintaining the units as well as monitoring the CO₂ reductions. The benefits separately accounted under various heads as follows:
 - **Household level:** When fully implemented 18,000 households will be able to convert the organic waste currently soiling the streets into a sustainable and healthier alternative to their wood and petroleum fuelled stoves; a considerable amount of time can be saved when searching for firewood becomes superfluous; money previously necessary to purchase the kerosene and visits to the doctor can be used for additional goals. Additionally the biogas slurry can be used as a fertilizer for agricultural activities.
 - **Health:** Indoor air pollution is the fifth biggest health risk in the developing world. 2 million people die worldwide each year from exposure to cook stove smoke. Since the early 1990s, an increasing number of more sophisticated epidemiological studies have linked exposure to indoor air pollution to pneumonia among children and chronic obstructive pulmonary disease (COPD) and lung cancer among adults, as well as other types of cancers, tuberculosis, cardiovascular disease, adverse pregnancy outcomes, asthma, and cataracts. This project leads to a complete reduction of indoor smoke which results in less respiratory problems and premature deaths in the villages. Additionally there is a reduction of health problems related to hygienic issues caused by waste disposal in and around the house.
 - **Environment:** There is less environmental pollution through better waste disposal and an improvement of the quality of the soil due to high quality fertilization. There is a reduction of 2.78 tons of carbon emissions per installation per year.
 - **Carbon Credits:** Fair Climate Fund finances the complete construction, maintenance, and monitoring of 18,000 biogas units. Every year the biogas units produce carbon credits which are delivered to FCF, after 9 years the investment is paid off. In other words FCF is paid back in carbon credits. At this time the individual family through the Bagepalli Coolie Sangha has the right to sell the carbon credits on the open market and earn income directly from the sales of carbon credits for an additional 12 years.

SOUTHEAST ASIA AND CHINA

MULTI-COUNTRY

i. Trainings for Capacity Building and Awareness of Fairtrade Standards (Indonesia and Philippines):

- Two workshops were organised for coffee producers and sugar producer in Indonesia and in the Philippines. Eighty representatives from 31 SPO attended these workshops. The first workshop in Indonesia aimed to build the leadership capacity of the board of directors and the board of supervisor and to improve compliance with Fairtrade Social Standards. The workshop in the Philippines focused on post-harvest training which included organic production and processing facilities and marketing. Both workshops were developed together with producers as a response to their current challenges on organisation capacity and market demand.

ii. Representation and Governance

SPO Meeting, Bali, 2015



Small holders meeting (Indonesia, Vietnam, China, Thailand, Philippines): The Indonesia network hosted a meeting of small producer organization representatives from Vietnam, China, Thailand and Philippines. Apart from learning about Fairtrade Standards and changes, the representatives got an opportunity to clear many doubts, share experiences and ask questions. A session on climate change provided the opportunity to learn and point the way forward in local adaptation to build climate resilience. The workshop provided a platform for organisations in south east Asia to connect with each other, exchange information and ideas, strengthen the role and functioning of national networks and discuss needs to accordingly plan programmes.

iii. Opportunities, Challenges and Learning (Indonesia and Philippines):

- **New Applications:** Seven new applicants have been supported in Indonesia and in the Philippines. Gap analysis was also conducted for Sumifru Philippines in Davao which is one of the largest banana plantation in the Philippines. New applicants of Tekad Bersama Cooperative in

Flores and Karya Manunggal Cooperatives in Java are the first cooperatives in Indonesia to have Fairtrade-certified cashew, coconut sugar, cocoa and coconut.

- **Supply Chain:** The team is working with local Indonesian and international Fairtrade Netherlands traders to develop new supply chain for new products of coconut sugar and several herb and spices in Indonesia.
- **Coffee Prices:** Since March, New York "C" Coffee price has been below the Fairtrade minimum price. Large supply is the main factor behind the decrease of coffee price in 2015. Fairtrade coffee growers have been cushioned from this fluctuation.

iv. Fairtrade System Support

- **Fairtrade Rice (Cambodia):** New Fairtrade rice classification has been announced. Rumdoul Rice from Cambodia has been included in the Fairtrade product list to allow rice farmers in Cambodia benefit from Fairtrade system. Traders and importers in Europe welcome the opportunity by exploring new supply chain to this country.

Early Sounds of Success for South East Asia's First All-Women Coffee Cooperative

Koperasi Kopi Wanita Gayo (KKWG) coffee farming organization, Indonesia



Deeply ingrained cultural traditions meant women coffee farmers in rural Aceh, Indonesia, would sit quietly in meetings, keeping their opinions to themselves. Now, having formed their own Fairtrade cooperative, they have given themselves a voice. The women say that being part of the 470-strong Koperasi Kopi Wanita Gayo (KKWG) coffee farming organisation, the first all-women coffee cooperative in South East Asia, has changed their lives. Read more [here](#).

CHINA

i. Trainings for Capacity Building and Awareness of Fairtrade Standards:

- **Organic Farming Training:** An organic farming expert who works with Fairtrade-certified HLO, Bio-tea project in Sri Lanka which is a Fairtrade certified producer group served as resource person on organic farming including pest control, soil and weed management, and composting at a three-day training workshop on Internal Control Systems (ICS), Social Compliance and Premium Use management held in Chengdu, China. The event saw participation from 16 producers from seven tea groups and one coffee producer.

ii. Market Related Engagements

- **Organic Produce Trade Fair:** Some of the producers from China's Network participated in an organic produce trade fair. This was an opportunity to meet buyers and retail consumers, and raise awareness about Fairtrade.

iii. Meetings and Governance:

- **AGM:** The producers took the opportunity to meet and network among themselves on various opportunities and needs. The AGM of producers was also held to plan the way forward.

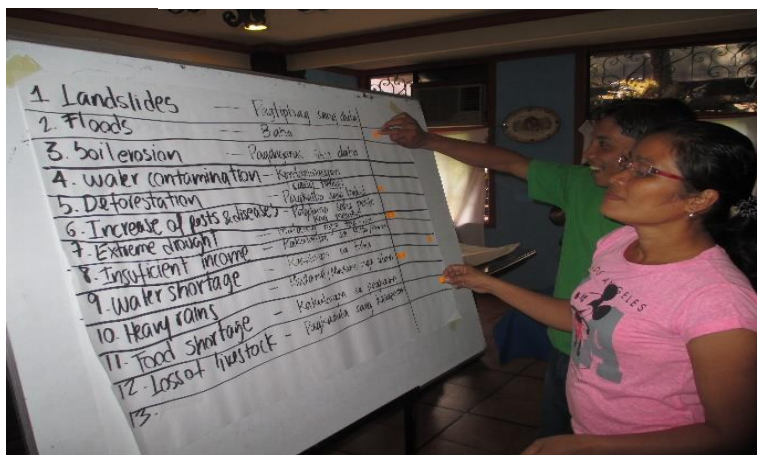
iv. Opportunities, Challenges and Learnings:

- **High Production, Low Market Price:** September is the harvest season for apple producers. However, with high production, farmers are facing another problem: low market price. Ming is a trader based in Suzhou, she is helping farmers in branding and new product innovation. The group is planning to get certified for new products such as apples and dates.
- **Exchange Rates** Fairtrade products from China are strongly influenced by the low exchange rate between stable Chinese Yuan against decreasing Euro. This low exchange rate which as resulted in high prices for products that are "Made in China", have got some importers starting to think about other sourcing plans from other regions. Moreover, Premium amount is relatively reduced due to the exchange rate. It is challenging for Chinese producers to keep stable Fairtrade sale and find new buyers.

PHILIPPINES

i. Training for Capacity Building and Awareness of Fairtrade Standards

- **Climate Change workshop:** Fairtrade Climate Change Workshop, Philippines, 2015
organic sugar cane producers of the Nakalang Padilla Workers Association in Bago City, Negros Occidental are quite vulnerable to climate change. Hence, NAPP with support from Fairtrade International and Alter Trade Corporation (ATC), a Fair Trade organization that produces Mascobado sugar for the Fairtrade markets, started training Philippines' Fairtrade



sugar cane producers on climate change vulnerabilities and risks to help them identify adaptation measures and ways to increase their resilience to climate change.

The workshop was a part of climate change project underway here which seeks to raise awareness on the local effects of climate change, identify suitable coping mechanisms and build resilience through planning and adaptation measures. Issues identified by farmers, including prolonged drought, pest infestation, water shortage, typhoon, sudden floods, soil erosion, volcanic eruption, chemical usage and earthquakes. Efforts are being made to enhance local capacities to cope with effects of climatic unpredictability and successfully adapt. Philippines is recognised as one of the worst affected countries by climate change with most vulnerabilities identified in agricultural sector.

"We will include in our development plan the adaptation measures we discussed in the workshop and want to serve as a model to adjacent communities".

"I am very grateful for the training. Now I will explain others what is climate change and its impacts in our lives and livelihoods and how we can participate to become part of the solution. We will include in our development plan the adaptation measures we discussed in the workshop and want to serve as a model to adjacent communities."

**– Nelida Catuba, "Gingging",
Secretary, NAPFWA**

VIETNAM

i. Trainings for Capacity Building and Awareness of Fairtrade Standards

- **Good Agricultural Practices Training:** The Fairtrade-certified passion fruit growers underwent a technical training focussed on appropriate and cost effective use of biotechnology to produce organic passion fruit. The producers utilised the opportunity to discuss about pest infestation problems and how to effectively deal with them. Since the majority of cultivable land is contaminated with arsenic, the ways and means to grow safe chemical free fruits was explained along with health and safety aspects. Pesticides, if used, should be used in scientific manner and not indiscriminately. The meeting also included a visit to organic farm producing passion fruit and vegetables.
- **Wet processing techniques training:** A technical expert team provided training to all coffee producers and representatives of cooperatives. A resource person from a soils and fertilizer research institute presented latest advances and best practices in organic farming. The meeting started with individual organisations presenting an analysis of their crops and issues. The expert team explained the wet processing methods and took questions from attendees. After the meeting some cooperatives expressed interest in using the wet processing method and start moving towards organic coffee production.
- **Financial Management Workshop:** This workshop was attended by the accounts team and the farmer representatives of coffee, passion fruit and cashew nut producer groups. The training aimed to improve the financial system for the SPOs which would lead to greater governance and transparency in the organisation. At the end of the workshop, the participants expressed

confidence to comply with Fairtrade social compliances and produce financial statements for the organisation.

- **Cooperative Management:** A cooperative management and social compliance workshop was organised for producers in Vietnam. The training aimed to strengthen the capacity of cooperatives to adjust to new policies and comply with Fairtrade standard.

ii. Advocacy:

- **Responsible Business Forum:** Fairtrade representatives and tea producers attended and co-chaired a discussion on the future of tea at the Responsibility Business Forum organised by Global Initiatives for ASEAN. It saw participation from 350 delegates including ministers, government officers and experts, NGOs and producers. The result of the discussions will become recommendations for the ASEAN government toward sustainability.

Ea Kiet Fair Agriculture Co-operative, Vietnam

In 2008, Ea Kiet Fair Agriculture Co-operative in the Dak Lak province of Vietnam started with 48 households holding 91 hectares of land. Today, the smallholder coffee farmers' cooperative has almost doubled its membership with 97 member households that hold 183 hectares of land between them. From a pilot project that created the first smallholder-owned and operated coffee washing station in a Fairtrade certified project to climate resilience programmes, the group is looking to improve the quality of their coffee. But the most significant impact has been the village's youth, who are seeing viable careers in agriculture once again. Read more [here](#).



iii. Meetings and Governance:

- **Network Meeting:** The network board meetings and AGM focussed on needs assessment, planning, legal and financial issues generally. These meetings are important avenues to collate producers' needs and plan activities accordingly.

Annual General Meeting of Fairtrade Producers, Vietnam, 2015



iv. Opportunities, Challenges and Learnings:

- New products from Vietnam, such as pineapple and honey are expected to come, along with growing interest of Fairtrade among local domestic market propel initiative of one producer to sell roasted coffee under Fairtrade brand for local consumers.

THAILAND

i. Trainings for Capacity Building and Awareness of Fairtrade Standards:

- **Ecert Training:** Six rice producers and a spice producer in Thailand have been trained on using Ecert. Although Ecert has been introduced as a tool to communicate with FLO Cert on submission of corrective measures and objective evidence, only few producers are able to operate by themselves. Limitation of English and IT skills are the main obstacles. The training was aimed to simplify Ecert instruction and provide understanding of communication procedures after audit.
- **Post-Harvest Training:** A postharvest training was organised for fresh fruit producers and also saw the participation of one herbs and spices producer. Trainers from the Postharvest Technology Research Institute, Chiang Mai University, provided intensive training on postharvest handling to 55 farmers. There was also a visit to the Postharvest Technology Research Institute and Royal Project Foundation where facilitators demonstrated advanced technologies and commercial practices.

ii. Advocacy:

- **Conventions:** The participation of rice producers at the Rice Convention 2015 and ThaiFlex2015 in Bangkok was facilitated by the team. Two Fairtrade rice producer groups were nominated as role model in those events.

iii. Opportunities, Challenges and Learnings:

- **Voluntary Decertification:** It is challenging for several certified producers who have been in the system for some years who take voluntary decertification. High market price due to high production cost, small market capitalization, small Fairtrade sales volume and customer preferences are among the reasons that make Fairtrade minor products from Thailand unsuccessful in the long run.
- **Market Access:** Three certified rice producers and two applicants have jointly established producers' export company to improve access to international markets. These five producer groups are located in five provinces of North-eastern Thailand, which is the major production area of jasmine rice.

PACIFIC

i. Trainings for Capacity Building and Awareness of Fairtrade Standards:

- **Knowledge exchange:** Two representatives of Fairtrade-certified sugarcane cooperatives from Fiji visited India to learn more about farming practices and processing. They visited sugarcane cooperatives, service providers, and processing facilities. It was a mutually beneficial knowledge exchange programme after which the representatives disseminated the knowledge and experience with members of their own cooperative.
- **Farmers capacity building:** Training programme on Fairtrade Standards and information on NAPP and Fairtrade system was held with cooperatives in Fiji. Various issues related to certification and needs of producers were captured during the session to help decision making in the network.
- **Soil workshop:** With 2015 being declared by the UN, as the International Year of the Soil, a workshop was held in Samoa with farmers of the Fairtrade-certified cooperative. The training was focussed on local soil varieties and keeping soil healthy as a living organism. A question and answer session followed with lot of queries on Fairtrade Standards, governance related and record keeping. A field trip was organised to showcase organic production methods, organic manure and other farming practices. The meeting ended with distribution of farming tools to 62 farmers sponsored by a donor and a laptop to the cooperative gifted by NAPP which will help in access to information in a difficult environment.
- **Coffee Quality Improvement:** "Coffee quality improvement through wet coffee mills" project was kickstarted in Papua New Guinea (PNG). The project is a joint initiative of PNG's Coffee Industry Corporation, four Fairtrade coffee producer organisations (Unen Choit, Komkul, Untpina and Neknasi) and Fairtrade ANZ. The project is designed to support small growers to adopt the use of the portable eco-pulper, demucilager, which works with very low quantities of water while mechanically brushing and stripping off the beans right after pulping, thus eliminating the need for bean fermentation and subsequent washing. The project represents a combined investment of € 80,000 set to improve quality and increase volumes of green coffee beans, which will increase farmers' net income and Fairtrade Premiums.
- **Trader Visit:** In August, Pacific's oldest Fairtrade producer organisation, Highland Organic Agricultural Cooperative (HOAC), hosted a four-day trader visit to the heart of the coffee growing district of Okapa in the Eastern Highlands Province of Papua New Guinea (PNG). Representatives of the HOAC's supply chain, including New Zealand-based coffee importer John Burton, coffee roaster Kokako, and Australian-based chocolate cafe franchise San Churro, interacted and exchanged information with producer members of the HOAC.

- **Launch of training videos:** A series of videos were launched to promote the producer services work in the field among consumers in ANZ. These videos feature training and training materials designed by the team. **The videos.**

ii. One on One Support to Producers:

- **Audit support and Gardening Tool Library Project review:** A four-day field visit to the Vanilla Growers Association of Vava'u (VGA) in Tonga, to support the organisation in preparation for their upcoming FLO-CERT audit, and to review progress in the implementation of two investment projects funded by Fairtrade ANZ's Producer Development Fund, that are allowing members to access a gardening tool library and a curing facility. The gardening tools help members to maintain their vanilla gardens and produce higher volumes of vanilla, while the curing facility adds value to their green vanilla by converting pods into high quality cured vanilla, bringing increased returns to the VGA and its members.
- **Launch of new project in Samoa:** "Access to soil fertility training and gardening tools" is a Savaii Coconut Farmers Association's initiative, supported and financed through Fairtrade ANZ's Producer Development Fund (PDF). The Association was awarded a 10,000 NZD grant to implement an innovative and sustainable project design, focused on building skills on good farming practices, soil maintenance and composting. In addition, the project facilitated 52 garden toolkits, to improve the collection process of fresh coconuts. As a result of the implementation, farmers will incorporate soil maintenance steps in their daily work, and increase the volume and quality of collected nuts, which in time will lead to an increase of farmers' income and Fairtrade premium.
- **Launch of project "Coffee quality improvement through wet coffee mills" in Papua New Guinea:** This project is a joint initiative of PNG's Coffee Industry Corporation (CIC), four Fairtrade coffee producer organizations (Unen Choit, Komkul, Untpina and Neknasi) and Fairtrade ANZ. CIC led the design of this project aimed at transitioning producers from dry to wet coffee processing, to improve quality and add value to the final product. This project includes the establishment of wet processing facilities, the acquisition of one compact wet mill per producer group, and training on the installation, operation and maintenance of the equipment. This pilot initiative will be carried out until early 2016 and supported through Fairtrade ANZ's Development Fund.
- **Launch of project 'Equal' in Papua New Guinea:** The goals of this project is to create economic opportunities in areas with women leaders and increase participation of women in the decision making processes. The project has three main components: a qualitative research to identify gender gaps and strengths among producing communities; a capacity building programme to be delivered with partners organisations in the field, which will strengthen community understanding of gender inequality, and a business investment component targeting economic areas of importance to women.

iii. Advocacy

- **Child rights:** To sensitise the community and government machinery, a meeting of producers with the Ministry of Education in Fiji including field officers, school management and students, was held on importance of education for children and their rights. In a small island community such interactions help raise awareness about Fairtrade and the role certification plays in ensuring that children are not employed, are kept away from hazardous work and have opportunity for a safe and healthy childhood.

- **Media:** The Pacific Community (SPC) is the principal scientific and technical organisation in the Pacific region supporting development in the region since 1947. They are an international development organisation owned and governed by 26 regional countries and territory members. The Chair of the network along with few members met the team for raising awareness about Fairtrade for the benefit of Fairtrade-certified cooperatives in the region and to discuss partnership opportunities. Through the efforts of producers with the sugarcane grower's council of Fiji, a report was published in a national newspaper highlighting Fairtrade producers and the tough market situation for selling sugar abroad.
- **Published Paper:** Fairtrade ANZ encourages the New Zealand and Australian Governments to use trade as a driver for poverty reduction through the paper "Delivering the Sustainable Development Goals Through Trade", which highlights the impact of trade in addressing global challenges through the framework of the United Nations Sustainable Development Goals. The paper was released in late July, before UN member countries gathered in New York to renew their commitment to fight global poverty by adopting the new Sustainable Development Goals. So far, more than 2,500 Kiwis and 6,000 Australians have shown their support for Government to make trade fair.

iv. Market Related Engagements:

- **Launch of Information Communication Technology (ICT) interventions:** This is being supported through the IFAD-funded project "Linking Farmers in PNG to the Fairtrade Market through ICT". Interventions include, delivery of upgraded office equipment, small portable solar chargers (for mobile phones) and larger solar chargers (for office equipment), a group calling system for targeted supply chains, data and voice plans through the service provided Digicel, and a radio program to be broadcast on PNG's national radio station.

v. Meetings and Governance:

- **Board Meeting:** Fairtrade Pacific producer sub-network successfully held its first tele-conference board meeting, chaired by Prabindra Singh Fiji representative and member of NAPP's board. The officers discussed their work plan for the upcoming financial year and scheduled their next board meeting which was held in September in Fiji in the context of the Fairtrade Pacific Stakeholders Meeting, hosted by Fairtrade ANZ.
- **Pacific Stakeholders Workshop:** Fairtrade ANZ hosted its annual Pacific Stakeholders Nadi,



Fiji. The three-day workshop was attended by 28 representatives from producer organisations from Fiji, Samoa, Tonga and Papua New Guinea, and focused on organisational strengthening of the Fairtrade Pacific Sub-Network and business development through targeted investment.

vi. Opportunities, Challenges and Learnings:

- **Identifying new opportunities:** There's need for producers and partners to look at ways of increasing Pacific input in the international Fairtrade system through training for the Fairtrade Pacific Sub-Network and to learn about new opportunities for business development through the Fairtrade Development Plan and the Fairtrade ANZ Producer Development Fund.

CUD LIE MNONG FAIRTRADE AGRICULTURE CO-OPERATIVE, VIETNAM



OVER A 100 FAMILIES HAVE COME TOGETHER FROM THE CUDLIEMNONG VILLAGE TO FORM THE CUD LIE MNONG FAIRTRADE AGRICULTURE CO-OPERATIVE, VIETNAM. THE SMALLHOLDER FARMER GROUP, WHICH PRODUCES ROBUSTA COFFEE, IS COMPRISED OF WOMEN AND MINORITIES AS WELL. THE FAIRTRADE PREMIUM HAS BEEN INVESTED IN SOCIAL PROJECTS SUCH AS A NEW ROAD AND PRIMARY SCHOOL, AND ALSO FOR FARM EQUIPMENT AND SEEDS. READ MORE [HERE](#).



Access to Markets

Senthil Nathan

Update on engagement with various NFOs and FMOs

Recent estimates show that more than 80% of the products sold by NAPP producers under Fairtrade terms are sold in Europe and USA. In certain categories of products such as Tea and Sugar, close to 90% of products sold under Fairtrade terms are sold in Europe, primarily UK. The importance of European markets in existing Fairtrade sales of Asia & Pacific producers cannot be underscored enough. At the same time, the highly saturated European markets are recording dismal growths due to prevailing macroeconomic situation across Europe. Hence it is important that NAPP has a balanced strategic focus in potential markets across the globe. Four target markets have been identified:

- Europe
- North America
- Developed Asia (Australia, New Zealand, Japan, South Korea, Taiwan, Hong Kong)
- Other Asia (India, Philippines, Thailand)

In the year 2015, NAPP built a progressive relationship with 17 Fairtrade organisations spread across the developed world. This relationship ranges from Fairtrade Foundation UK, Max Havelaar Switzerland, Fairtrade Germany, Fairtrade Australia, Fairtrade Belgium, Fairtrade Canada, Fairtrade Finland, Max Havelaar France, Fairtrade Italia, Fairtrade Japan, Stitching Max Havelaar Netherlands, Fairtrade Hong Kong, Fairtrade India, Fairtrade South Korea, Fairtrade Philippines, and Fairtrade America. The strong relations forged between the National Fairtrade Organisations and Fairtrade Asia & Pacific enabled us to improve the opportunities on:

- Increased product enquiries
- Visibility to NFO's market strategy
- Producer development
- Resource mobilisation
- Increased trust
- Seamless flow of Information
- Synergies in Trade fair participation
- Administrative efficiencies
- Improved turn-around time

People-to-People exchange between

Meeting with T Passion, a potential Fairtrade Cotton customer from Hong Kong



the National Fairtrade Organisations and Fairtrade Asia & Pacific achieved new heights in the year of 2015. Highlights include:

- The New Service Team from the Fairtrade Foundation visited three producer organisations to explore development opportunities.
- Fairtrade New Zealand's Campaigner of the year visited Fresh fruit producers
- Max Havelaar Switzerland's Communications Director visited spice producer organisations
- NAPPs market building efforts, ways of working together, and proposals for Joint business plans were presented to the UK, SK, HK, USA, France, Switzerland, and Germany NFOs.
- Tea board of India, Moscow: Tea Board of India is a statutory organization founded in 1953 by the Act of the Indian Parliament under the Ministry of Commerce & Industry, the Government of India.

NAPP has initiated discussions with the Director of Tea promotion in the Moscow office to promote NAPP regions Fairtrade tea producers. Beside product promotion, we are seeking support from the Tea Board of India in Moscow to act as a mediator between foreign customers and exporters for the sake of the information exchange and establishment of business contacts.

The Way forward: Our strategy for markets revolves around three pillars i.e. Superior Customer value, Going Digital and Differentiated Products.

New Services Team, Fairtrade Foundation UK visits NAPP producers

Superior Customer value: To achieve customer satisfaction, NAPP aims to create products and systems which deliver outstanding value. To achieve this, NAPP's strategy includes:

- a. Actively working with NFOs to understand what the customers' perception of value addition is.
- b. Quality improvements: Produce great quality products with little or no environmental impact
- c. Impact: Execution excellence in creating on the ground impact

Customers are the key stakeholder in our producers' business. NAPP hopes to meet or exceed expectations with every harvest and interaction.



Seamless GTM - Going Digital:

Digital is disrupting almost the entire model of commerce in the world. NAPP is working hard to embrace digital, and working with the producers to make sure that they are part of the process. NAPP is actively evaluating to partner with global initiatives such as the ITC's Blue number. And is conceptualising a producer owned e-commerce platform called Fairtrade Hub. The Fairtrade Hub will provide a seamless transactional experience to organisations that wish to source from Fairtrade producers.

Differentiated products:

One of NAPP's key strength is its excellent portfolio of products. With a variety of teas, spices, rice, and sugar, the NAPP region has some of the most exciting and highly differentiated portfolio of Fairtrade products in the world: Ceylon Tea, Darjeeling Tea, Assam Tea, Footballs from Pakistan, Basmati rice,

Senthil presenting to Asia's sugar producers on Impact of EU CAP Reforms



Asian Spices, Java coffee, Chinese green tea, dried fruits from Central Asia, Muscovado sugar, mangoes.

NAPP's strategy for differentiation has a three-pronged approach:

Product: Provide high quality products, and make use of geographic advantage for specific crops.

Practices: The majority of NAPP produce is certified organic and many producers are on the path to organic as well. Some of the producers are bio-dynamic.

People: As a movement based on the philosophy of trade justice, people are at the centre of everything that we do. NAPP's producers and workers are the decision makers and define the strategy and processes.

Partnerships



Meenakshi Gairola

NAPP's partnership 'chakra' ensures that we are able to co-create the necessary impact that we collectively wish to see and articulate the same to various stakeholders.

The NAPP Model of Partnership is a holistic process based on co-creating a sustainable and effective partnership between the stakeholders. That means, sometimes NAPP is the client and at other times NAPP is the service provider. We see these as strategic alliances for shared vision, common goals and collective ways of working.

Therefore, both partners are equally and mutually responsible for the success of the various processes. As an investor or client, NAPP has the responsibility to be the mentor and provide strategic roadmaps and guidelines as direction. In such cases, projects will typically have a steering committee. The steering committee acts like a mentor, responsible to create an environment where the on-ground implementing partner can flourish to set a strategic and positive learning environment where we can collectively discover new ways of thinking and overcome challenges.



When needed, like us, the partners must be willing to introspect, be willing to be adaptable to change, move forward and seek constant improvements.

Our partnership model is a powerful process that includes improving performance, develop potential, and follow a process of empowerment for greater development and impact.

The Model Framework: Co-creating partnership principle

We need a collaborative and supportive space where both sides feel comfortable to share their experience and feelings. A space where partners are free and willing to constructively challenge the other to make them consider moving beyond their comfort zone. New grounds are created and development begins here.

The partners must collaboratively master in building genuine and valuable partnerships. We want to know and understand the partners' feelings: dreams and fears. All the same, we need to be realistic and SMART. The least common multiple will constitute what we call the 'shared vision'.

This co-creating relationship has four main core values, which must be mutual in nature: Confidentiality, accountability, integrity and trust. These key components form the basis of a sustainable and effective long-term alliance.

Potential growth principle

The partners believes in the potential of the partner and helps them to identify their potential, their strengths and hidden talents.

Our model approach is intended to help us as much as our partners towards improvement and growth oriented. We expect that by developing a positive and productive mind-set based on qualities and strengths (and not deficiencies), together we feel more confident in reaching common goals and overcoming challenges.

Pro-active process principle

In today's organisation, proactive behaviour is an increasingly important component of performance. We have to collectively take conscious control over their enabling and disabling environment, set goals and find innovative ways to achieve them. The pro-active process principle is all about developing a "problem anticipating" and productive mindset. It always helps to develop ability to visualize alternative responses. Having this organizational habit to anticipate problems helps to create a high level of energy needed for breaking through any obstacles and blocks.

The Learning approach principle

The power of co-creation and more so co-creating development is to give the opportunity to learn from success and failure. The shared learning can be disseminated widely. From designing own solutions to solve problems, from taking necessary decisions, these are aligned with our values and purpose.

The opportunity to learn during the whole process, to learn and discover from each other internal knowledge and strengths further catalyse development. The curiosity of learning is very powerful. It creates value!

Outcome focused principle

Without outcome orientation, goals will not be achieved. Periodic checking-in with the other, throughout the project management process, on the steps that have been undertaken and the (intermediate) goals that have been accomplished.

By being outcome focused, we are able to implement changes in their lives/workplace and therefore increase their productivity.

Strategic Initiatives: In today's eco-system, there are many organisations whose goals are aligned with those of NAPP. NAPP's goal is to partner and support Fairtrade producer organisations in their journey to sustainability. In the short one-year span when we started looking for potential partners whose goals are aligned with ours, we were overwhelmed to see that a world of opportunities was opened up for us.



BTC

Trade from Development Center – BTC, Belgium who came forward taking up the Sustainable Cocoa route to work with in Vietnam. The program is to Develop Sustainable Fairtrade Cocoa supply chain from Vietnam impacting atleast 350 households. A 2-year program commencing in Jan 2016.

Traidcraft, in many ways are the founders and proponents of the Fairtrade movement. Their support to South Asia is currently taking share in terms of sustainable supply chain initiatives. They are willing to work on organizational strengthening and capacity building of small holder farmer organizations.



We Effect, a Swedish organization works very hard themselves with small holder farmers and they see a lot of synergy in partnering with NAPP in Vietnam, Philippines and Sri Lanka. The modalities and projects are being worked out.

The journey has just begun, the support is overwhelming and there is no reason why we cannot achieve sustainability for all the producer organizations in the Asia Pacific.

The Board



Bharath Mandanna, NAPP Chair

Bharath Mandanna is the Vice President of the Plantation Division of Bombay Burmah Trading Corporation Ltd, where he has worked for over three decades. He is responsible for the corporation's tea and coffee plantations in India and Tanzania. All the tea plantations are Fairtrade certified for the last two decades. He has been an active board member of NAPP for five years and was elected Chairman of NAPP at the General Assembly in January 2012, re-elected in 2014. He is also on the board of Fairtrade International (FI), the Chair of the Nominations Committee of FI and a member of the Finance Committee of FI. Bharath was the Chairman of the Indian Fairtrade certified producers network (AIFP) for four years.



R Gnanasekran, NAPP Vice Chair

Mr. R Gnanasekran is the Project Manager of Idulgashina Bio Tea Project of Stassen Natural Foods (Pvt) Ltd. (Idulgashina Bio Tea Garden), Sri Lanka, which is a certified producer of organic Fairtrade tea for more than a decade as a hired labour set-up. He has a High School Diploma and professional qualification in Business Management and Human Resources. He is also trained in FLO CERT certification system, ISO 22000 and JASS.



Bijumon Kurien, NAPP Treasurer

Bijumon Kurien is the President of the Manarcadu Social Service Society, an SPO in Kerala, India where he has been a member for more than 15 years. His SPO has been fairtrade certified since 2009, and produces Coffee, Cocoa, Herbs & Spices, Fruits and Nuts. Bijumon has a Business Administration diploma and a graduation degree in Chemistry. He has also been trained on Skill developments in Organic farming (Lac / Control Union India) spices value addition (Spices Board, CFTRA), coffee practices (Coffee Board), effective international Marketing and strategic planning of Producer at SES, Germany & PUM Netherlands.



Bahadur Singh Bajwal, Member

Mr. Bahadur Singh Bajwal is the President of Fair Farming Foundation Ramnagar which is promoted by Nature Bio-Foods Ltd, India. This contract production set up has been Fairtrade certified for Basmati rice for the last two years. He represents the workers in the contract product setups in India. Bahadur has completed his intermediate education (A levels). He has been trained on Organic farming, Basics on Fair Trade, Promoting body representatives, Pest & Disease management in Paddy and Floriculture.



Chinara Babanova, Member

Chinara Babanova is the Executive Director of Commodity Service Cooperative "Wealth of Kyrgyz Forest", Kyrgyz Republic and Representative of Central Asia Fairtrade Network in NAPP. She is working in an SPO which has been Fairtrade certified since 2014, and produces wild forest natural walnuts, herbs and wild forest fruits. She has also been trained on skill developments in marketing and strategic planning of producer organisations. She is working on passing organic certification this year.



Djumhur Bin Abu Bakar, Member

Djumhur Bin Abu Bakar is the Certification Manager of Permata Gayo Cooperative, Indonesia, where he has been working for more than five years. His SPO has been Fairtrade certified since 2008, and produces Coffee. Djumhur has a Bachelors degree in Forestry and is completing a Masters in medium agricultural land resource conservation. He has received training on Resource Gathering based Spatial Ecosystem and Encouraging Environmental Services, Standard Fairtrade Certificate, and Standard Comprehension Training Network Rainforest Alliance for sustainable agriculture.



Meena Tamang, Member

Ms Meena Tamang has been a community health worker for 17 years at Makaibari Tea Estate, she represents the workers in North Indian tea estates. She has completed her matriculation and has received professional training in nursing and midwifery.



Nguyen Dinh Hao, Member

Mr. Nguyen Dinh Hao is the Chair of the Cudliemnonng Fair Agriculture Cooperative, Vietnam, a small producer organisation. His SPO has been Fairtrade certified for more than five years as a producer of coffee. As a farmer himself, he received training on FLO-CERT standards, value chain of coffee products, sustainable coffee processing, food hygiene and safety, protection of human rights, safe working environment in India. He has completed high school education.



Prem C Tamang, Member

Mr. Prem Tamang is the Executive Director of Tea Promoters. Prem has a Bachelor degree in Arts, and has also received many training programs both in -house and external.

Prasannakumar G N, Member



Mr. Prasannakumar G N is the founder-director for marketing and also a producer member of Prasanna Ganapathi Farmers Foundation, India. This Small Producers' Organisation has been a Fairtrade certified producer of coffee, herbs, herbal tea and spices since last 2 years. Prasanna has a Bachelor's degree in Science. He also was trained on 'Kapi shastra', a coffee quality production, post-harvest management and brewing technology training, administrating office and business by IACC, and Post -harvest technology of Black Pepper by Spices Board of India.

R Murali, Member



Mr. R Murali represents the hired labour set up of Adisham tea estate, India, a Fairtrade producer of tea for last seven years. He is employed as a watcher in the tea estate. He represents the workers in Sri Lanka of the Fairtrade Hired labour setup at NAPP. He has completed his Grade 10.

Tapan Ray, Member



Mr. Tapan Ray is the MD and CEO of Nature Bio-Foods Ltd, India, a contract production set up for Certified Fairtrade rice. Tapan holds a Master in Science in Agriculture. He has also done a course in foreign trade from the Indian Institute of Foreign Trade.

V Muneeswaran, Member



Mr. V Muneeswaran is a worker at The United Nilgiri Tea Estates Co. Ltd., India, a Hired Labour organisation certified by Fairtrade for tea since two decades. He is educated till high school. He represents the workers of South Indian Tea Estates in the Fairtrade Hired Labour setup at NAPP.



Yu Jing Hong, Member

Mrs Yu Jing Hong is the Chairperson of Jiangxi Wuyuan Xitou Tea Farmers Association, China, a Fairtrade certified Fairtrade tea producer since 2005. She is a farmer herself, educated in Jiangxi Wuyuan Tea School and is an Economic Engineer. She has also received training in Organic tea production held by ECODERT.



Parbindar Singh, Member

Mr Parbindar Singh is the President of Lautoka Cane Producers' Association, Fiji, a Fairtrade certified sugarcane producer from last two years. Mr. Parbinder is a cane growing farmer and has also received training on child labour prevention and management. He holds a high school diploma.



Mohammad Assad, Member

Mr. Assad is General Manager at Talon Sports Pvt. Ltd., Pakistan, a Hired labour organization certified by Fairtrade for sports ball since 1997. Mr. Assad earned his Master's in 1994 and is also the Lead Auditor for EMS 14001, OHSAS 18001.

The Executive Team

Ayan Banerjee – Chief Executive Officer



Ayan serves as the Chief Executive of the Network of Asia and Pacific Producers, the official member, stakeholder and representative of producers from the Asian & Pacific region at Fairtrade International.

According to Ayan, working with 200+ Small Producer Organizations (SPOs), Hired-Labour and Contract Production set-ups across the agro-climatic diversity of Asia and Pacific region has been a source of incredible energy. As a consultant, a board member or researcher, Ayan has enjoyed working in the overlap of policy, business and development through all-encompassing strategic advisory roles.

Though Ayan enjoys a diverse portfolio of endeavours, his core areas of interest are leadership and organization development. In an earlier avatar, as an angel investor and serial social entrepreneur with a particular interest in high (social) impact investments he founded seven social enterprise initiatives to address some of the ingrained socio-economic problems and leadership and change management concerns to drive inclusive growth in India, with 2 successful sell-outs. His mainstream experience is across ICT, management consulting and investment banking. Transitioning from working on multi-million dollar investments in the private equity space, in recent times the conscious choice has been to work in the “development sector” with increasingly areas of specialization in agribusiness and microfinance.

He immensely appreciates and inspires breakthrough ideation and the power of innovative incubations to social change. In his rare spare time, he is constantly striving to build radical growth enterprises with a potential for disruptive innovation. Ayan also brings in rich scholastic and analytic experience. Inter Alia, he is a doctorate (Thesis: “Impact Investments”) from Edinburgh Business School, an alumnus of Columbia Business School and The London School of Economics.

Rakesh Supkar – Chief Operating Officer



Rakesh is an agri-business and development professional with 16+ years of experience across India, Nepal, and Bangladesh. His focus has been on helping smallholders capture increased value from the value chain and fostering entrepreneurship. As the COO of NAPP, Rakesh will be leading the entire producer facing role of NAPP (including PSR).

Prior to joining NAPP Rakesh spent 8+ years with TechnoServe India (TNS) in various positions, the last three years as Associate Program Director for the India office. TNS is a leading global non-profit institution operating across 30+ countries doing pioneering work on agricultural value chains looking for creating business solutions to poverty in partnership with smallholder producer groups and corporate / donor partners. As part of the leadership team at TNS, his work covered project operations, developing and executing systems for M&E and operations, new program development, team building, and strategic planning. Rakesh also functioned as an interim Country Director for TNS India in 2011 during a critical transition phase. Before TNS, Rakesh

worked with Catalyst Management Services Bangalore, where he helped establish the Livelihood Resource Centre 'Vrutti'; Center for Development Finance (CDF) at IFMR Chennai on applied research on rural infrastructure financing; and with CARE Odisha where he focused on livelihood restoration, health and nutrition projects.

Rakesh is part of Aspire circle of social leadership, a forum promoting enlightened social leadership in India. Rakesh is an Engineer from NIT Surat. He has a Masters in Development Studies (majoring in rural livelihoods, and minor in environment) from ISS in The Hague, The Netherlands and MBA in Rural Management from IRMA, arguably the best institutes in India on development and rural management.

Sujatha Krishnaswamy – Chief Finance Officer



Sujatha comes with 26+ years of experience in the areas of finance and administration. Sujatha is responsible for all finance, compliance and administration related functions of NAPP. She is part of the NAPP management team. This would include, but not be limited to, aid decision making as well as support in strengthening / setting up of accounting & documentation of policies & procedures, communication with employees/management, finalization of accounts, liaison with the statutory auditors, statutory compliances/filings under tax laws, Company law and various Labour laws, expenses management, MIS & accounting ERP, payroll generation & advisory on commercial & compliance matters to the Board & Management.

Sujatha is an MBA from Georgia Institute of Technology (USA), a qualified Chartered Accountant and a qualified Company Secretary.

Arumugam Arutselvan, Associate - Sri Lanka



Arumugam Arutselvan works on strengthening producer networks in Sri Lanka. Arutselvan became part of the Fairtrade system when he became the secretary for a Fairtrade Premium Committee of the Adisham Socio-Economic Development Organization part of the Watawala Plantations. After which, he became a Fairtrade Officer and gained knowledge in Hired Labour – Multi certification setup. He has also been part of the Fairtrade Producer Association of Sri Lanka as the coordinator for national networks.

Arutselvan has experience of working with tea plantations for over 17 years, including Lankem Plantations, Sunshine Holdings and Richard Peiris Group. As a Quality Assurance Officer, Arutselvan has sound organizational knowledge and interpersonal skills. He's also trained in ISO 22000 (FSMS) & HACCP, ISO 9001 (QMS), SLSI/SLTB Tea Product certification, Ethical Tea Partnership and Rain Forest Alliance.

Aziz Rasulov, Sr. Associate - Central Asia



Aziz Rasulov is working to support smallholder farmers and workers in the Central Asia region. Aziz has worked in various management positions for development projects in agriculture and water management in Central Asia. He has over a decade of experience working with UNDP, ICARDA, IWMI, GIZ and other organisations.

Aziz has studied agriculture and economics of water resources at the Faculty of Economics and Management of Water Resources, Tashkent Institute of Irrigation and Melioration. An engineer-economist, Aziz did an international master program at the EU University and has an MBA from the University of Hamburg. Aziz was part of the research program for PhD students at Tashkent Institute of Irrigation and Melioration, Uzbekistan and was part of a six-months research programme at the Colorado State University, Department of Agriculture and Resource Economics, in Fort Collins, CO. USA.

Dhanesh PR – NAPP CFO Team



As part of the NAPP CFO Team, Dhanesh PR handles accounts, claim reimbursements and payment. Apart from these responsibilities, he also takes care of auditing and has administrative responsibilities.

Dhanesh is a commerce graduate and is currently pursuing a Company Secretary professional course.

Erwin Novianto – *Principal, Southeast Asia*



Erwin Novianto manages the producer support services and programmes that strengthen the national producer network, partnership, and advocacy work across the Southeast Asia region. His expertise includes ethical certification, organisation development, co-operative management, adult education training, and project management.

Before joining NAPP, Erwin spent seven years with Fairtrade International, as Regional Manager for Southeast Asia and China where he supervised producers service relations in the region. Erwin has worked as a consultant, trainer, and project co-ordinator with international and local NGOs, government bodies in Indonesia and ethical traders from Europe on supply chain development, co-operative education, social entrepreneurship, corporate social responsibility, and sustainable tourism

Erwin is a social worker graduate from Padjadjaran University, Indonesia. He has a Master in Social Developments from Ateneo De Manila University, Philippine, and intensive training on Agriculture Cooperative and Cooperative Management from MKM Malaysia, IDACA, Japan, and IRMA, India.

Felix Wjesinghe – *Senior Consultant, Sri Lanka*



Felix Wjesinghe worked for over eight years as a liaison officer for the Producer Services and Relations unit of Fairtrade International. His work with Fairtrade involved certification advisory as well as organisational capacity building of Hired Labour plantations and Small Producer Organizations in Sri Lanka, Pakistan and the Philippines. He's now with NAPP as Senior Consultant – HLO and SPO, Sri Lanka.

Felix has worked in middle and senior management positions in government and semi-government institutions. He has extensive management experience

working with both workers as well as small farmers. He has conducted research trials in sugar cane water management techniques and on the high value export crops and the findings of which were shared with farmers in the Mahaweli settlements of Sri Lanka.

Felix has trained in participatory rural appraisal, participatory technology development, organizational development and participatory sustainable farm planning and has implemented them in the Mahaweli systems of Sri Lanka while working for the Promoting Multifunctional Household Environments (PMHE) project, a bi-lateral project of the Dutch and Sri Lankan Governments. Felix served as a consultant with ETC Lanka Private Limited which was a part of ETC International, Netherlands from Year 2000 and was involved with Fairtrade development work. Felix has a diploma from the School of Agriculture, Peradeniya, Sri Lanka.

Ganapathy Raju – *Principal India+, Standards and Pricing*



With over eight years of experience in the Fairtrade System, Ganapathy Raju brings with him a rich knowledge of producer services to his present role. Four of the producers from his region have won Fairtrade International Awards in their respective category.

If three words can describe his career interest, he says it is “rural community development.” This he has done through community forestry with VIKSAT, a NGO based in Ahmedabad in the late '80s. A legacy he cherishes is the standing regenerated forest of 10,000 hectares in the tribal district of Bhiloda in Gujarat. Raju has also rallied 3,000 herbal gatherer families to form a public limited company called the Gram Mooligai Co which provides livelihood security to these families by collecting and selling herbs to established herbal companies.

An alumnus of the IIT group of schools, Raju also studied at the Institute of Rural Management, Anand. He recharges his batteries by jogging and yoga and follows his motto, “keep running.”

Harveen Kour – *Monitoring, Evaluation and Learning Manager*



Harveen Kour leads Fairtrade Asia Pacific's work in monitoring and evaluation. Prior to joining Fairtrade, she worked with key players in the development space in India on diverse issues such as sustainable development, political participation of women, urban poverty, environment and education. Her core responsibilities have ranged from monitoring and evaluation, overall program management to research & policy development.

Harveen has worked with the CII-ITC Centre of Excellence for Sustainable Development where she spear-headed the overall management and development of world's first corporate sustainability label, Sustainable Plus. She has also worked at the Centre for Public Policy, IIM Bangalore, where she managed a programme for women (supported by UN Women & UNDP). Throughout her education she has volunteered for various issues, including at AIESEC where she led high performing multi-cultural teams, and interacted with youth across India and 100 countries. She was awarded the Youth Leadership Award (instituted by EduCARE-India in support of UN's World Programme of Action for youth) in 2005 for her work on education. Harveen has a Masters in Development Studies from the London School of Economics (LSE) for which she received the Commonwealth Scholarship.

Iresha Sanjeewanie – *Senior Associate - Sri Lanka*



M.V. Iresha works with the Small Producer Organizations in Sri Lanka, Support them to get FLO certification and stay certified. Prior to joining NAPP, Iresha worked with Fairtrade International for one year, as the Liaison Officer for Sri Lanka. Before this, Iresha spent over seven years as the Manager Compliance and Standards the for McCallum Group of Companies in Sri Lanka, as the Overall in charge of the International standards for exports and certifications. She also worked as the Fairtrade Officer for McCallum Nurseries Private Limited, which is a Fairtrade certified cut foliage and ornamental plants exporter. As a selected Fairtrade Officer, Iresha was part of the Internal Audit Panel, formed by Fairtrade NAPP Sri Lanka to help producers in the country comply with relevant standards.

Prior to these, she has been active in several research studies and projects. Iresha is an Applied Science Graduate (Natural Resources Management) from the Sabaragamuwa University of Sri Lanka and has a Masters in Environmental Science from University of Colombo with Environmental Law and Standards, EIA, Risk Assessment, Economics and Demography.

Jun Zhao – *Senior Associate, NAPP China*



As Senior Associate, Jun Zhao provides supports and assistance to producer groups, including information transfer and liaison, capacity building, and delivery of other services. He also engages stakeholders to promote NAPP in China.

Jun has been working in rural and agricultural development for over two decades with a focus on farmer co-operatives, value chain, food safety and poverty reduction areas. Prior to joining NAPP, Jun worked for six years with the World Bank China as a rural development specialist, where he was responsible for a range of rural and agricultural development projects, including food safety, environment management, poverty reduction, and policy studies. Before this, Jun worked for 12 years with the Ministry of Agriculture, China as a project officer.

Jun holds a Ph.D. in Public Policy from the Johnson Shoyama School of Public Policy, University of Saskatchewan, Canada. He has a Master's in Public Policy from the Lee Kuan Yew School of Public Policy, National University of Singapore and a Bachelor of Agricultural Economics, Nanjing Agricultural University.

Kuldeep Singh Chauhan – *Program Lead National Networks*



Kuldeep Singh Chauhan is a development professional with more than six years of managerial experience in international non-government organizations. Kuldeep has been with Fairtrade NAPP for the last three years. He leads the programmatic engagement with the national networks of producers in the Asia Pacific region.

Prior to joining Fairtrade NAPP, Kuldeep worked in the South Asia regional office of Leonard Cheshire Disability as Regional Manager responsible for sustainability of operations in India, Sri Lanka, Bangladesh and Pakistan. Before that Kuldeep worked with Oxfam India in different capacities starting as a consultant and finishing the term as Head of region, Pune.

Kuldeep is an Engineer from University of Pune and MBA in Marketing and Human Resource Development, Indian Business Academy.

Mariam Thomas – *Program Lead Products and Markets*



Mariam Thomas comes with over 13 years of experience in the development sector. She has been with Fairtrade NAPP for the last three years. She leads the programmatic engagement with the product networks of producers in the Asia Pacific region.

Prior to joining NAPP, Mariam worked for four years with recognized artisan groups, organisations and crafts people across India and offering them greater access to urban markets through Kala Madhyam, a social entrepreneurship venture founded on the principles of Fair Trade. She was also responsible for driving sales, promoting the organization, raising funds, identifying strategic partners and scaling up the reach and impact of the organization's crafts bazaar to make it one of the most recognized crafts events in Bangalore. Before this, Mariam worked on children's issues with organisations such as Centre for Child and the Law (a unit of National Law School of India University), Ministry of Community Youth and Sports (MCYS) Singapore and Child Relief and You (CRY). Across these organisations her role included policy and advocacy, assessment frameworks, programme development, capacity building, networking and partnerships, events and communication.

Mariam is a science graduate from Mount Carmel College and Masters in Social Work from the Tata Institute of Social Sciences (TISS), one of the most reputed social science institutes in India.

Meenakshi Gairola – *Partnership Lead*



Meenakshi Gairola has joined NAPP as Partnerships Lead to foster strong and viable partnerships by capitalizing on the collective power of producers across Asia and Pacific region.

Meenakshi has over 13 years of experience in various roles in corporate and development sector. She started her career with the Tata group as a Supply chain consultant. After a decade in the IT industry she moved to the development sector to manage outreach for a Bangalore based NGO, Unnati – SGBS Trust. She had the opportunity to work with underprivileged youth, understand their psyche and effectively reach out. She was very successful in raising funds for the NGO and establish partnerships with Government agencies and private sector.

Meenakshi moved to the Philippines, where she worked as a Researcher for Asian Institute of Management, Manila. There she worked on a DFAT project to propose policy that could guide foreign investment in the Mining sector in the ASEAN region. She worked closely with the Board of Investments, Philippines and 10 major international mining companies. She moved back to Bangalore and before joining NAPP, worked on a short project for Social Venture Partners India.

Meenakshi holds an MBA from S. P. Jain, Mumbai and a Master's degree in Technology from BITS, Pilani, India, both premier league institutes in India.

Michael Büsgen – *Principal, NAPP China*



Michael Büsgen joined Fairtrade NAPP as the Principal for China in September 2015. He leads Fairtrade NAPP's programs in China supporting the national network of Fairtrade producers in China in capacity building and facilitating a learning network.

Prior to joining NAPP, Michael has lived and worked in China for almost 20 years in development and headed the country operations for various organisations in China, including Doctors Without Borders, Misereor and the Heinrich-Böll-Stiftung. Michael has worked on a wide range of topics in China, ranging from poverty reduction, to integrated rural development, sustainable agriculture, gender, governance, human rights, public health and disabilities, environmental protection, climate change, as well as different aspects of China's impact on globalization.

Michael is familiar with various participatory methodologies in development cooperation and has been trained as a facilitator for participatory learning in the development context. During his two decades in China he has developed a systematic methodology to establish and facilitate learning networks and has helped to set up over a dozen of such learning networks throughout China. In 2014 Michael moved back to his home country, Germany together with his two children. He works part time as a counsellor for refugees moving in to Germany.

Michael has a MA in Sinology (University of Leiden, Netherlands) and Development Studies (ISS, The Hague, Netherlands), as well as a diploma as Interpreter for Chinese from Humboldt University, Berlin, Germany.

Nalini Sampat – *Associate, India*



Nalini Sampat is in charge of producer support activities in Karnataka. She has worked as a NGO professional for over a decade on project planning and implementation including assessing project viability, sustainability, resource mobilisation, advocacy, documentation and research.

Nalini has worked with a multinational certification body and worked as a compliance auditor including brand protection. During this period, Nalini gained experience in systems in manufacturing facilities in the garment, food, ancillary units of Ford, bottling plants, shoe and leather industries. She has independently set up systems in various facilities such as shoe manufacturing, plastic extrusions, garments, etc. She has conducted an independent impact study of the training program on gender equity conducted by the Social Accountability International as part of their ongoing program RAGS.

As Managing Trustee of CSR Assist, she is responsible for leading a team of professionals in meeting the CSR goals of companies. She is a permanent member and Ex-Secretary, Administration for Common Wealth Association for Mentally Handicapped and Development Disabilities (CAMHADD), 2002-2003. Nalini is a trained SA 8000 Advanced Lead auditor, WRAP approved auditor, Coca Cola approved auditor, Ford approved auditor, and C-TPAT auditor. She has completed the CBR Planning and Management course from the International Institute of Rehabilitation Management, Lisbon, Portugal and has completed a Master Trainers Training in Inclusive Education.

Rohini Chandrasekaran – *Associate, India*



Rohini Chandrasekaran is a sustainable compliance professional who conducts audits and trainings for various stakeholders across the global supply chains of factories and agriculture farms in South Asia. Rohini has more than a decade of experience in the development sector, where she has worked with grass root organisations, companies, and NGOs including the Tata group, Rallis India Limited, the International Resources for Fairer Trade (IRFT) and the Fair Labour Association (FLA).

Rohini has worked on training and updating the code of conduct for various brands on agriculture sustainable standards, country level research and assessment studies, task and risk mapping studies for different agriculture crops on human rights issues, impact assessment studies, stakeholder engagement, and identification of service providers. She has worked with the Better Cotton Initiative as an associate trainer and master trainer in India and Pakistan and has worked in Bangladesh, Pakistan, Silence, China, Indonesia and has research experience in Romania, Hungary, Turkey, Brazil, Argentina and Ivory coast.

Rohini holds a Bachelor's degree in Agriculture from the Tamil Nadu Agriculture University and a Master's Degree in Social Entrepreneurship from Tata Institute of Social Sciences.

Senthil Nathan – *Chief Markets Officer*



Senthil Nathan is the the Chief Markets Officer handling the market-facing role for the Asia Pacific region for the Network of Asia Pacific producers. Senthil brings experience of more than 12 years of sales and marketing roles across different MNCs.

Prior to joining Fairtrade, Senthil headed the Organized Trade & Tropicana business for PepsiCo India in the states of Andhra Pradesh and Telengana, where led all Foods and Beverages business under the PepsiCo's globally significant project "Better Together", and drove the business of key brands like Lays, Pepsi, Quaker and Tropicana etc. In his ten years at PepsiCo, Senthil was instrumental in planning and executing the company's sales and distribution strategies across various markets in India. He is credited with successfully working in few of the strongest and most challenged markets of PepsiCo India such as Tamil Nadu, Haryana, Punjab, Telengana and Andhra Pradesh. Prior to Pepsico, Senthil has worked with General mills and ConAgra Foods.

Senthil's deeply passion for development issues stems from his humble beginning in a small village in South India. Born to an economically backward farming family, has personally seen most of the sustainability challenges in his own life. This career change towards this commitment, belief that Fairtrade has a strong value proposition led him to join NAPP. He is also the Cofounder of 'Itsmyright'; which worked on two of the Million Development Goals of providing primary education and nutrition for 60 slum children in Jalandhar district Punjab. Senthil has an MBA from the Faculty of Management, Alagappa University.

Shakir Hussain – Senior Associate, Pakistan



Shakir Hussain manages the Pakistan, Iran and Afghanistan region for NAPP, where he provides support and assistance to Fairtrade-certified producers for compliance with Fairtrade Standards. He also engages with potential producers who want to become part of the Fairtrade system.

Shakir has worked with the International Labour Organization (ILO) as Lead Trainer on Elimination of Child Labour Project in Pakistan. After which, he worked with the British Council Pakistan on the Active Citizen Project and has served as the National Training Co-ordinator in UNDP Pakistan. Shakir has strong knowledge about facilitation skills, training design, negotiation and communication skills, and project management.

Shakir has a Master's in psychology and is interested in industrial and consumer psychology. Apart from that, he is a certified safety expert with an OHSAS 18001 diploma. When not on the field, Shakir enjoys travelling, hiking, reading and playing snooker.

Subhra Prakash Tudu – Associate Principal, India+



Subhra Prakash Tudu works at NAPP as the Associate Principal where he is in-charge of the Fairtrade certified support services in the North East India, Nepal, Bangladesh and Myanmar. He also leads the Risk Management in India+ region. He has been working as Liaison Officer for Fairtrade International from 2011 to 2015, supporting producer facing programs in North East India, Nepal and Bangladesh, strengthening small farmer's organisation and ensuring their market access, working with business entities to foster well-being of their workers and sustainable agricultural practices. He has been actively engaged to advocate rights and social justice of the marginalised for over 18 years.

Subhra is a development practitioner, working in areas of PME, Trainings, Research, RBA and Project Management, addressing issues of livelihood, land rights, rights to identity, child rights, human trafficking, conflict, production practice and market access for small farmers, governance etc. Subhra has served as Independent Consultant, Business Development Trainer and supply chain research for Traidcraft – UK projects in South Asia, Trainer and Independent Consultant on Peace & Reconciliation for Lutheran World Service India Trust in its North-East India Project, Supply Chain Research for Pi Foundation – Pants for Poverty Brand – UK, Project end Evaluation of Norwegian Aid supported project implement by SYNOD of Northern Evangelical Lutheran Church in Jharkhand, India. Prior to join Fairtrade International, Subhra worked with Church of North India, in the Church mission on poverty eradication for over 13 years.

Sumedha – *Principal, Sri Lanka, Pakistan and Central Asia*



Since 2011, Sumedha has been the Regional Managerial consultant for the Producer Services and Relations Unit, covering Sri Lanka, Pakistan and Central Asia. Sumedha is also the Managing Director of ETC Lanka (Private) Limited, a not for profit Sri Lankan management and development consultancy company which was part of ETC International, based in the Netherlands.

Sumedha has trained in monitoring and evaluation, training the trainers in participatory rural appraisal, participatory village development planning, participatory monitoring and evaluation, related participatory approaches and Total Quality Management (TQM), in Bolivia, Thailand, USA, India and Nepal.

He has over 30 years of experience in the field of community and rural development. Sumedha has worked on programme evaluation assignments for CARE, World Vision, World University Services Canada, Mahaweli Authority of Sri Lanka, Upper Water Shed Management Project of the Sri Lankan Department of Animal production and Health, PLAN International, Consortium of Humanitarian Agencies (CHA); Action Contre La Faim, World Food Program, and several private sector organizations.

He holds a certificate in Dairy Management and is a graduate of the Management Development Course conducted by the Training Resource Group USA, and a Certified Trainer in Total Quality Management, Course conducted by Team Technologies USA.

Sureel Singh – *Senior Associate, Supply Chain, India*



Sureel Singh manages supply chain for all Fairtrade-certified operators in India. He brings in a rich and diverse experience in ethical international certifications, statutory labour compliances, worker and trade union relations, certification advisory, standard compliance, sustainability, producer capacity building and support, product support, community-based organisational development, network development with the donors, entrepreneurship training, training module development, economic empowerment project implementation, and first party audits of certified operators as part of preparation of actual audits.

Sureel Singh has over 13 years of experience in the corporate and social development projects with over 200 organisations, ranging from small producers to some of the largest organization in the world.

As part of his MBA programme, Sureel majored in Marketing with a minor in Human Resource. He is also an ISO 9008 certified Auditor and SA8000 certified consultant.

Glossary

ANZ: Australia and New Zealand

CAGR: Cumulative Annual Growth Rate

CP: Contract Production producer organisations

FMO: Fairtrade Marketing Organisation

FT: Fairtrade

FTI: Fairtrade International

HL: Hired Labour producer organisations

NFO: National Fairtrade Organisations

PN: Producer Networks

SDG: Sustainable Development Goals

SPO: Small Producer Organizations



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