

LIST OF IDEAS FOR THE FAIRTRADE DEVELOPMENT PLAN FOR SMALL PRODUCER ORGANIZATIONS



All organizations are different and will have different priorities and strategies for development. Therefore, each organization's **Fairtrade Development Plan** is unique in terms of its chosen actions. The actions listed here are only suggestions; your organization is free to choose any action, even if it is not on this list.

Ideas are organized under three headings: Sustainable Livelihoods, Empowerment and Making Trade Fair.

SUSTAINABLE LIVELIHOODS

Improved income

How to enhance or supplement farmer incomes?

- Increase productivity by incorporating new techniques and /or technology.
- Reduce production costs, and minimize the dependency on off-farm inputs.
- Optimize organization's costs and benefits to maximize returns for members e.g. improve cost benefit ratio of services delivered to members.
- Increase the level of communal purchases of inputs and other goods to lower prices paid.
- Promote other income generating activities.
- Liaise with local and international development bodies for relevant support.
- Play a role in increasing prices for farmers in the local market.
- Improve access to market information and improve negotiation skills.
- Reduce costs of export, processing and distribution as much as possible.

How to increase product quality and farmer's productivity?

- Organize and offer adequate technical assistance to members upon their request, and according to their desired timeline.
- Organize and offer training to members (e.g. farm to farm exchanges, sharing best practises) upon their request, and according to their desired timeline.
- Train farmers on new and efficient agricultural practices to increase productivity.
- Train farmers on quality improvement.
- Provide funds to support producers in quality improvements.
- Offer price incentives to members for improved quality and increased production.
- Offer low-cost loans for replanting, and invest in the production system.
- Centrally monitor and evaluate productivity and quality e.g. via internal training structures, such as promoter farmers.
- Improve farming systems, including agro-biodiversity.

How to make sure farmers can effectively sell to the organization at attractive conditions?

- Offer advance payments to members / pre harvest financing if needed.
- Offer low-cost credits.
- Communicate early to members about purchase conditions and the advantages / services available to members.
- Increase transparency in the pricing chain.

How to support and increase workers' income and economic benefits?

- Offer increased salaries above legal minimums.
- Introduce other benefits (e.g. bonuses, maternity or sick pay, etc).
- Organize and offer communal purchases of food and other goods at better prices.
- Motivate farmers to share the profitability of the farm and Fairtrade related economic benefits with workers.

Decent working conditions

How to ensure safe and fair working conditions for farmers?

- Organize and undertake awareness raising and training of farmers on occupational health and safety (for non-hazardous tasks).
- Organize the collective purchase of personal protective equipment and make other collective investments in farm safety.
- Seek alliances with public institutions to incorporate producers in health campaigns.

How to ensure safe and fair working conditions for workers?

- Organize and undertake awareness raising and training of workers on occupational health and safety (for non-hazardous tasks).
- Organize and raise the awareness of members on the importance of worker's safety and fair working conditions.
- Develop and improve regulations on sick leave and working hours / overtime.
- Develop and improve management systems to guarantee respect of workers rights at the farm level.
- Involve workers representatives in discussions on safe and fair working conditions.
- Develop community programmes to combat the root causes of child labour.

Improved living conditions

How to support household food security?

- Provide training, technical assistance and inputs for agricultural diversification.
- Consider the diversification of products at the household level, and market collectively where useful.
- Develop new activities, economic initiatives and jobs at a local level.
- Promote consumption of local crops.
- Encourage savings.

How to maintain, strengthen and create public and community services available to members (and workers)?

- Include community leaders and representatives of different local groups in needs assessments.
- Evaluate needs and projects considering the whole community:
 - Education (e.g. books and equipment, grants, investments in schools buildings and teacher's salary, etc.)
 - Health (e.g. medicine, training, investments in health care centres and doctors)
 - Transport (e.g. public buses, investments in roads)
 - Housing (e.g. grants, house consolidation)
 - Other areas
- Cooperate actively with other local stakeholders for the realization of projects.
- Attract local, national or international public institutions and private organisations for support.
- Introduce food for work programmes for community members in collaboration with local or national institutions.

How to contribute to raise workers' standards of living?

- Involve workers in needs assessments and Fairtrade premium decisions.
- Invest in areas that support stable and sustainable employment such as housing, health and education.
- Develop and offer collective social security schemes.
- Develop and offer a micro-credit scheme for workers to invest in alternative economic activities / have access to land.
- Encourage savings and investments in income generating projects.

Sustainable production integrated to ecosystems

How to support members to increase soil fertility?

- Train on composting and the use of organic fertilizers.
- Train on potential agro-diversification systems, such as crop rotation, intercropping, ground covers and other techniques, if applicable.
- Provide low-cost ground cover seeds, fertilizers and other inputs needed for sustainable production systems.
- Encourage the development of small rural enterprises for the production of organic fertilizers.
- Support the evaluation of nutrients in the soil in order to guide proper fertilization programs.

How to support members to manage water sustainably?

- Offer support to apply irrigation methods that minimize water consumption (e.g. drip irrigation).
- Offer support to make efficient use of water in processing (e.g. recirculation / recycling of water used for washing).
- Implement a system to predict water needs (training, methodologies, and instruments).
- Monitor the potential lowering of the groundwater level, salinization or the contamination of the water.
- Substitute non renewable sources of water (underground water) for more renewable sources (e.g. collecting rainwater).

How to support members to reduce pesticide use?

- Connect farmers to an extension service for implementing an integrated pest management system.
- Facilitate the exchange of good practices among members
- Support programs to increase the biodiversity of farms.
- Offer support for the use of ground covers and other techniques to avoid the use of herbicides.
- Support producers in decision making regarding the choice of appropriate plant varieties, and offer those to members.
- Train lead farmers who will try out new ideas, and disseminate lessons to the community.
- Provide funding support for organic farming.
- Promote alternative controls and products which are friendlier to humans and the environment, such as biological, mechanical traps and trap crops.
- Promote among producer members information on local suppliers for environmentally friendly pest and weed management products, fertilizers and locally adapted seeds

How to reduce carbon emissions?

- Develop and implement strategies that reduce energy consumption and that use renewable energy.
- Support the implementation of regional projects on adaptation to climate change.
- Seek programs that reward members for carbon sequestration.
- Provide good examples at the organizational level to reduce carbon emissions.
- Encourage a payment for environmental services stemming from agro forestry systems applied by members.

EMPOWERMENT

Personal empowerment

How to share benefits among all social categories equitably (e.g. men and women, young and old, ethnic minorities, workers and farmers)?

- Promote membership of women to the organization.
- Promote the employment of women.
- Take into account the different impact for women and men on Fairtrade premium planning (gender approach to planning).
- Promote or reserve quotas on committees or board membership for disadvantaged/minority groups.
- Promote or reserve quotas for employment in the organization for disadvantaged/minority groups.
- Identify minority or disempowered groups amongst workers.
- Consider the particular needs of migrant, casual and temporary workers.
- Raise awareness and organize training on equality (e.g. gender equity).
- Identify the 10% weakest farmer families in a group or in a farmer society and focus on their opportunities and challenges.
- Promote partnerships with public institutions/NGOs working in similar programmes.

How to promote workers knowing and exercising their rights?

- Offer training to workers on how to organize effectively.
- Offer training to workers on how to negotiate effectively.
- Involve migrant, casual and temporary workers in training.
- Facilitate access to independent trade unions.
- Build partnerships with trade unions and other organizations that defend the interests of workers.

Empowering structure – organization effectively controlled by members-

How to strengthen democracy and social control within the producer organization?

- Implement systems of internal control for administration (surveillance committee, internal audits, etc).
- Provide training and support to internal auditors, standardize their performance and assure that their role is respected.
- Offer management training adapted to local situations.
- Enhance the understanding of texts by the members (e.g. also through literacy programs) such as the statutes and rules of the organization, Fairtrade requirements and explanatory documents.
- Promote the integration of young and female leaders within the organization

Empowering relations

How can the organization take more ownership and responsibility within the trade chain?

- Establish contact and work towards negotiating directly with buyers.
- Subcontracting or investing in processing and exporting, including an evaluation of associated opportunities and risks.
- Seek support from stakeholders in Fairtrade for market information, capacity building, technical assistance and other input needed.
- Offer training to managers in commercial practises / regulation and marketing.
- Encourage commercial visits and the exposure of leadership to end markets.

How can the organisation improve their political positioning at local / national level?

- Seek alliances with other organizations to defend the interests of rural populations.
- Develop measures to strengthen/consolidate the legitimacy and credibility of the producer organization

in the region.

- Seek contact with other local/national actors to improve public policies for producer organisations.
- Build contacts and exchanges of experience and best practice among producer organizations.
- Build mass media relationships.

MAKING TRADE FAIR

Fair trading relations

How to make trade fair for the organization?

- Seek training on negotiation skills.
- Join efforts with other organisations and businesses to achieve better deals.
- Monitor costs of certified sustainable production.
- Associate with producer networks to strengthen the voice of producers.
- Encourage visits to buyers, and visits from buyers to producers.
- Encourage exchange visits to successful producer organizations.

Economically sustainable operations

How to guarantee the long-term sustainability of organizations' business?

- Create indicators to review members' commitment to the organization and measures to increase it.
- Identify and provide appropriate non-trading services for members, such as training, technical assistance, credit, transport, etc.
- Seek measures to maintain rural young people in the region to avoid farm abandonment and migration.
- Increase the business management skills of directors, management and future replacements.
- Monitor costs of production and identify appropriate actions to enhance cost-efficiency.
- Use business management and planning tools to analyze and increase returns.
- Create a quality management system to increase / maintain the quality of products.
- Collect and analyze business partners / buyer's feedback.
- Take steps to add more value to the product / new product development.
- Promote long-term trust relationships with clients.
- Decrease dependency on external funding, especially if unsecured.
- Build links to alternative lenders, and seek their assistance in monitoring the financial stability of the organization.
- Maintain debt at manageable levels.
- Require and support cost-benefit and break-even analyses for any change before it is introduced.
- Get involved with (local) governments to understand and integrate into their regional development plans.