



**ASIA  
FAIR  
TRADE  
2016**



**WFTO Strategic  
Plan 2018 - 2021**

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# WFTO Strategic Plan 2018 - 2022

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# Purpose of the WFTO Strategic Plan

The *strategic plan* and connected *operational plan* is based on the strategy of the previous 4 years. The current strategic goals will remain relevant in the next 4 years:

- Credibility and Identity
- Learning
- Market Access
- Voice
- Capability

# The strategic planning process

- WFTO is building its strategic- and operational plan based on the Results Based Management (RBM) methodology
- WFTO will use the methodology to plan, cost, implement, monitor and measure the changes achieved through our efforts, rather than just the inputs provided or activities conducted
- The RBM framework consists of three main building blocks:
  - Strategic plan 2018–2021;
  - Operational plan 2018–2021;
  - Monitoring and Evaluation system.

# The strategic planning process



# Credibility and Identity

<p><b>Credibility and Identity</b> WFTO is the leading network of the Fair Trade movement. Its principles define the practice of Fair Trade.</p>	<p><b>1. Increase the membership of WFTO thereby making it more credible and relevant.</b></p>	<ul style="list-style-type: none"> <li>• 10% annual growth</li> <li>• Develop membership in North America</li> <li>• Upgrade of the Guarantee System Handbook (by 2021).</li> </ul>
	<p><b>2. Widely endorsed Fair Trade Charter for use by the Fair Trade movement.</b></p>	<p>Between 2018 – 2021:</p> <ul style="list-style-type: none"> <li>• WFTO engages actively with at least 25 national Fair Trade networks to invite and encourage them to endorse the FT Charter.</li> <li>• WFTO engages actively with at least 8 international Fair Trade networks and Fair Trade Certification bodies to invite and encourage them to endorse the FT Charter.</li> <li>• WFTO engages actively with at least 10 other international like-minded organisations to invite and encourage them to endorse the FT Charter</li> </ul>
	<p><b>3. Evolvement of the Fair Trade concept to facilitate global Fair Trade developments</b></p>	<ul style="list-style-type: none"> <li>• Update WFTO’s Fair Trade scope and principles to include the global development like e.g. emerging Fair Trade markets in the South and Fair Trade production in the North.</li> </ul>
	<p><b>4. Upgrade of WFTO Guarantee System to obtain further simplification and user friendliness.</b></p>	<ul style="list-style-type: none"> <li>• Upgrade of the Guarantee System documents by 2018/2019, based on user experiences and feedback obtained from involved professionals.</li> </ul>
	<p><b>5. Increased number of members, put the WFTO label on their products</b></p>	<ul style="list-style-type: none"> <li>• 10% annual growth</li> </ul>
	<p><b>6. Training programme teaching new potential members on WFTO principles and systems</b></p>	<ul style="list-style-type: none"> <li>• Conducted a baseline survey on membership training needs (covering at least 40% of the membership).</li> <li>• Training programme developed and implemented</li> </ul>

# Learning

<p><b>Learning</b> Provide an environment for sharing and learning, that enables our members and others to strengthen their Fair Trade practices.</p>	<p>1. <b>To provide a user-friendly online platform as a learning space for our members to gain knowledge, and share information with regards to being (better) Fair Trade practitioners.</b></p>	<ul style="list-style-type: none"> <li>• number of members using the platform.</li> <li>• satisfaction of members.</li> </ul>
	<p>2. <b>WFTO can ensure that a considerable number of its (new) members is able to complete their first GS cycle, in no more than 2 years after approval/joining.</b></p>	<ul style="list-style-type: none"> <li>• 80 - 90% of its (new) members.</li> </ul>
	<p>3. <b>WFTO will facilitate members' effective trade fair participation in trade fair pavilions at international trade fairs.</b></p>	<ul style="list-style-type: none"> <li>• Members have access to training programmes provided by third parties (like CBI, GIZ or ITC) to improve their trade fair participation.</li> <li>• WFTO provides support and advice to members on effective trade fair participation.</li> </ul>

# Market Access

<b>Market Access</b> Create market access opportunities for members through a credible Fair Trade Guarantee System.	<b>1. Created market opportunities for members</b>	<ul style="list-style-type: none"><li>• By 2021 WFTO has a strong presence at international trade fairs.</li><li>• WFTO &amp; member participation in international trade fairs growing towards 5 trade fairs annually in 2021.</li><li>• Members' satisfaction: at least 70% members are happy/very happy with WFTO presence at the selected trade fairs.</li></ul>
	<b>2. WFTO successfully promotes the GS label</b>	<ul style="list-style-type: none"><li>• Improvement of 20% of GS label recognition by 2021 (compared to 2017).</li><li>• Guaranteed members using the label on their products or the 'Guaranteed status' as a useful selling point.</li><li>• Investigate other tools to promote members (besides label)</li><li>• Consumers of Fair Trade products recognize the GS label</li></ul>



# Voice

<p><b>Voice</b> Promote and raise awareness of the Fair Trade model. Advocate for change to conventional trade.</p>	<p><b>1. WFTO organizes a campaign that (also) addresses of the principles.</b></p>	<ul style="list-style-type: none"> <li>• At least 1 annual campaign</li> </ul>
	<p><b>2. Facilitate cooperation of national networks and with international initiatives.</b></p>	<ul style="list-style-type: none"> <li>• Satisfaction with WFTO's role in facilitating the cooperation.</li> <li>• Development of FT-Towns</li> </ul>
	<p><b>3. Improve effectiveness of collaboration with FTAO.</b></p>	<ul style="list-style-type: none"> <li>• Ensure that our advocacy partner, FTAO, includes at least 1 WFTO priority in their work plan (2020 – 2024).</li> </ul>
	<p><b>4. Strong global and regional promotion of Fair Trade</b></p>	<ul style="list-style-type: none"> <li>• WFTDay is the FT celebration moment of the year for WFTO members with one global theme; at least 75% of the members get involved in the WFTDay</li> <li>• Annual Fair Trade week organized</li> <li>• Biennial WFTO Global Conference</li> </ul>

# Capability

<b>Capability</b> Enhance the WFTO's capability to deliver value added services to its members.	<b>1. To have a well-staffed, dynamic and efficient secretariat.</b>	<ul style="list-style-type: none"><li>85% of members are satisfied with the secretariat in general.</li></ul>
	<b>2. Efficient and effective organization- and governance structure implemented to be able to deliver services to the members.</b>	<ul style="list-style-type: none"><li>85% of members are satisfied with the services delivered on global level;</li><li>85% of members are satisfied with the services delivered on regional and/or national level.</li></ul>
	<b>3. Revenue generation on level to facilitate sustainable organization growth.</b>	<ul style="list-style-type: none"><li>Annual income from membership fees and related 'internal' sources is sufficient to cover all core costs.</li><li>External funding is ensured for additional activities.</li></ul>

# Consultation of the regions

- In what way could the formulated **goals be improved?**
- In what way could the **18 results be further improved?**
- Do you have **alternative suggestions for the Targets/KPI's** formulated at all results?