



**FAIRTRADE**  
AFRICA



PERFORMANCE

**REPORT**

2010 - 2013



**FAIRTRADE**  
AFRICA

## What is Fairtrade?

Fairtrade is the world's largest and most recognized ethical and sustainability trading system. Through Fairtrade International and its member organizations it connects consumers and producers with the aim to reduce poverty through trade.

It establishes a route through which farmers and workers in developing countries are empowered to access markets, secure more value for their produce and build more sustainable livelihoods with less negative environmental impact.

## Fairtrade Africa

Fairtrade Africa (FTA) was established in 2005 and unites over 860,000 Fairtrade certified farmers and workers across the African and Middle East including both producers from small producer organizations and workers from plantations. Through Fairtrade Africa all producer organizations in Africa have co-ownership of the Fairtrade system and have an equal voice in decision making through 50% representation on the Fairtrade International board.

## Vision

'A world in which all producers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their future.'

## Mission

'Our mission is to connect disadvantaged producers and consumers, promote fairer trading conditions and empower producers to combat poverty, strengthen their position and take more control over their lives.'

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*A proud sugarcane farmer in Malawi displaying packed sugar.*



# Introduction

**W**e are very excited to share with you the first Fairtrade Africa (FTA) social performance report. Whether you are one of our stakeholders or are new to the Fairtrade concept and Fairtrade Africa (FTA), we hope that you will find this report useful in understanding the Fairtrade Africa approach and in understanding the kind of changes we have been able to bring about for our members.

Since our establishment in 2005 we have seen rapid growth with a four-fold increase in financial turn-over and a five-fold increase in staff <sup>1</sup>. We have also seen rapid growth in the number of Fairtrade producer organizations in Africa. In 2010 there were 253 Fairtrade certified producer organizations. By the end of 2013 there were 410 producer organizations in Africa and the Middle East. The focus of our work at FTA has also changed. Until 2010 we focused on establishing governance and communication structures to build relationships with our members. Now the focus is on the continual building of strategic partnerships, strengthening existing structures and delivering our first phase of needs responsive projects.

As of 2014, we will be integrating with the Fairtrade International (FI) Producer Services team in Africa and will have a new strategic plan in place to deliver more consistent and relevant support to Fairtrade producer organizations across Africa. FTA will also be repositioned in the Fairtrade system as FI introduces its new strategic framework where producers have 50% ownership of the Fairtrade system through their producer network.

This first social performance report is an opportunity for FTA to draw together data obtained from across Africa since 2010 to demonstrate what we have been able to achieve in the last 3 years. It is also an opportunity for FTA to review its work to date and improve the services it offers as it enters a new phase and strategic plan from 2014.

This being the first social performance report that FTA has completed it is not surprising that we met challenges in the collection of this data. Through this we have come to realize that there are gaps in our understanding about the impact of our work. This has raised some questions about how we assess our work and also what processes are best for generating internal learning to improve our approach across regions and projects in Africa. We intend to address some of these issues in our next planning cycle.

I hope you enjoy the report.

**Nyagoy Nyong'o,**  
*Executive Director of Fairtrade Africa*



<sup>1</sup>Due diligence analysis Adaptea 2013.



## What Fairtrade Africa does?

Fairtrade Africa believes in a world in which all producers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their future.

There are three core goals to achieving this vision.

1. Make Trade Fair
2. Empower Small Producers and Workers
3. Foster Sustainable Livelihoods

### Contributing to:

Co-ownership of the Fairtrade system by producers and can influence decisions that will impact on their lives.

Building producer capacity in targeted areas through training, partnerships and knowledge exchange.

Awareness raising on trade justice by drawing attention to the concerns and challenges producers face in Africa.

Promoting Intra-African Fairtrade amongst African traders, retailers and consumers.

### Contributing to:

Establishing and supporting 5 Fairtrade Product & 5 Fairtrade Country Networks. These are grass root structures that generate information exchange (particularly on Fairtrade markets and standards) and ensure representation within the wider Fairtrade system and external fora.

Implementing needs driven project support for producer organizations, including the Access to Finance project, Climate Change Adaptation in tea project and a Technical Assistance Fund.

Establishing 2 Fairtrade Marketing organizations in Kenya and South Africa. These increase awareness and local demand for Fairtrade products and support Fairtrade retailers in selling Fairtrade products in their markets.

Providing space for knowledge exchange on continental issues facing producer organization and organizational capacity building through 3 Annual African Fairtrade Conventions.

The establishment of 4 regional and 1 FTA secretariat boards. The board members provide direction to FTA's work and allows producer organizations to influence the decision making processes within the Fairtrade system.



*FTA delegates vote at the FTA African Assembly in 2013 in Cape Town*

# Methodology

## How we assessed our work

FTA collected data using a series of key informant interviews with staff, producer organizations, product and country network coordinators. We also conducted a review of secondary data sources since 2010. We distributed a survey and spoke to 70 producer organizations to get feedback on the services delivered (roughly an 18% sample of Fairtrade certified producer organizations across Africa in 2013). Fairtrade Africa did not interview producer organizations from the Middle East and North Africa regions because of limited engagement in those areas.

## Limitations of the study

It has been difficult to track data because M&E processes were not fully embedded in previous projects and there is little external research that examines the impact of the work of Fairtrade Africa (as a producer network). This has been exacerbated by high staff turnover since 2010 and poor structures in place to ensure institutional memory.

Producer organizations found it difficult to differentiate between the work that FTA delivers and that undertaken by the Fairtrade International's Producer Services team; and often there is a degree of overlap between the two which makes it difficult to attribute impact directly to FTA's work. There was also a low response rate to stakeholder questionnaires, making it challenging to produce statistically robust data. As such our survey responses do not statistically 'represent' the voice of our members. Nevertheless they provide valuable insight that can facilitate organizational learning.



# Timeline of Activities



The First Country Network, Malawi is formed. FTA has since supported networks in Ghana, Cote d'Ivoire, Burkina Faso, Mali, & Madagascar.



Partnership with KPMG begins. KPMG volunteers developed a financial management training tool and financial profiling tool to assess the credit risk of producer organizations. These tools have been adapted and used to train around 100 producer organizations in financial management across Africa.

Launch of FLSA, (Fairtrade Label Southern Africa), the Fairtrade marketing organization in South Africa. It is one of the fastest growing Fairtrade marketing organizations in the world.



## 2010

## 2011

The launch of the Fairtrade Tea and Coffee product networks. FTA now has networks in Cotton and Sugar. The Coffee & Cocoa Network, funded by Oxfam WW, reached 114 producer organizations across Africa with opportunities for information exchange, learning & capacity building.



First African Fairtrade Convention held in Zambia. Annual conventions have since been held in Ghana, Ethiopia and South Africa reaching over 160 Fairtrade producer organizations.

Launch of 'Extending Fairtrade Gold to Africa'. A project reaching 1100 artisanal small scale miners in Tanzania, Uganda and Kenya to support their mines to achieve standards for Fairtrade certification in 2015.



Launch of Adaptea project with Vi Agroforestry which will provide climate adaptation strategies to 21,000 Fairtrade tea farmers in East Africa.

Launch of the Fairtrade marketing organization in East Africa (FMOEA). At the end of 2013 it had hosted 6 consumer awareness campaigns.



## 2012

### COMIC RELIEF

The Comic Relief Funded Technical Assistance Fund concludes after funding individually tailored technical support programmes to 60 Fairtrade producer organizations across Africa since 2009.



Attendance at United Nations Framework on Climate Change Conference of Partners (COP) 16. FTA has since attended COP 17 and COP 18 to present the stories addressing the impact of climate change from over 60 Fairtrade producer organizations across Africa.

## 2013

Training given to 90 Fairtrade and COFTA producer organizations as part of the 'Accessing Finance in East and West Africa' project in partnerships with Shared Interest Foundation.



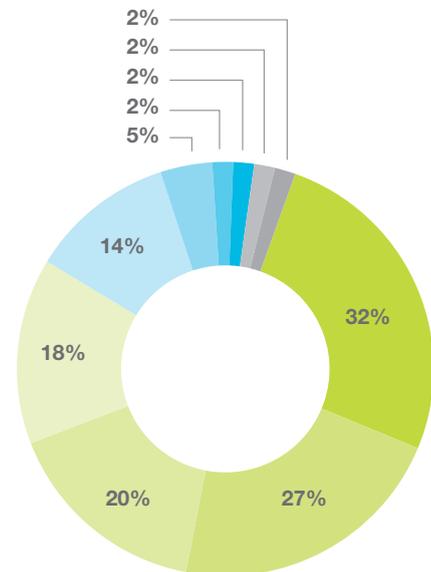


# Fairtrade in Africa-2012 Figures From Monitoring Report

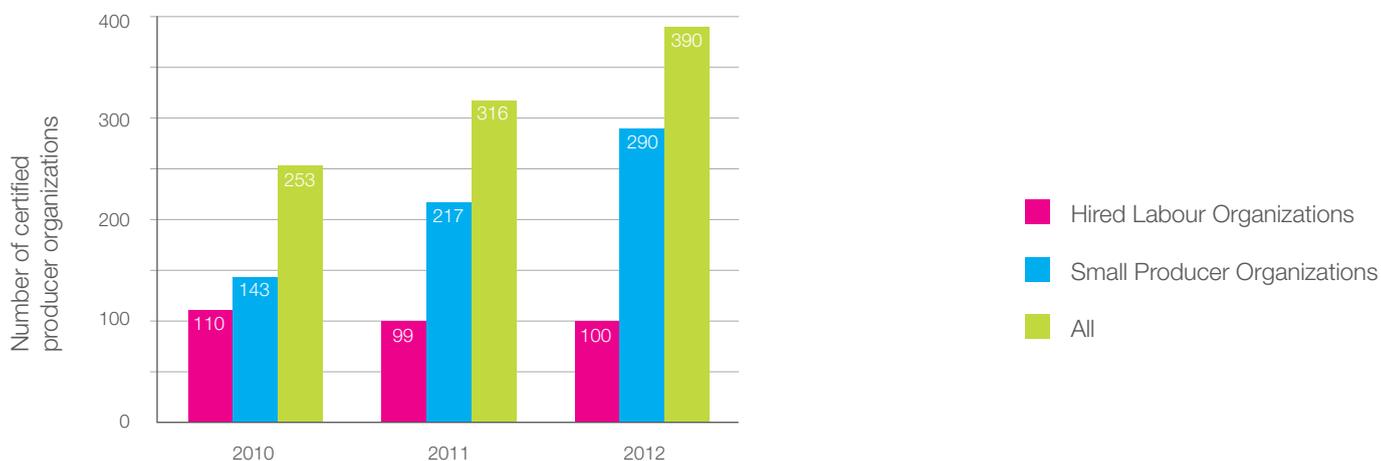
74% of survey respondents were satisfied with the service that Fairtrade Africa has delivered.

## Producer Organization Perceptions of the Impact of FTA Service Delivery

- 32** Helped improve our awareness of and participation in Fairtrade Africa
- 27** Provided information on Fairtrade standards and on market prices
- 20** Provided networking opportunities which have resulted in sponsorship and buyers
- 18** Helped us to grow our membership as a result of participating in trainings
- 14** Improved our production
- 5** Helped in financial management
- 2** Improved our understanding of the FAIRTRADE Mark
- 2** Provided training or information on environmental conservation
- 2** Has helped with the certification process
- 2** Has improved the working environment



## Producer organizations in Africa and the Middle East 2010 - 2012



## Fairtrade in Africa and the Middle East 2012

Africa and the Middle East	Number of members and workers in Fairtrade producer organizations 2012	Fairtrade Premium receipts 2011-12 (€ millions)
Small Producer Organizations	781,500	14.1
Hired Labour Organizations	78,600	5.6
Africa Total	860,100	19.7
Percentage of global total overall	61%	23%

# 1

## Ensuring that Producers are co-owners of the Fairtrade system and can influence decisions that will impact on their lives

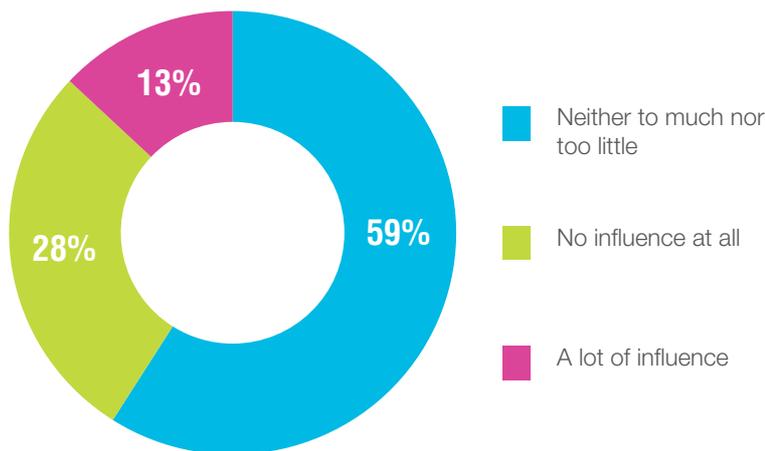
The Fairtrade Africa secretariat, regional boards and the presence of 2 African producer representatives (selected from the Fairtrade Africa continental board) on the Fairtrade International board now ensure the participation of African Fairtrade producer organizations in executive decision making processes and policy formation within the wider Fairtrade system.

Since 2010, Fairtrade Africa staff have given input to and also facilitated the contribution of producer representatives into standards consultations and product reviews on tea, coffee, gold and cashew nuts. They have also assisted producers to provide input into the new Fairtrade Sourcing model for cocoa, cotton and sugar and supported worker representatives to input into the Fairtrade hired labour strategic review. Fairtrade Africa staff also consulted with producers and workers into the design of the new global Fairtrade monitoring and evaluation system.

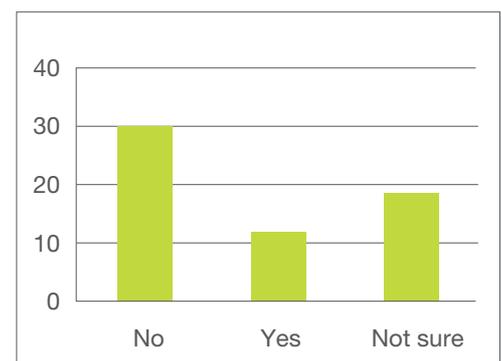
69% of survey respondents said they had provided feedback on Fairtrade standards: 46% through their product or country network, 36% through a meeting with FLO/liaison officer and 21% through an event organized by Fairtrade Africa.

FTA's satisfaction survey found that around one third of respondents believe that Fairtrade Africa has provided a space for 'representation on changes required in the Fairtrade system'. However, only 13% of respondents felt they had a lot of influence in the Fairtrade system and 28% did not believe that Fairtrade Africa had helped them to influence policy in the Fairtrade system.

How much influence do you think your organization has in the Fairtrade system



Has Fairtrade Africa Supported you to have more influence within the Fairtrade System?



‘We have engaged in some consultations on cocoa growing and marketing and though we cannot fully attribute the outcome to be entirely our doing, we are glad to be part of it.’ **SPO Cocoa Manager, Ghana**

# 2

## Building Producers' capacity in targeted areas through training and knowledge exchange

Since 2010, around one third of Fairtrade certified producer organizations in West, East and Southern Africa have attended at least one training session hosted by Fairtrade Africa either directly, through product or country networks, or through an event co-organized by Fairtrade Africa and one of its technical partners.

112 producer organizations have accessed training on financial management, covering areas such as effective financial reporting, budgeting and how to apply for loan finance. Of the 60 producer organizations

who took part in the Technical Assistance Fund around one third received training on organizational development including improving cooperative management, governance structures and financial management of the cooperatives. 20% chose to receive training on environmental management, including proper use of agro chemicals and pesticides. The rest of the training was varied according to producer organization need, focusing on improving information

**68%** OF ALL FAIRTRADE CERTIFIED COFFEE PRODUCER ORGANIZATIONS HAVE RECEIVED

**TRAINING IN FINANCIAL MANAGEMENT SUPPORTED BY FTA SINCE 2010.**



communication technology use, climate change adaptation and improving internal control systems within the cooperatives.

Through the 'Extending Fairtrade Gold to Africa' project, Fairtrade Africa with the support of Fairtrade Foundation and local support organizations has also delivered training to 405 artisanal miners from 9 mines looking to achieve the Fairtrade certification. The product areas that received the most training include coffee, tea and cocoa. Small products categories including vanilla, cashew nuts and vegetables have also been reached. Kenya, Ghana, Cote d'Ivoire, Tanzania, Uganda and Madagascar were the countries that received the most training between 2010 and 2013.

Respondents from FTA's satisfaction survey stated that the main outcomes of the training they have received from Fairtrade Africa have been improved financial management, increased awareness of Fairtrade, improved production practices and improved agricultural processes.



# The Technical Assistance Fund



The Technical Assistance Fund (TAF) ran from 2009 to 2012 and was set up to provide Fairtrade producer organizations in Africa with needs responsive technical assistance training. Producer organizations submitted proposals outlining the purpose and need of the training. Between 2009 and 2012 a total of 676,462USD was transferred to 60 producer organizations. This is an average of 11,274USD supplied to each successful applicant. Approximately 7977, (59.1% men and 40.9% female) members of producer organizations from across Africa have received access to training through the Technical Assistance Fund. The product group to benefit the most was coffee and the country with the largest number of successful applicants was Kenya.

## Production and Post-Harvest Handling

Groups were equipped with skills and knowledge on post-harvest handling of a variety of crops, including cocoa, tea, coffee and dried fruit. At Groupement Yiwalo de Zoula in Burkina Faso, farmers were trained on the full process of mango farming, from nursery level to post-harvest, and particularly how to care for old mango trees which were, prior to the training, neglected and fruitless. *“We did not understand how to prune the old mango trees. We did not know how to do enlightenment pruning. We did not know how to plant new orchards. We did not know it was necessary to plough, to plough everywhere. That’s it! So each course served us.”* Staff, Groupement Yiwalo de Zoula, Burkina Faso

## Organizational Development Training

EPK, a cooperative from Kenya received funding from TAF in 2011 for training in organizational development. This training enabled the organization to list its objectives and priorities and to eventually create a “road map” for its development, with various milestones and activities scheduled in the plan. The strategic planning development was participatory and farmers were given the opportunity to engage in the process, leading to a more inclusive system of both management and governance. As a result of the training they were able to draft a strategic plan for their organization.

*“In fact, I would say this training we got as a board of directors and employees was an eye opener in the sense that apart from prioritizing what we need to do first, it also gave us a way on how to relay the baton. You see after the board sits and makes a resolution, the baton is relayed to the manager and the manager takes it down to other employees to implement and it is going on well.”* Administrator, EPK, Kenya

## Improved Traceability

For Kavokiva Cooperative in Cote d’Ivoire, traceability training funded by TAF led to the introduction of a new voucher system for monitoring and recording the flow of products which has played a significant role in improving the management of the entire organization. Vouchers for the sub-sections and the central store ensure that payments are reported and collections of products are verified. According to an administrator, this was “a major innovation that has significantly improved traceability.”

# 3

## Promoting information exchange and generating new partnerships

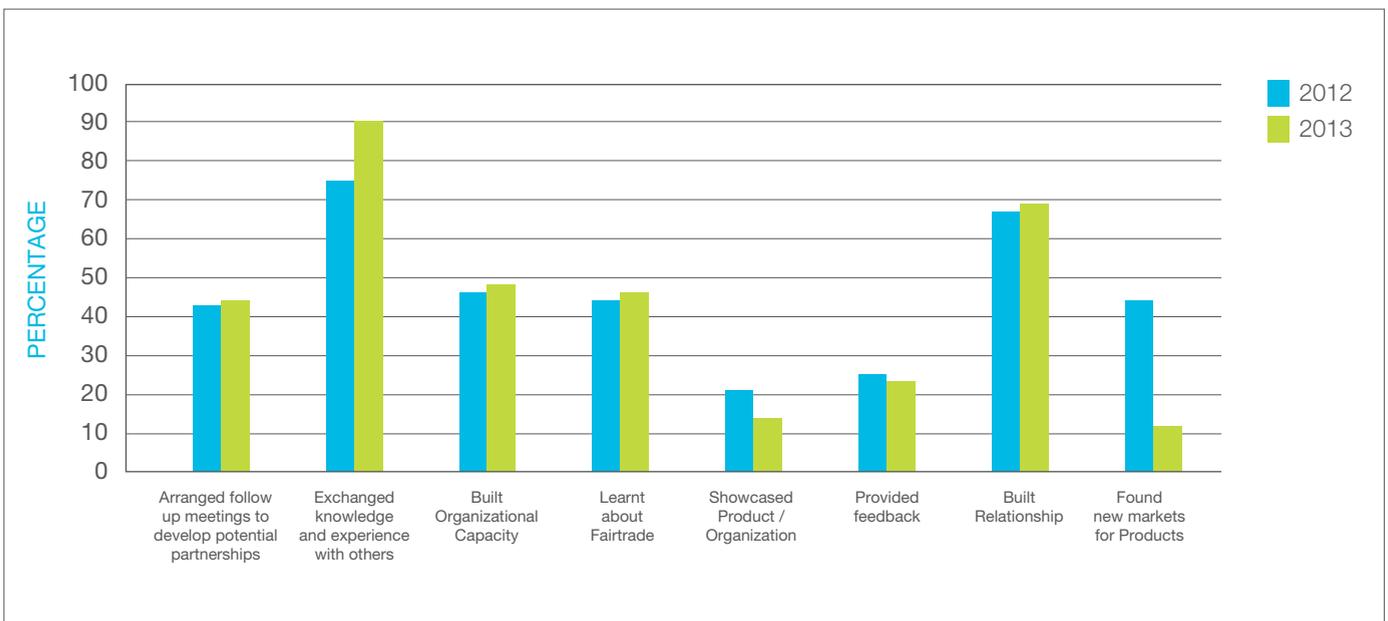
62% of respondents from FTA's satisfaction survey believe that Fairtrade Africa provides market and price information and opportunities for information exchange with other producer organizations. 27% of respondents believe that the biggest impact of Fairtrade Africa has been on providing information on standards and the selling price of Fairtrade products.

Product and country networks as well as the Annual Fairtrade Convention have proved valuable spaces for information exchange. They have also created spaces to build new partnerships. As one participant at the African Fairtrade Convention in 2013 explains '*The [African Fairtrade] convention has provided a platform to network with other regions and continental networks and global market partners.*' Over 80% of respondents of the AFC evaluation form, in 2013, felt they had been able to exchange knowledge and experience with others.

55 % of respondents who had taken part in a product or country network activity saw these as a source of market & price information, and 25% as a place for information exchange with other producer organizations. As one respondent explained '*through the product network we have managed to get to know more [about] market and pricing.*' Key informant interviews found that network members had learnt about how the product minimum wage is set by Fairtrade and also acquired clarification on other aspects of the Fairtrade standards. According to producer organizations interviewed, this access to information had improved market access and improved their organization's ability to adhere to the Fairtrade standards.

**46%**  
**of producer organizations in West, Southern And Eastern Africa have attended at least one product network or country partnership event since 2010 and 41% have attended at least one African Fairtrade Convention since 2010.**

What Have You Gained From Attending the AFC?



# 4

## Awareness raising on the needs and challenges that producers face

Since 2010, Fairtrade Africa has attended conventions and conferences including the annual New Partnerships for Africa's Development (NEPAD) and the United Framework on Climate Change's Annual Conference of Partners meetings (COP) meetings in 2010, 2011 and 2012 to raise awareness on a range of issues facing Fairtrade producer organizations on the African continent. Fairtrade Africa has also used its own annual African Fairtrade Convention and the product and country networks as platforms from which to draw attention, at both national and regional level, to the concerns and challenges African producers face.

**Fairtrade Africa has formed relationships and partnerships with over 22 NGOs, INGOs and donors across Africa**

In addition Fairtrade Africa has formed relationships and partnerships with over 22 NGOs, INGOs and donors across Africa, to raise awareness and secure funding for improved service delivery to address a range of issues facing producer organizations including access to finance, climate change and organizational development.

## Responding to Climate Change



During this reporting period, approximately 64 producer organizations from West, Southern and Eastern Africa have been consulted on climate change issues. Major product categories include coffee and tea. In addition more than 11 case stories on the impact of climate change on Fairtrade producers in Africa have been shared with stakeholders on products ranging from coffee to pineapples. Fairtrade Africa has also held consultative workshops since 2010 with a total of 56 producer organizations to help inform Fairtrade policy and build producer capacity. The input from these activities has directed Fairtrade's standards for climate change. These stories have also been shared through Fairtrade Africa's attendance at COP 16, 17 and 18.

In 2012, Fairtrade Africa responded to the climate change challenges faced by Fairtrade tea producers in Eastern Africa by submitting a proposal to the Nordic Climate Fund alongside its partner Vi Agroforestry. The project was approved and is currently providing training on climate adaptation strategies that will reach 21,000 Fairtrade farmers across Eastern Africa. The use of the Fairtrade tea network and the establishment of an online information platform recording farmer experiences of the training will spread the learning from the project beyond producer organizations participating in the project and help other farmers struggling with climate change in the tea sector.



## Malawi Country Network: A Case of Best Practice

The Malawi Fairtrade Network (MFTN) was formed in 2009. In 2011, FTA contacted VSO who agreed to support the posting of a VSO volunteer as a network coordinator for the network. The posting of a network coordinator has allowed the network to deliver its strategic plan, influence stakeholders in Malawi, build partnerships and secure external funding.

Since 2012, the network has hosted two Fairtrade Breakfasts, held stakeholder forums (including one reporting the findings of the Fairtrade Foundation commissioned longitudinal study on the impact of Fairtrade in Malawi) and run a series of product specific trainings for its members. It provides regular updates on Fairtrade standards in response to member queries and has supported Fairtrade International to host a workshop on climate adaptation.

In 2012, the Malawi Fairtrade Network held its first Fairtrade Breakfast. The Breakfast was attended by producer members, stakeholders from the Fairtrade system, stakeholders from the government in Malawi, donors and civil society actors. This included the Ministry of Trade and Private Sector Development. Representatives from the embassies of Germany and Ireland were also present. The Breakfast highlighted the work of Fairtrade in Malawi, the current market for Fairtrade products and introduced the Fairtrade concept.

Following on from the Breakfast, the MFTN was invited by the government to sit on a number of relevant product committees, including those covering the sugar sector, tea and groundnuts that were developing the government export promotion strategy. As a result Fairtrade was recommended as part of the National Export Strategy as a means of diversifying the export of different products and that it should be encouraged whenever possible.

MFTN joined CISANET, an organization that brings together all CSOs (community service organizations) in Malawi, and was invited to make a presentation of Fairtrade in Malawi. This has helped it to form networks with other organizations. In particular, MFTN is on the Market Development and International Trade thematic committee which meets every quarter. The network has also built a relationship with CDE, who in 2013, provided it with funding and technical support to provide a series of product specific training to producer organizations across Malawi.

# 5

## Promoting Intra-African trade opportunities for producers

Fairtrade Africa has supported the formation of two Fairtrade Marketing Organizations in Africa to facilitate intra-African trade opportunities. The Fairtrade labelling organization in South Africa (FLSA) was set up in 2010 and the Fairtrade marketing organization in East Africa (FMOEA), in 2013. Fairtrade Africa has continued to financially support these organizations since their formation although they now operate as independent entities.

The purpose of these marketing organizations is to create markets for Fairtrade products by engaging with traders and retailers and raising awareness and trust in the Fairtrade brand amongst consumers in Africa.

FLSA works with the following Fairtrade products in the South African market: tea, coffee, chocolate, wine, cotton, spices, juice, olives and sugar. Three years after its formation, FLSA's website now receives over 2100 unique hits a month. It has nearly 3000 followers on twitter and over 2000 followers on Facebook. Through significant engagement of new organizations signing up to sell Fairtrade products in South Africa, the organization has gone from having 4% of its operational costs covered by fees from Fairtrade licensees in 2010 to 46% in 2013. Consumer awareness raising activities include the Annual Fairtrade week and Fairtrade Coffee week that FLSA hosts every year. Consumer awareness now stands at 6% in the general population and 12% in the target population, a growth from 4% in the general population and 8% in the target population in 2010.

FMOEA works with the following Fairtrade products in the Kenyan market: tea and coffee. FMOEA, launched in 2013 already has 272 followers and 270 likes on Facebook. So far they have held 6 awareness campaigns in Nairobi and made several press releases to raise awareness of the Fairtrade concept in Kenya.

It is too early to tell in the Eastern Africa market what the impact of this consumer awareness raising has been, but in a baseline poll of Nairobi supermarket shoppers in 2013, 72.2% said they would be prepared to buy a Fairtrade product if they saw it on the shelves after they learnt about the Fairtrade concept.

**There are now 39 certified operators and Fairtrade licensees selling Fairtrade products across South Africa and Kenya.**



In 2013...



**318,000**  
LITRES OF WINE



**2,117**  
METRIC TONNES  
OF FAIRTRADE  
CHOCOLATE WAS SOLD



**121**  
METRIC TONS  
OF COFFEE

... was sold in South Africa.

# Fairtrade in Africa: Supporting Women in Coffee in Kenya

Kab’gnetuny Coffee Cooperative is located in Western Kenya and is one of 32 primary cooperatives in the Kipkelion Union. The cooperative became Fairtrade certified in 2009 and part of the Union in 2012. Kab’gnetuny was encouraged to become Fairtrade certified by their marketer who was part of a certification project supported by Solidaridad and Irish Aid. The project also supported cooperatives to establish community based gender and youth projects to enhance the participation of women and young people in coffee farming.

In Western Kenya, it is traditional that female family household members take part in the production of coffee but do not own any of the coffee bushes themselves. There are also very few female members of the Kipkelion Coffee Union. As a result women do not have access to the training or inputs that are provided by the Cooperatives in the Union that could improve the productivity of the coffee that they help to grow. They also do not have direct access to the income secured from coffee production.



*‘Women in Coffee’ group at Kab’gnetuny women’s cooperative*

In Kab’gnetuny

**21.4%**

of members are women

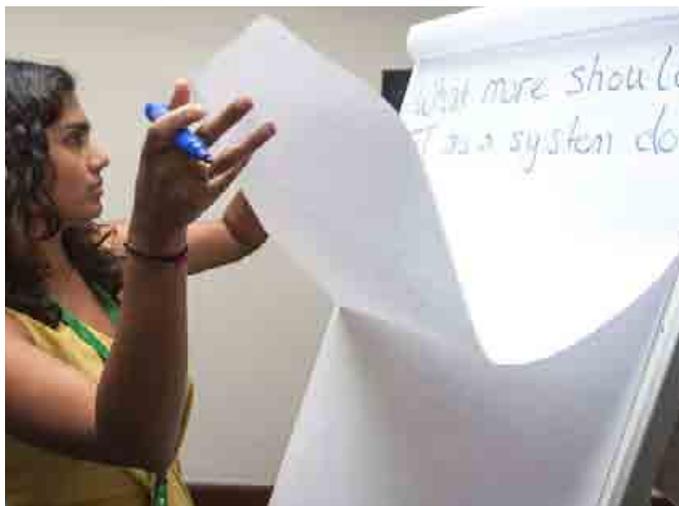
Kab’gnetuny Coffee Cooperative took part in an Irish Aided funded programme supported by Solidaridad and Fairtrade to introduce women and youth schemes into newly certified cooperatives. With the support of the Fairtrade liaison officer in Kenya, Kab’gnetuny cooperative established a ‘*Women in Coffee*’ group to increase the female membership and train the women in good agricultural practices in growing coffee. The cooperative management and board sensitized the male members to the needs of the women and encouraged them to hand over some of their coffee bushes to their wives and daughters. As the Chairman, Samson Koskei explains, this was not straightforward. *‘Members had resisted giving women coffee for 2 years. In 2011, the board members had to set an example by sharing coffee bushes with our wives. I started by giving my wife 300 bushes.’* Since then the cooperative has provided training on women’s rights and on coffee crop management to their members including their new female members. To date 150 male members have handed over bushes to their wives and as one female member explains *‘After teachings by*

*Fairtrade, men understood that including women in coffee farming is beneficial.’*

There is still much work to be done to increase gender equity in the cooperatives as still only 21.4% of members in Kab’gnetuny coffee cooperative are women. However, it is a markedly higher percentage than the number of women member’s across the other primary societies of Kipkelion union where on average only 10.8% of members are women.

In 2012, the organization attended the African Fairtrade Convention in Addis Ababa where they met Shared Interest, a social lender. With the connection established by Fairtrade Africa they were able to acquire a loan from the Society to purchase a tractor to improve the production of coffee and transportation of the beans from member farms to the Cooperative. According to Samson Koskei, the support received from Fairtrade to establish a Women in Coffee group was not the only support they received from Fairtrade. *‘Fairtrade [Africa] has provided information which has really assisted us. For instance, they gave us advice on how we can acquire a cheap loan to purchase a tractor.’* In 2012 the organization attended the African Fairtrade Convention in Addis Ababa. There they met a social lender, Shared Interest. With the connection established by Fairtrade Africa they were able to acquire a loan from the Society to purchase a tractor. This has reduced the burden on farmers who have to travel long distances to deliver their coffee to the Cooperative. In a survey of 120 members at Kab’gnetuny Coffee Cooperative, 84% of respondents had appreciated community development which has been carried out by the cooperative society. The purchase of the tractor was most frequently cited as one of the projects that had created the greatest impact on the life of the community.

# Conclusions & Key Learning



The process of collecting the data for the performance report has generated valuable conclusions and learning for the team at Fairtrade Africa all of which will be considered in FTA's annual planning process.

## Visibility of Fairtrade Africa

Whilst producer organizations were aware of Fairtrade Africa's existence there was confusion amongst respondents about what the organization is and what it does. This was particularly the case within the Hired Labour sector where Fairtrade Africa has had limited engagement in the past. There was a lack of clarity amongst respondents about the different services that Fairtrade Africa and the Fairtrade International Producer Support Services team provide to producer organizations and how the two structures relate to one another. The integration in 2014 of the two teams aims to reduce the confusion. Fairtrade Africa will also need to invest more in visibility efforts to communicate the mission and strategy of the organization to its key stakeholders, particularly the Fairtrade certified producer organizations it works with.

## Reworking a Membership Strategy to Increase Relevance for Members

Few producer organizations in Africa have paid membership fees to Fairtrade Africa. In 2013 only 1% of the total budget of Fairtrade Africa came from membership fees. A lack of clarity on the services offered through the membership structure and how they differentiate from the Fairtrade International services support and FLO-Cert audit is a key reason for low fee payment. Fairtrade Africa is reviewing the membership structure of the organization as well as running visibility programmes to raise awareness of what Fairtrade Africa can provide to members.

## Improving Representation of Fairtrade Producer Organizations in the Fairtrade system

40% of producer organizations interviewed did not believe that Fairtrade Africa assisted them in engaging with the wider Fairtrade system. With the producer organizations now owning 50% of the Fairtrade system Fairtrade Africa needs to identify ways in which it can drive greater representation of producer organizations in the Fairtrade system.



# FAIRTRADE AFRICA

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