



**FAIRTRADE**  
AFRICA



# ANNUAL REPORT


2021

A woman in a vibrant, patterned dress is shown from the waist up, carrying a young child on her back. She is looking down, focused on her work in a field of green plants. The background is a soft-focus field of similar vegetation under a clear sky. The entire image has a semi-transparent blue overlay.

## About Fairtrade Africa

Fairtrade Africa (FTA) is the umbrella network organization representing Fairtrade-certified Producer Organizations in Africa and the Middle East. It has four (4) regional networks – Eastern & Central Africa; Southern Africa; West Africa; and the Middle East & North Africa. Established in 2005, FTA is a member of Fairtrade International currently representing 1,354,294 farmers and workers in 660 producer organizations spread across 28 countries in Africa and the Middle East, by providing services to them that contribute to the improvement of their livelihoods.

[www.fairtradeafrica.net](http://www.fairtradeafrica.net)

    Fairtrade Africa Marketplace | Fairtrade Africa

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<b>AFC</b>	Africa Fairtrade Convention
<b>ARSO</b>	African Organisation for Standardisation
<b>BMZ</b>	The Federal Ministry for Economic Cooperation and Development
<b>CAAP</b>	Community Adaptation Action Plans
<b>CLAC</b>	Latin American and Caribbean Network of Fair Trade Small Producers and Workers
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CEA</b>	Commerce Equitable Afrique
<b>COP26</b>	United Nations Climate Change Conference
<b>C&amp;P Network</b>	Country and Product Network
<b>DAF</b>	Dynamic Agroforestry
<b>ECAN</b>	Eastern and Central Africa Network
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>FAIR Ngoma</b>	Fairtrade Africa Impact Recognition Ngoma Awards.
<b>FTAO</b>	Fairtrade Advocacy Office
<b>FI</b>	Fairtrade International
<b>FIGA</b>	Fairtrade International General Assembly
<b>FPC</b>	Fairtrade Premium Committee
<b>FT System</b>	Fairtrade System
<b>FLIRP</b>	Fairtrade Living Income Reference Price
<b>FAO</b>	Food and Agriculture Organization
<b>FTA</b>	Fairtrade Africa
<b>GBV</b>	Gender Based Violence
<b>GIZ</b>	German Agency for International Cooperation
<b>GAP</b>	Good Agricultural Practises
<b>HLO</b>	Hired Labour Organizations,
<b>HREDD</b>	Human Rights Due Diligence
<b>IGA</b>	Income Generating Activities
<b>ILO</b>	International Labour Organization
<b>ISO</b>	International Organization for Standardization
<b>KPI</b>	Key Performance Indicators
<b>MMDAs</b>	Metropolitan, Municipal, and District Assemblies
<b>MENA</b>	Middle East and North Africa
<b>MEAL</b>	Monitoring, Evaluation, Accountability & Learning
<b>NAPP</b>	Fairtrade Network of Asia & Pacific Producers
<b>NFOs</b>	National Fairtrade Organisations
<b>NGO</b>	Non-Governmental Organisation
<b>OHS</b>	Occupational Health and Safety
<b>PACJA</b>	Pan Africa Climate Justice Alliance
<b>PWD</b>	People Living with Disabilities
<b>POs</b>	Producer Organizations
<b>RFCs</b>	Regional Fairtrade Congresses
<b>SADC</b>	The Southern African Development Community
<b>SDG</b>	Sustainable Development Goals
<b>SECO</b>	State Secretariat for Economic Affairs
<b>SAN</b>	Southern Africa Network
<b>SCA</b>	Specialty Coffee Association
<b>SPOs</b>	Small-scale Producer Organisations
<b>VSLA</b>	Village Saving and Loans Association
<b>WACP</b>	West Africa Cocoa Programme
<b>WAN</b>	West Africa Network
<b>WSOL</b>	Women School of Leadership
<b>YICBMR</b>	Youth Inclusive Community Based Monitoring and Remediation

# ABBREVIATIONS

# From The Desk of the Executive Director

2021 is the first year of reporting following the launch of the strategic plan 2021- 2025. Championing decent livelihoods and living incomes and wages for producers directed the choices we made with the strategic pillars. Interventions in products and market development are growing volumes of products sold on Fairtrade terms, but also ensuring better value proposition to various actors along the supply chain. Improved leadership at producer organizations, as well as revitalized Country and Product Networks will increase the voice that champions for decent livelihoods. Producer resilience to climate change is building sustainable farming systems. In sum, all these strategic pillars will fulfil the mission- transformative, resilient and impact.

## COVID 19 Crisis

The COVID-19 crisis continued to affect producers in Africa and negatively impacted every sector from health and environment to education and jobs. FTA mounted a broad and decisive response to the crisis—the largest in our history. In April 2020, FTA set up a Producer Relief Fund with the support of partners such as Fairtrade International Relief Funds, GIZ RECOVER Africa, FloCERT, Swiss State Secretariat for Economic Affairs (SECO), Dignity for All (D4A) programme and COOP UK. The objectives were two- provide emergency response- immediate relief to and support prevention of the further spread of the COVID-19 pandemic on at-risk producers and secondly support resilience responses- help producers recover from economic losses due to COVID-19, maintain and diversify their supply chain relations, and ensure business continuity, food security and income generation. As at 31st December 2021, a total of 759,996 Fairtrade workers and farmers in 19 countries in Africa were reached through different COVID-19 funds interventions.

## Commercial Directorate

The newly created Commercial Directorate is now fully operational and is resourced to drive product and market development strengthening initiatives whose key objective is to implement a commercial model to grow demand for Fairtrade products in the South and existing northern markets. A Markets Steering sub-committee of the Board was established and is offering strategic guidance and oversight. The directorate reported a volume increase from licensed products from Africa of 31% in 2021 compared to 2020. The number of Producer Organizations with value added products remained at 73 while new licensees onboarded in 2021 were 5. It is estimated that POs have earned an additional Euro 305,000 from south-2-south Sales.

## Status of Producers

The year ended with 660 certified POs from 28 countries. This was a 5% growth in the number of certified Producer Organisations. Growth was attributed to certification of Producer Organisations in Sierra Leone, Côte d'Ivoire, Burkina Faso, South Africa and Madagascar. The number of Producers continues to grow; FTA now represents 1,354,294 Producers.



## Fairtrade Convention and Ngoma Awards

FTA hosted the 7<sup>th</sup> Africa Fairtrade Convention (AFC) and the 2nd Ngoma Awards. Themed 'Producers, Leading the Future of Trade, AFC was a learning and networking opportunity for Fairtrade Producers, dealers, buyers, the public and private sectors. AFC run for the first time as a virtual event due to the impact of COVID-19. 17 live sessions hosted by 70 moderators and panelists were organized. One could also walkabout virtually in the exhibition section; AFC premiered a virtual flower farm tour, which provided participants with a one-of-a-kind 360-degree interactive tour of Wildfire Flower Farm. The second edition of the Fair Ngoma Awards was held on 25th June 2021, the closing event at the virtual AFC. 14 Fairtrade certified Producer Organizations were honoured and received several awards, including five for Hired Labour organizations, five for Small-scale Producer organizations, and four special awards.





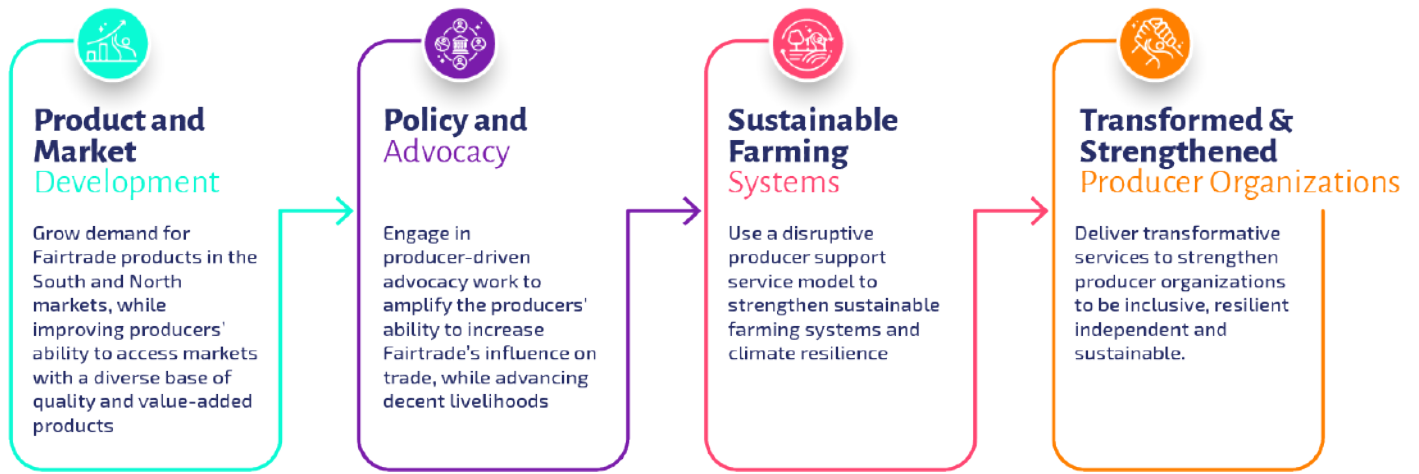
1.0

## **INTRODUCTION**

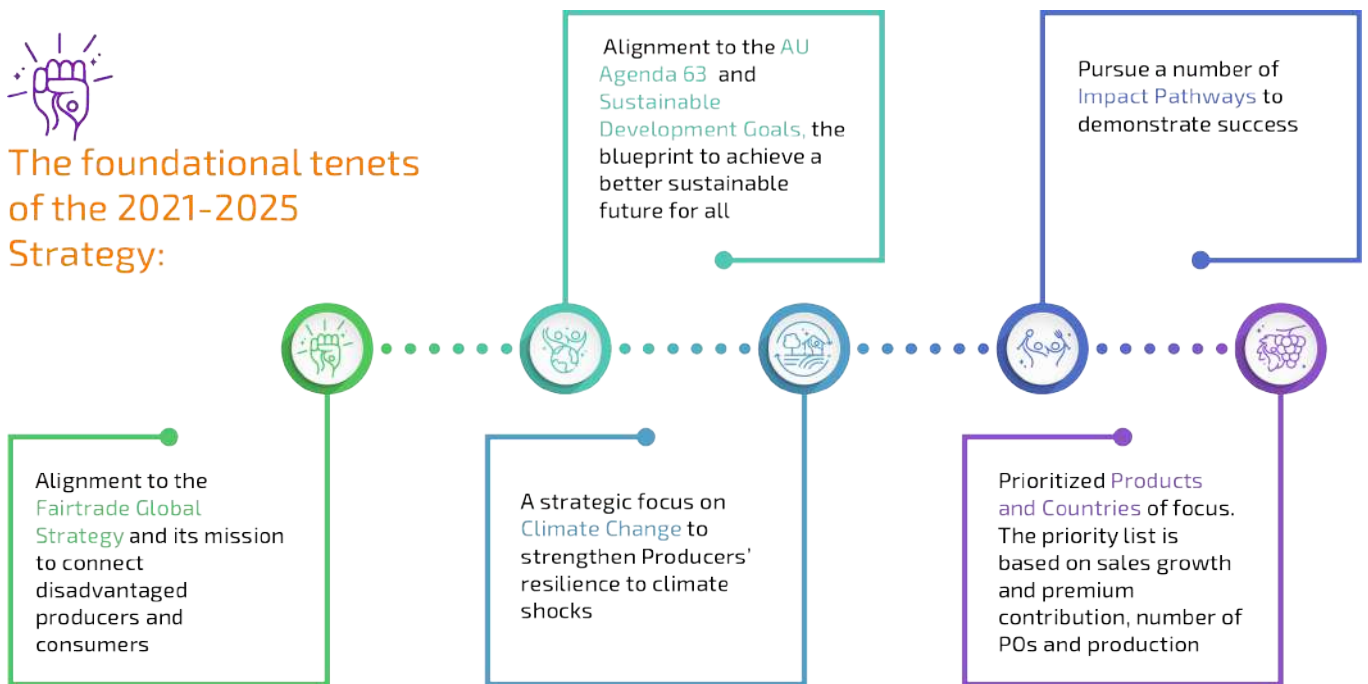
- 1.1 Strategic Direction 2021-2025
- 1.2 About Fairtrade
- 1.3 About Fairtrade Africa

# 1.1 Strategic Direction 2021-2025

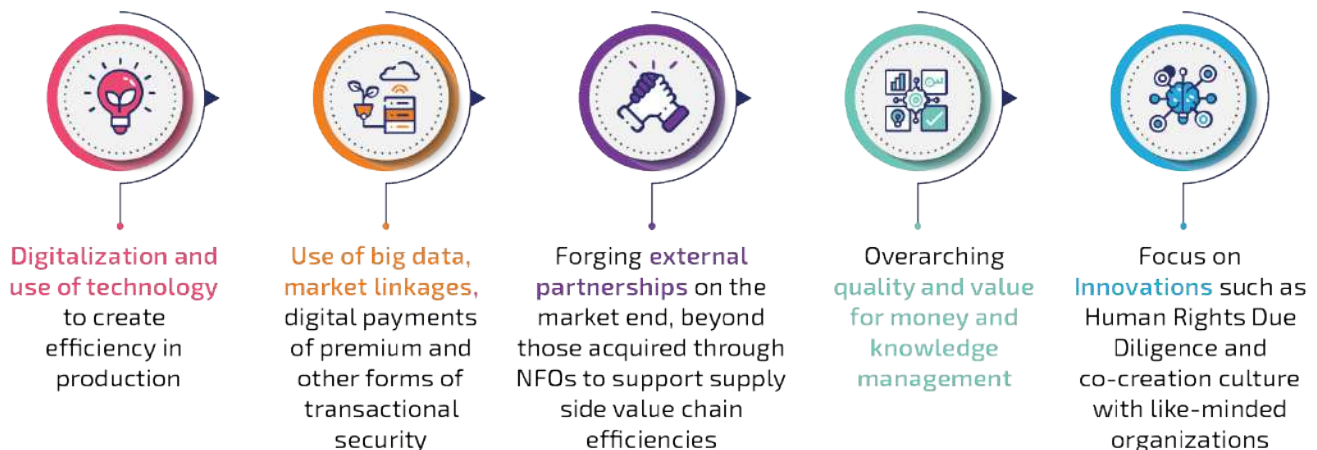
In its vision, Fairtrade Africa envisages a world in which all producers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their future. The FTA strategic period 2021-2025 is guided by 4 inter-related strategic pillars;



## The foundational tenets of the 2021-2025 Strategy:



The delivery of the strategic pillars will be enabled by a number of drivers;



## 1.2 About Fairtrade

Fairtrade changes the way trade works through better prices, decent working conditions and a fairer deal for Producers in developing countries. As a leader in the global movement to make trade fair, Fairtrade supports and challenges businesses and governments and connects Producers with the people who buy their products. By choosing Fairtrade, people can create change through their everyday actions. A product with the **FAIRTRADE Mark** means **producers** and **businesses** have met internationally agreed **standards** which have been independently certified.

The **Fairtrade System** comprises;



## 1.3 About Fairtrade Africa

Established in 2005, FTA is an independent non-profit umbrella organisation representing **660** Fairtrade certified producers in **28** countries in Africa and the Middle East. FTA is owned by its members, who are producer organisations producing traditional export commodities such as coffee, cocoa, flowers, tea, cotton, wine, bananas, sugar, fresh fruits, herbs and spices and non-traditional commodities including shea butter, honey, and rooibos among others. FTA represents **1,354,294** Producers.

Fairtrade Africa is the trading name for Commerce Equitable Afrique (CEA), a company limited by guarantee and registered in Kenya. The Secretariat is based in Nairobi, and works through four regional networks with the following offices;



**01**  
West Africa Network  
(WAN)

Regional office in Accra, Ghana and a country office in Abidjan, Côte d'Ivoire



**02**  
Eastern and Central Africa  
Network (ECAN)

Regional office in Nairobi, Kenya and a Country Office in Addis Ababa, Ethiopia



**03**  
Southern Africa Network  
(SAN)

Regional office in Blantyre, Malawi and a country office in Cape Town, South Africa



**04**  
Middle East and North  
Africa (MENA)

Region supported by the Nairobi, Kenya Office

# 1.4 Fairtrade Africa COVID-19 Response

On 30 January 2020 COVID-19 was characterized as public health emergency of international concern by the World Health Organization, and further declared a pandemic on 11 March 2020.

## COVID Fund Objectives

1.

**Emergency Response:** provide immediate relief, support prevention of the further spread of the COVID-19 pandemic on at-risk producers

2.

**Resilience Response:** support producers recover from economic losses due to COVID-19, maintain and diversify their supply chain relations, and ensure business continuity, food security and income generation.

## Beneficiaries of COVID -19 Interventions

759,996



Producers in **19 countries** in Africa reached through different COVID-19 project interventions



58%

% of Fairtrade certified producer organizations benefit from COVID-19 funding



21% (217,183) females

79% (542,813) males

### Beneficiaries of COVID 19 funds:

**ECAN** 478,658 - beneficiaries (152,643f and 326,015m);

**WAN** 247,287 - beneficiaries (46,522f and 200,762m);

**SAN** 30,980 - beneficiaries (17,191f and 13,789m);

**MENA** 3,074 - beneficiaries (827f and 2,247m);

Beneficiaries' farmers; **92%** (696,697)

Workers **8%** (63,299)





## COVID-19 Project Beneficiaries

Funding from **Fairtrade International Relief Funds** and other partners such as **GIZ RECOVER Africa**, **Flocert**, **Swiss State Secretariat for Economic Affairs (SECO)**, **Dignity for All (D4A)** programme and **COOP UK** was allocated as follows:

- **FI COVID-19** Funds supported 283 POs; **RECOVER Africa/GIZ** supported 123 POs; **SECO** supported 38 POs; **COOP UK** 6POs; **FLOCERT** 4 POs
- ECAN region: **41%** funding benefitting **35%** of POs; **63 %** of total beneficiaries reached;
- WAN region: **37%** funding benefitting **47%** of POs; **32.5%** of total beneficiaries reached;
- SAN region: **15%** funding benefitting **15%** of POs; **4.1%** of total beneficiaries reached;
- MENA region: **7%** funding benefitting **0.4%** of POs; **4%** of total beneficiaries reached;

## Resilience initiatives

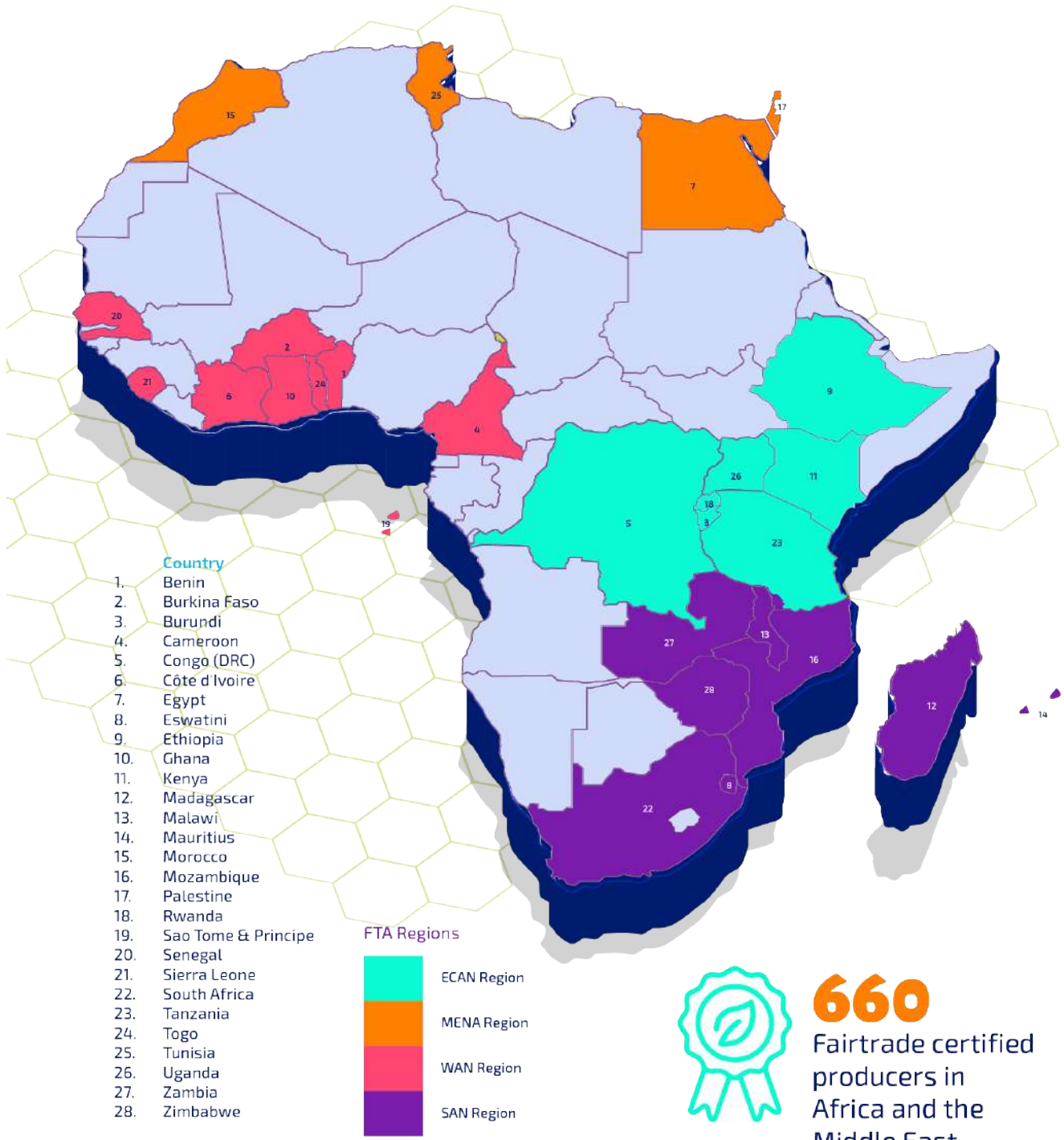
- **Diversification:** farmers trained on income diversification are training other farmers and adopting **alternative income generating activities**. This is contributing to **improved economic status** and **livelihoods**: bread and pastry making, farming initiatives such as vegetable farms/kitchen gardens, poultry farming and bee keeping, goat keeping, producing liquid soap for domestic use and for sale.
- **Awareness and education:** Messaging through **radio stations**, **flyers**, in community gatherings and social media platforms reached POs and their members with **COVID-19 related risk** and **prevention** messages contextualized in local languages;
- Incidences of **gender-based violence** and **child neglect and abuse** increased at the onset of COVID-19 pandemic. **Increased sensitization**, awareness, training on **child safeguarding** has seen decreased GBV reporting as farmer and worker households adopt **positive coping mechanisms**.



## **TRENDS**

- 1.5 Fairtrade Certified Producers
- 1.6 Fairtrade Production
- 1.7 Fairtrade Premium

# 1.5 Fairtrade Certified Producer Organizations



**660**  
Fairtrade certified  
producers in  
Africa and the  
Middle East



**1,354,294**  
farmers and workers  
in Africa and Middle  
East



**531**  
Small-scale producer  
organisations

**129**  
hired labour  
organisations




**180**  
Fairtrade certified  
POs in **7 Eastern  
African** countries



**30**  
Fairtrade certified  
POs in **4 North  
Africa & Middle  
East** countries



**107**  
107 Fairtrade  
certified POs in **8  
Southern African**  
countries



**343**  
Fairtrade certified  
POs in **9 West  
Africa** countries

## 1.6 Fairtrade Production

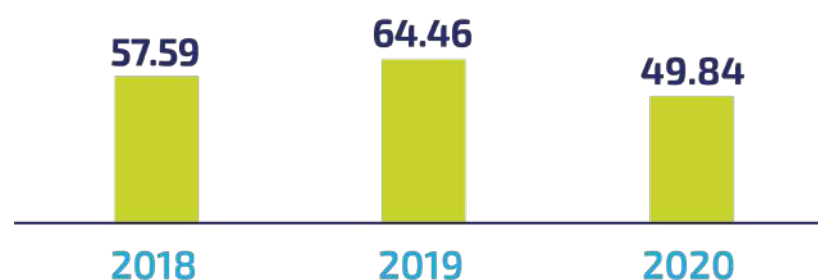
The table below shows production for the last three years for 14 product categories. Production has increased for banana, coffee, flowers, fresh fruits and vegetables.

Product	Production in Metric Tons		
	2018	2019	2020
Banana	97,954	122,253	165,137
Cane Sugar	91,958	73,454	78,376
Cocoa	468,316	553,652	534,521
Coffee	53,114	57,999	73,839
Dried fruit	5,368	178	12
Flowers and Plants ( <i>Stems</i> )	4,150,115,424	4,466,988,555	4,972,325,518
Fresh fruit	186,120	195,931	370,650
Herbs, herbal teas & spices	13,671	9,298	7,296
Nuts	12,182	18,565	14,939
Oilseeds & Oleaginous fruit	553	5,345	4,389
Seed cotton	2,506	2,504	3,758
Tea	159,842	150,848	162,491
Vegetables	22,472	7,235	131,949
Wine grapes	82,476	92,220	88,238

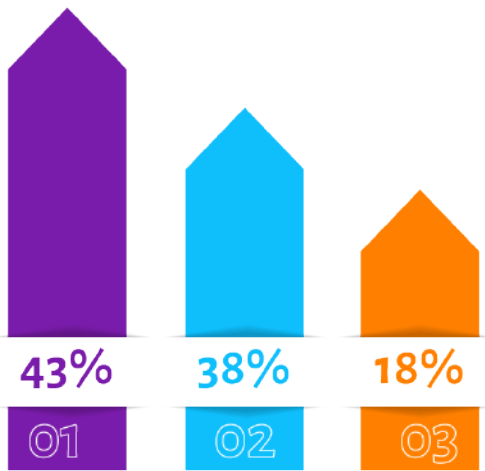
## 1.7 Fairtrade Premium

Cocoa followed by flowers earned the highest premium. Decline in premiums earned in 2020 can be attributed to COVID-19 impact on supply chains globally.

### Fairtrade Premium Generated



## Fairtrade Premium Use



## Premium use by SPO

01

Premiums earned used in investments in Small-scale Producer Organizations e.g. facilities improvement, administration and training

02

Premiums earned used to provide services to farmer members e.g. direct payments, farm inputs, credit

03

Premiums earned used to provide services to communities, e.g. community infrastructure, education, health.

## Premium use by HLO



77%

Premiums earned provide services for workers and their families



7%

Premiums earned provide training and empowerment for workers



16%

Premiums earned provide services to communities

## Premium use by SDGs







## STRATEGIC PLAN IMPLEMENTATION RESULTS

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# 2.0

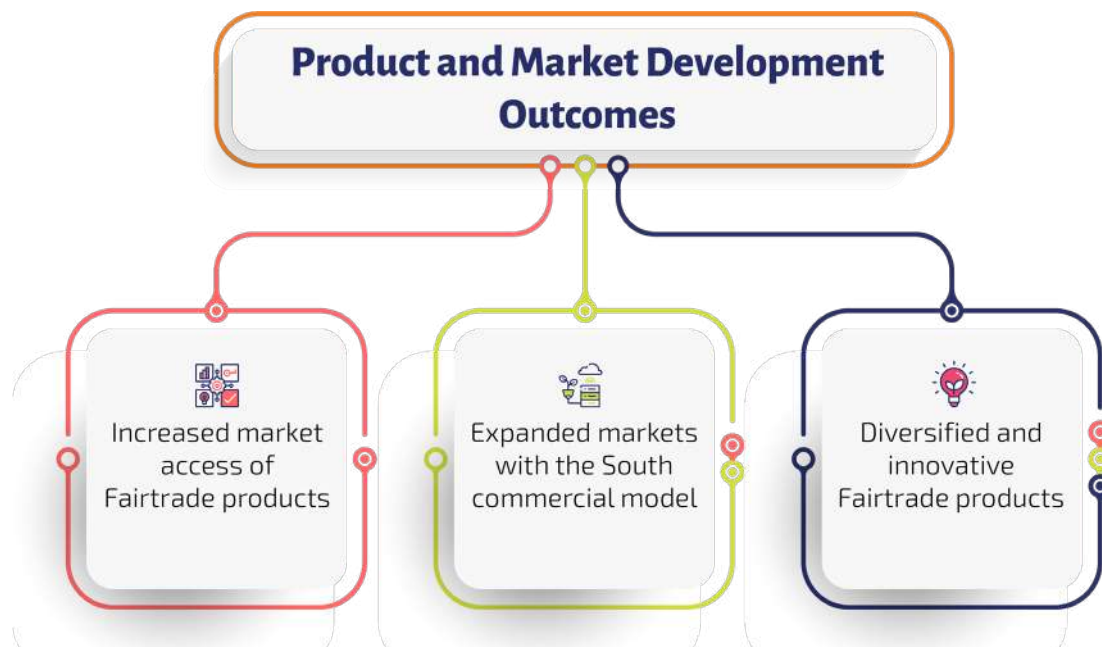
## STRATEGIC PILLAR I: PRODUCT AND MARKET DEVELOPMENT

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- 2.1 Market Access and Development
- 2.2 Product Innovation
- 2.3 Integrated Marketing and Communication
- 2.4 Business Support Services

## 2.0 Strategic Pillar I: Product and Market Development

**Product and Market Development strengthening initiatives** were led by the newly created Commercial Directorate while a Markets Steering sub-committee of the Board offered strategic guidance and oversight. The strategic objective is to develop and implement a commercial model to grow demand for Fairtrade products in the South and existing North markets, while improving producers' ability to access markets with a diverse base of quality and value-added products.



The Commercial Strategy developed to deliver the above outcomes has 4 objectives

1. Market Access and Development
2. Product Innovation
3. Integrated marketing and communication
4. Business Support Services

## 2.1 Market Access & Development

FTA initiated various activities in all the regions to support producers increase market access of Fairtrade products. We highlight some of the initiatives:

In **West Africa**,

- The **Living Income Enhancement Projects** contributed to increased demand for cocoa beans sold on fairtrade terms.
- **Rewe Living Income Project in Ghana** delivered, 125MT in the 2020/21 cocoa season and the first FLIRP<sup>1</sup> differential was paid to participating farmers. In the 2021/2022 cocoa season, 225MT was delivered under the FLIRP partnership (Albretch and Dill, Fairtrade Germany, FTA, Cocoa Merchant Limited and Fanteakwa Union);
- **Lidl Income Improvement Project in Ghana** sourced cocoa beans from participating producers leading to the sale of more than 8 million 'Way to Go' chocolate bars. **Way To Go** chocolate bars contain 100% traceable and sustainably sourced cocoa beans grown farmers in Ghana.

<sup>1</sup> FLIRP Fairtrade Living Income Reference Price

## In Southern Africa Region,

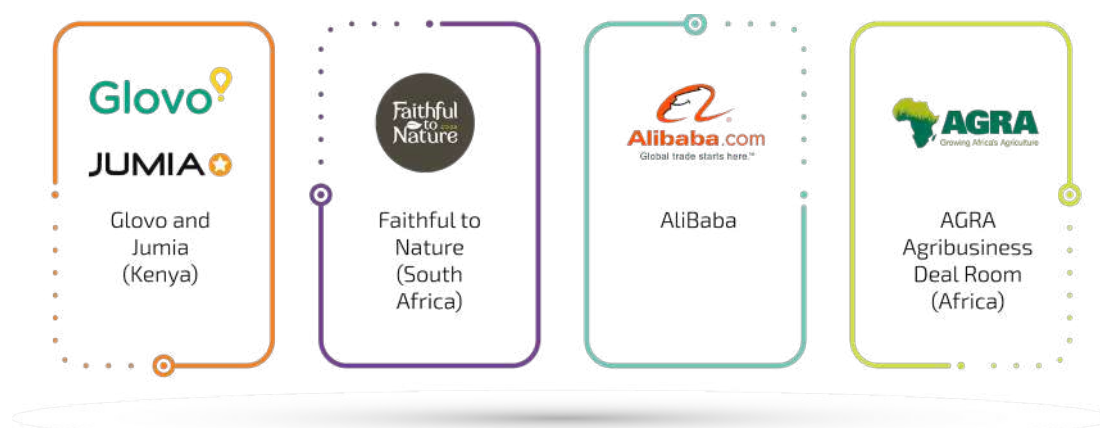
- In **South Africa** Fairtrade labelled organic Rooibos Teas developed by Faithful to Nature and rich in antioxidants, with a full-bodied flavour & deep orange hue were launched;
- Fairtrade Korea partnered with SM Global to import two Fairtrade Wine brands from **South Africa** and is working to expand the offering;
- The first Fairtrade rum- Port Louiis by House of Lords, produced from molasses and ethanol sourced from Fairtrade certified sugar producers in **Mauritius** was launched in Sweden.

## In Eastern and Central Region,

- A new market for Flowers developed in partnership with Fairtrade Australia and New Zealand saw the first ever consignment of Fairtrade certified roses from **Ethiopia** sold in Australia.
- In **Kenya** the East Africa Tea Sector Resilience Support Fund, an *initiative of COOP, Fyffes, Finlays and Fairtrade Foundation* supported 2 producers pack value-added tea for sale in the Kenyan market creating business/job opportunities for women and youth in the retail of tea;
- In **Ethiopia**, Yirgacheffee Farmers' Cooperative Union developed and launched four coffee blends for different markets (Local, Middle East, Asia, Europe, and USA markets) increasing sales of value-added coffees.

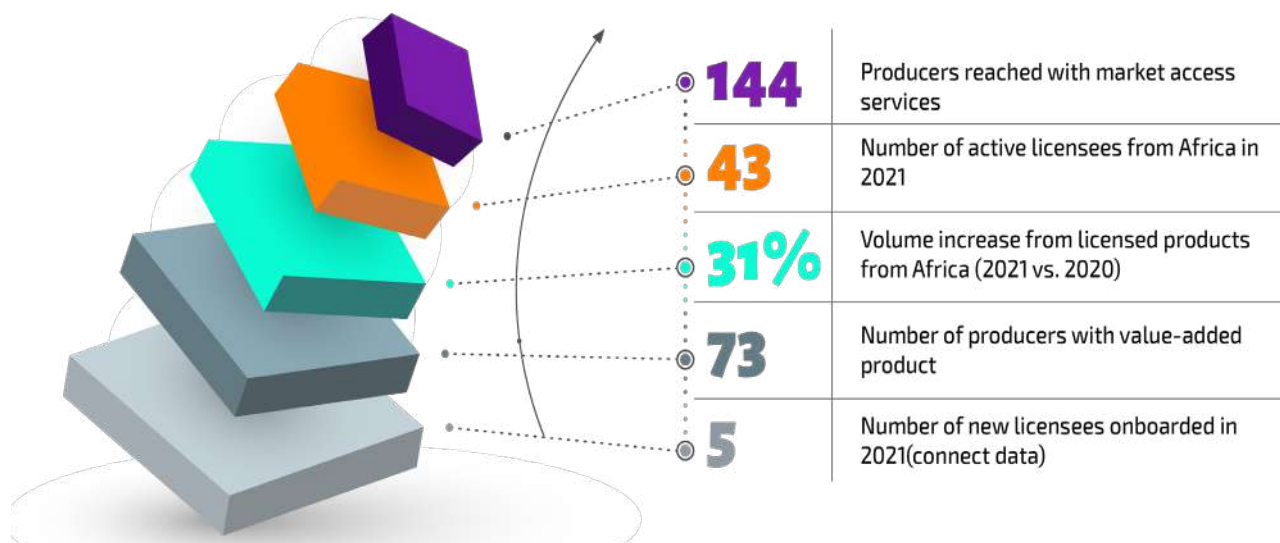
## In MENA Region,

- 3 producers from **Tunisia** and **Egypt** were hosted on the **Import Promotion Desk (IPD)** platform in Germany. Producers received training on marketing, received support to participate in key trade fairs in Europe and expert advice to enable them establish contacts to sell to the European market. This is expected to increase the market share by 10% for fruits and vegetables.
- The Commercial Directorate partnered with **online platforms** to sell Fairtrade labelled products mainly valued-added teas, coffees and wines.



Fairtrade producers **intensified diversification efforts** with value-added products such as **soap, honey, body oils, hand crafts, tea and coffee** in the local markets. These products do not bear the Fairtrade label however sales from these products are offering **additional income streams** to producers. The Commercial Directorate is working closely with the producers to reposition these products to adopt Fairtrade branding on package and relaunch them into the market.

## Increased Market Access and development results



This support increased producer capacity to access markets. Producer representatives participated in trade fairs, market learning webinars and potential partnership discussions. Producers were supported to professionalise their profiles. These profiles support brand recognition efforts. See producer profiles on the [FTA Website](#)

## 2.2 Product Innovation

**New products with ingredients sourced from Fairtrade certified farms were launched in the various markets in Eastern and Southern African markets in 2021**

Faithful to Nature joined the Fairtrade movement as a licensee with two new organic Rooibos products developed in May 2021. The products were launched in the Market in September 2021. The products are rich and abundant in antioxidants, with a full-bodied flavor & deep orange hue, and naturally caffeine-free with a smooth taste that can be enjoyed hot or cold.

As part of South 2 South efforts, other products that were under development in 2021 will be launched in the first half of 2022. Namely in the Tea, Coffee and honey segments from Kenya, Ethiopia and Ivory Coast respectively.



## 2.3 Integrated Marketing & Communication

Consumer research conducted in Kenya<sup>2</sup> revealed that Fairtrade brand awareness was at 7% whilst trust for those who had used the brand stood at 59%. Efforts to build brand awareness as well as strategically build buyer and consumer communities for FTA;

- **The Fairtrade Marketplace Social Media Platforms** launched; community size 1,400 with over 470,000 unique persons having interacted with the content shared;
- Trade and consumer tactical campaigns carried out in 2021 support local brands increased Fairtrade brand awareness. Offer to business to key target audiences namely consumers, traders and other buyers' activities contributed to an increase in online audience by 20%;
- In **South Africa**, *Know Fairtrade* campaign was launched at Plumstead High School. Teachers and students reached with information on how Fairtrade works. A blog "*What's on in Cape Town*" continues to promote the Fairtrade brand and generate awareness amongst wine consumers.

## 2.4 Business Support Services

Market-led trade fairs were facilitated both virtually and physically where producers established business contact with commercial partners, and increased market access and visibility.

- **Kombe La Dhahabu**<sup>3</sup> the flagship coffee contest launched in 2021 targeting coffee producers in Ethiopia, Kenya, Tanzania and Rwanda. In Ethiopia 94,800 kilograms of coffee sold.
- **ANUGA** the leading global trade fair for the food and beverage industry, Cologne Germany;
- **Seoul Café** in South Korea; 10 commercial partners from the Middle East expressed interest to source from Fairtrade certified producers in Ethiopia;
- **Biofach Trade Fair** in Nuremberg Germany is the world's largest trade fair for organic food. Producers participating embraced organic farming practices and are seeking organic certification;
- FTA partnered with **Vuna Coffee School** a digital coffee education platform focusing on
  - (i) trading fundamentals
  - (ii) sales strategies
  - (iii) price mitigation tools
  - (iv) brand building, and digital client management.
- **77 coffee producers** from Eastern Africa participated in the coffee school;
- **3<sup>rd</sup> Vanilla Fair** in Sambava, Madagascar. It brought together traders and Fairtrade producers who used the platform to outline challenges each faced, and identified some opportunities;
- **SheTrades** is a global business event that connects export-ready women entrepreneurs with buyers, investors and partners. Producers had the unique opportunity to do business, get inspired and forge new and lasting partnerships.

<sup>2</sup> Consumer research conducted by TIFA Research, an African based full market research company.

<sup>3</sup> Golden Cup



3.0

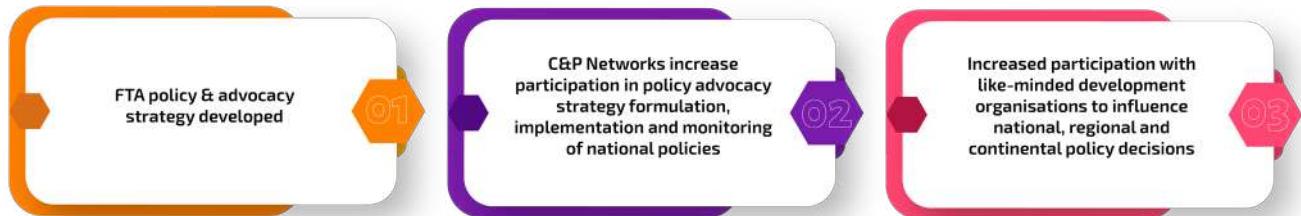
**STRATEGIC PILLAR II:  
POLICY ADVOCACY**

- 3.1 Policy Advocacy Studies
- 3.2 Strengthening Country & Product Networks
- 3.3 UN Climate Change Conference (COP26)
- 3.4 Advocacy Initiatives around Africa

## 3.0 Strategic Pillar II: Policy Advocacy

Policy and Advocacy influencing initiatives focus on producer-driven policy advocacy work to amplify their ability to increase Fairtrade's influence at national, regional and continental level on trade, while advancing decent livelihoods.

### Policy Advocacy Outcomes:



## 3.1 Policy Advocacy Studies

**3 studies**, one in each region (ECAN, SAN, WAN) identified **country** and **regional policy advocacy influencing priorities** for selected products and countries;

- Studies were conducted in 12 countries- Eswatini, Madagascar, Mauritius, South Africa, Malawi, Ghana, Cote d'Ivoire, Ethiopia, Kenya, Rwanda, Tanzania and Uganda;
- Studies focused on 8 core products; **SAN** (Wine, Sugar, Tea, Herbs & Spices) | **WAN** (Cocoa and Banana) | **ECAN** (Coffee, Tea, Flowers)

The **results of the 3 studies** will drive FTA policy advocacy work for the next five years as we have identified **key policy gaps**, **defined advocacy priorities** and **identified key actors** (target audience and stakeholders)

## Regional Priorities Defined



ECAN, engage governments within COMESA region to fast track the adoption and implementation of trade facilitation initiatives;



SAN, engage with the SADC partner states to influence the SADC secretariat for complete elimination of Non-tariff barriers to trade (NTBs) across the region to increase trade across the SADC member states;



WAN, support African Banana Producers Association (AFRUIBANA) to lobby EU in maintaining preferential tariffs for African banana.



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**ECAN**

Kenya, Uganda, Rwanda, Tanzania

**MENA**

Morocco Country Network  
Egypt

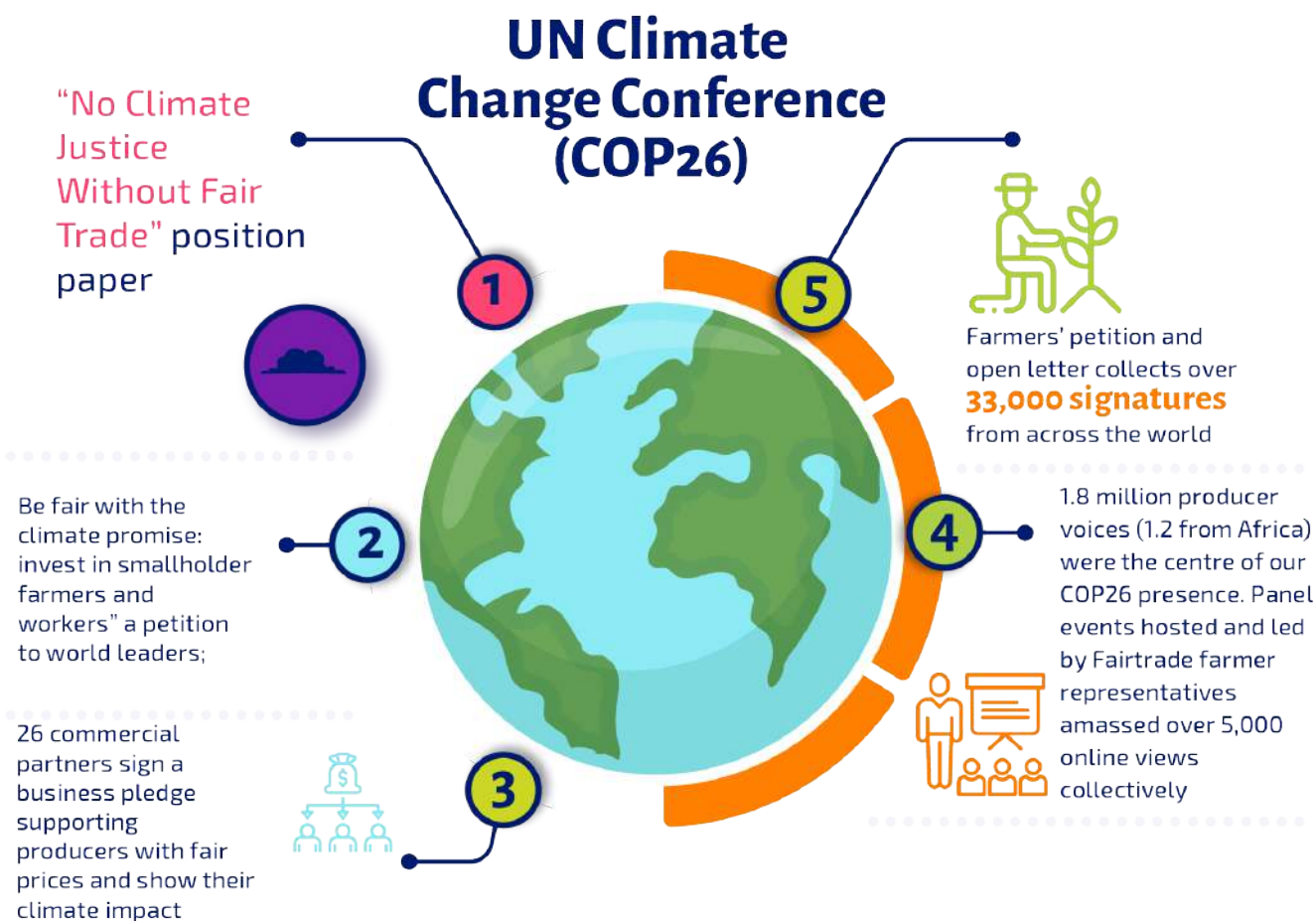
7 producer organizations

**SAN**

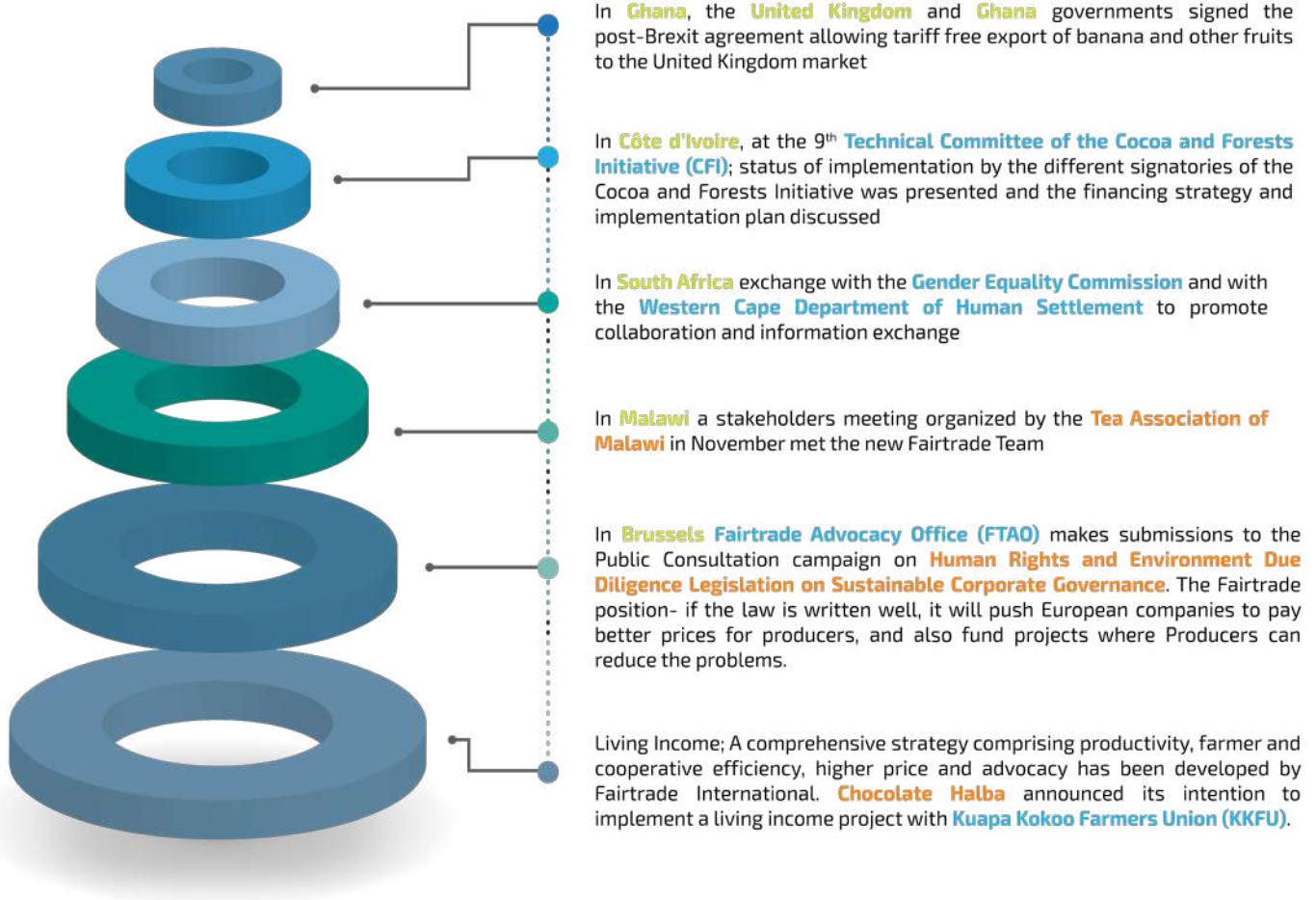
South Africa Malawi  
Malawi,  
Madagascar Country Network

### 3.3 UN Climate Change Conference (COP26)

- FTA mobilised producers to participate in the 2021 UN Climate Change Conference dubbed COP26. Through the 'Be Fair with Your Climate Promise' working group comprising Fairtrade Foundation, Fairtrade America, FTA and Fairtrade International accomplished the following:



## 3.4 Advocacy Initiatives around Africa



## Working with ARSO

At regional level and in collaboration with **African Organisation for Standardisation (ARSO)**, **Technical Barriers to Trade (TBTs)**, and **Sanitary and Phytosanitary (SPS)** measures for market access challenges facing POs in accessing markets were defined. An action plan in which ARSO is now engaging the government and relevant actors in building an enabling environment for market access for African producer organizations.

## Flowers: The British Covenant

- Fairtrade Africa and Fairtrade Foundation developed an **advocacy policy paper** for the flower supply chain sector;
- Policy paper identifies recommendations for various actors including the **Kenya Government**, **UK Government**, **Producers**, and buyers for the development of a **resilient flowers' supply chain**.
- Key recommendation is the formation of a **UK Flower sector commitment** dubbed, '**The British Covenant**' to address the longer-term challenges facing the East Africa flowers supply chain.
- The adoption and implementation of the proposals will have a greater **positive impact** on the sector and transcend the benefits to workers.



# 4.0

## STRATEGY PILLAR III: SUSTAINABLE FARMING SYSTEMS

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- 4.1 Functional Farming Systems
- 4.2 Resilience To Climate Change
- 4.3 Income Diversification Initiatives

## 4.0 Strategic Pillar III: Sustainable Farming systems

Strengthening the farming systems by applying disruptive services provision model is vital to critically enhance productivity, quality and ensure the sustainability of production, and significantly achieve stable income for Producers.



### Sustainable Farming Systems Outcomes:

- » Functional farming systems at Producer Organizations
- » Producer Organizations resilient to climate change
- » Income diversification for Producer Organizations

## 4.1 Functional Farming Systems

Initiatives towards building functional farming systems across Africa;

In Tanzania, Kenya, and Rwanda coffee producers trained in Good Agricultural Practises (GAPs) to enhance coffee quality and productivity. Institute measures for better coffee gradings, extension systems, and review coffee handling protocols to meet set standards such as the Specialty Coffee Association (SCA) protocol



In Tunisia and Morocco, producers trained on product quality management and improvement, integrated pest management and safe handling of agrochemicals to safeguard integrity of environmental systems



In Madagascar, a partnership with the Regional University Centre of the SAVA Region (CURSA) supports the development of training materials on farming and processing practices for vanilla



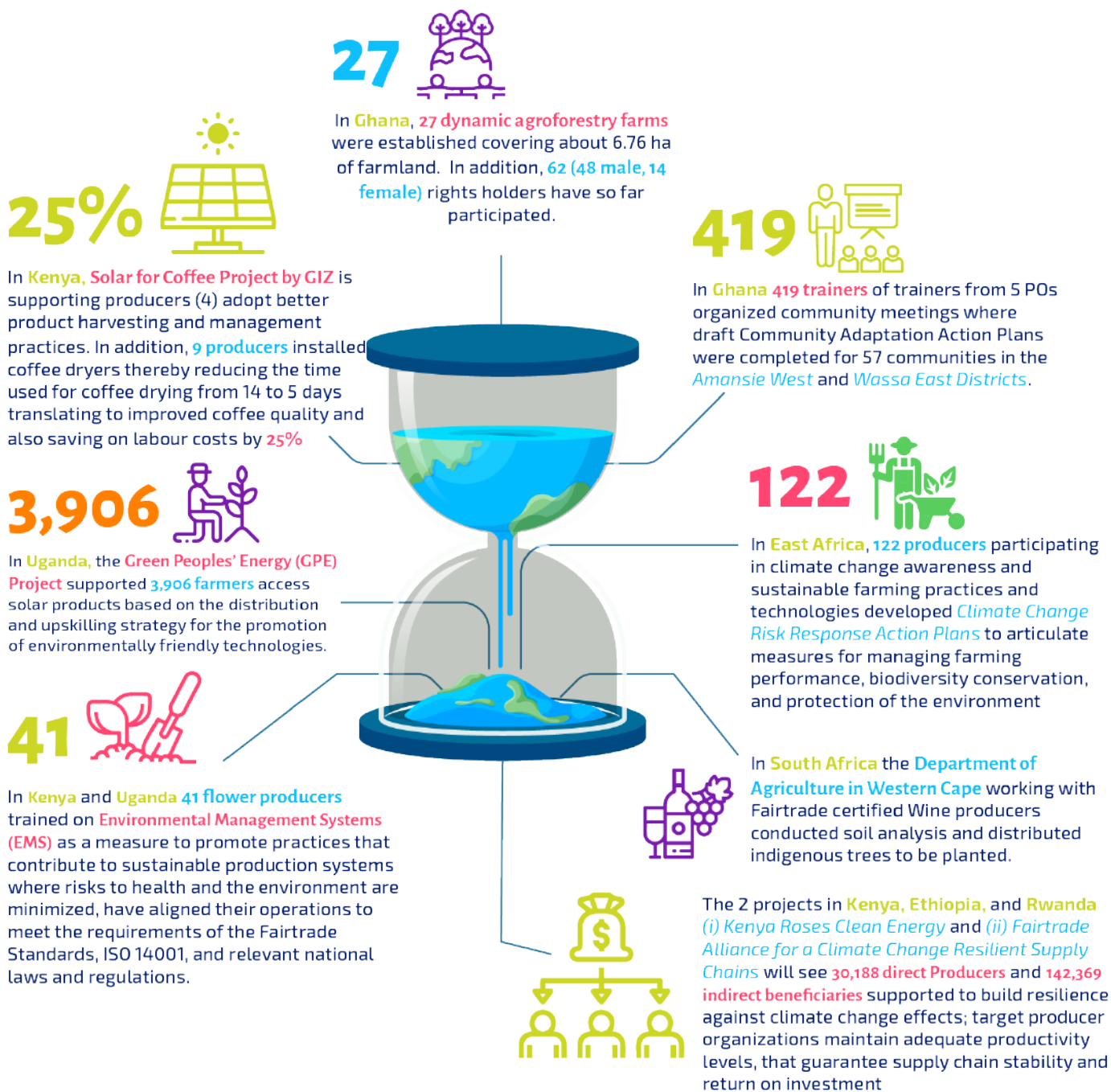
In Kenya demonstration plots/learning sites for practical training on best agronomic practices trained 340 farmers to adopt sustainable farming practices such as mulching, crop rotation, soil and water conservation through practical application of insights



In Ghana as a result of various trainings, beneficiary lead farmers set up income diversification demonstration farms/plots where several of the technologies are implemented such as GAPs for maize, yam, cassava, rice, vegetables and potatoes, as well as on Conservation Agriculture practices

## 4.2 Resilience to Climate Change

Interventions implemented focused on climate change awareness and trainings, development of Community Adaptation Action Plans, promotion of clean energy technologies and promotion of smart agricultural practices. Specifically;



- **Sankofa Project** in Ghana implemented in the **Asunafo North** and **South** and **Asutifi South districts**, a total of **111.5 hectares** of dynamic agroforestry farms have been established for **377 farmers**. They have enhanced their knowledge on yam cultivation and **Dynamic Agroforestry (DAF)**;
- **The Mondelez Climate Change** and **Organizational Strengthening Program (CCOSP)** funded through the **Vulnerable Supply Chain Facility (VSCF)** is enhancing resilience to climate change among **11377 smallholder cocoa farmers**, through income diversification and adaptation to climate change.

## 4.3 Income Diversification Initiatives

These initiatives are bringing additional income for POs and farmers and are expected to eliminate farmers' reliance on mono-cropping and diversify the income sources at the household level—ultimately protecting livelihoods. In particular:

- In **Malawi**, **100 farmer trainer of trainers (TOTs)** from **Thuchila** and **Sukambizi POs** participated in the income diversification training
- In **Kenya**, **4 farmers'** learning sites on key income source areas were supported to build resilience against effects of COVID-19 pandemic and climate change. **4,881 farmers (2,342 female)** from **11 POs** were trained on pig, poultry, beekeeping, and traditional African vegetables as preferred income-generating activities using the demo sites with support from Training of Trainers. In addition, **6 flower farms** established income generating activities i.e., soap production units, distilled water sales, small retail shops, and textile shops to the benefit of workers; on selected initiatives including beekeeping, banana production, livestock (poultry and piggery) production but also business management skills. The training is targeted for cascading to **4000 farmers**



*"My income has increased as a result of this project and my living standard has improved. Now, I am able to take care of my children and grandchildren's education and health expenses. I am now able to participate in community activities in the village and command some respect"*

*- Ms Emelia Deborah*

- In **Ghana**, FTA facilitated business training for groups engaging with enterprises such as soap, fish farming, pastry making, beekeeping and poultry. The groups were trained on the packaging, labelling, standardization and marketing of their products and then facilitated with the registration process with the relevant statutory bodies. In all, a total of **192 beneficiaries (majority women)** were involved in non-crop IGA across **9 unions**.
- In **Rwanda** **13 POs** accessed financing to investment in operations for value addition and roll out of income-generating activities benefiting their members;
- In **Mauritius**, **20 Fairtrade-certified cooperatives** piloted a hydroponic farming initiative which led to a first harvest of vegetable.





# 5.0

## STRATEGY PILLAR IV: TRANSFORMED & STRENGTHENED PRODUCER ORGANIZATIONS

- 5.1 Accountable Inclusive & Transparent Producer Organizations
- 5.2 Transformative Services Delivery to Producers
- 5.3 Stronger Processes & Support by Fairtrade Africa

# 3.0 Strategy Pillar IV: Transformed & Strengthened Producer Organizations

## Transformed and Strengthened PO Outcomes

FTA will deliver transformative services to strengthen producer organisations to be inclusive, resilient independent and sustainable organisations.



## 5.1 Accountable Inclusive & Transparent POs

Specific initiatives to transform POs into inclusive and transparent producers across Africa focused on support for varied trainings on organisational development, financial, child protection, international management support, inclusion, compliance to standards, fairtrade premium management and environmental.

### Highlights

- **Organizational development:** In **Ghana**, trainings to strengthen SPO governance and leadership have reached **343 leaders (281 male, 62 females)**. Trainings sensitised members on the low representation of women in leadership levels;
- **Internal management;** In **MENA** region, 10 producers reported improved internal management systems for effective operation of producer organizations as a result of being trained on the roles and responsibilities of PO leaders;
- **Inclusion: In East Africa**, gender mainstreaming, workplace inclusion, and organization development training enabled **31 flowers producers** develop and implement sexual harassment policies and establish gender committees to help mitigate incidences of sexual harassment at the workplace. In addition, **15 coffee producers** developed inclusive policies that resulted in the establishment of women and youth committees, amendment of their constitution for recognition of gender and youth representation in the management of organizations. In **Ethiopia**, **People Living with Disabilities (PWD)** now have conducive working conditions after **130 workers** from 6 flower farms were identified and provided with assistive devices;





- **Compliance to standards:** POs in all regions received training on FT Standards and support in preparation for audits and addressing non-conformities resulting from the audits. The POs have been able to maintain FT certification as a result;
- **Fairtrade Premium Committees (FPCs) training:** FPCs from 101 producers benefited from Fairtrade Premium Management training at PO level. This training comprises aspects of financial management, FPC principles, risk assessment, internal audit process, project management, and reporting. FPCs developed Fairtrade Premium Development Plans for improved premium investment to benefit Producers. About 90 POs were supported to gain access to FairInsight, the producer Premium Use Reporting solution;
- **Child Protection: In MENA** 18 producers were trained on workers' rights, conditions and child protection. Producers are implementing policies that are inclusive and comply with FTA standards as well as national policies on child labour and worker's right related issues. One PO has established a Youth Committee to oversee the implementation of the youth policy and also encourage youth involvement in agricultural activities.
- **Financial Management:** In Ghana, the training on financial management was completed covering all the POs. The trainings have led to improvement of the organizations in reporting on the projects. Producers are also receiving training to improve their businesses in particular those involved in **Village Savings and Loans Associations**;
- **Environmental Management:** To enhance Cocoa cooperative unions' capacity to be compliant with environmental compliance regimes; 9 producers were trained to comply with **Environmental Management standards**;

## 5.2 Transformative Services Delivery to Producers

- **Workers' rights:**



Trainings targeting human resource managers, trade unions representatives, and shop stewards have been conducted following recommendations in the 2020 Standards and Certification Report. The report flagged conditions of employment, freedom of association, and collective bargaining as potential risks for Hired Labour POs in East Africa;

Improved social dialogue at workplace and conflict resolution at 60 flower producers in Ethiopia, Kenya, and Uganda resulted from training on worker's rights and industrial relations.

In Uganda, the training was delivered in collaboration with the workers' umbrella trade union Uganda Horticultural, Industrial, Service Providers and Allied Workers' Union (UHISPAWU).

- **Support to Country/Product networking;** meetings sensitized producers on their policy advocacy roles and developed work plans for 2022. The meetings explored collaboration for improved service delivery and the membership strategy through *C&P Networks* meetings has increase FTA members from **338 to 386**, a **14% growth** from 2020.
- **Child labour interventions:** *The Youth Inclusive Community Based Monitoring and Remediation (YICBMR)* is the Fairtrade approach for identification and addressing cases of child labour in West Africa. FTA facilitated participatory initial set-up training and community risk profiling for four producer communities. Opinion leaders were first introduced to the project followed by a community-wide meeting where implementation modalities were spelt out. Youth monitors were supported to embark on community sensitization on child labour; the youth teams visited and interacted with **398 individuals (130 male, 133 females and 135 children)** twice within the period across the 4 communities, targeting school children, youth and adults separately within the community;
- **Gender Interventions:** In Côte d'Ivoire, communities were sensitized on gender issues to ensure gender mainstreaming in the operations of POs. Gender Committees were established while *Gender Action Plans* were developed and are being implemented. 7 producers have gone ahead to develop gender policies which have been approved by their general assemblies.



## 5.3 Stronger Processes & Support by Fairtrade Africa

### 5.3.1 The Africa Fairtrade Convention (AFC) & Ngoma Awards 2021

In 2021 FTA hosted the 7th Africa Fairtrade Convention and the 2nd Ngoma Awards virtually.

#### Africa Fairtrade Convention

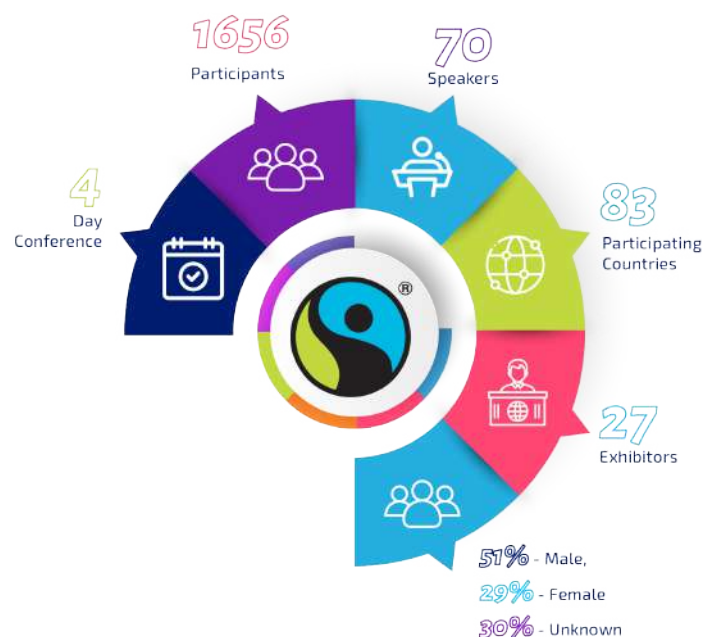
**AFC** is Fairtrade Africa's premier event (FTA) where producers, traders, partner organizations, the Fairtrade movement, government, policymakers, and other stakeholders gather bi annually to deliberate on issues affecting policers. The 7<sup>th</sup> AFC, themed '*Producers, Leading the Future of Trade*' took place virtually from June 22<sup>nd</sup> to June 25<sup>th</sup>, 2021, with the main goal of discussing how to strengthen value chain trade connections and conditions so that Producers in Africa can have sustainable lifestyles. The event coincided with the *Global Fairtrade International General Assembly (FIGA)*.

AFC 2021 served as a networking opportunity for Fairtrade Producers, dealers, buyers, the public and private sectors, and others to discuss trade and agriculture in the post-COVID-19 era, as well as upcoming prospects and trends in international commerce. The event gave a platform to exhibit FTA impact and footprint in advocating for producer empowerment first as a human development priority, bringing all producers together virtually for the first time due to the global coronavirus outbreak.

The Convention run for the first time as a virtual event due to the impact of COVID-19. Participants had the option to attend any of the 17 live sessions with panellists which were led by a moderator or watch videos in the learning event about Fairtrade certified product manufacturing processes, exchange information and learn from one another by sharing best practices, and learn about the realities of production and what works at the product owner's level. One could walk about virtually in the exhibition section where exhibitors were given the opportunity to showcase their products and services. At AFC we premiered a virtual flower farm tour, which provided participants with a one-of-a-kind 360-degree interactive tour of *Wildfire Flower Farm*. Other farm tours that were showcased were the Winery Production and Honey

### 5.3.2 The Ngoma Awards 2021

The second edition of the Fair Ngoma Awards was held on 25<sup>th</sup> June 2021, the closing event at the 7th Annual Africa Fairtrade Convention. **14 Fairtrade certified Producer Organizations** were honoured with awards, including five for hired labour, five for small producer organizations, and four special awards. The awards are known as the **FAIR (FTA Impact Recognition) Ngoma Awards**. Ngoma means drums in *Swahili*: drums are a treasured instrument and its effect reverberates across the continent, bringing with it a sense of belonging, a shared pulse, and a shared beat.



### 5.3.3 Regional Fairtrade Congresses (RFCs)

Fairtrade congresses are annual fora where producers can exchange ideas, learn, consult and elect delegates to the General Assembly. The congresses include: Southern Africa Region, Eastern and Central Africa region, West African Region, Middle East and North Africa Region.

In 2021 regional congress of producers were held virtually







6.0

**THEMATIC DESKS @  
FAIRTRADE AFRICA**

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- 6.1 Social Compliance & Risk
- 6.2 Youth
- 6.3 Gender
- 6.4 Partnerships

## 6.1 Social Compliance & Risk

The Social Compliance & Risk desk champions workers' rights, child protection, inclusion and producer compliance to Fairtrade Standards' requirements.

Our approach to elimination of child labour in our supply chains is through certification and compliance supported by sensitization and capacity building, as well as through project initiatives. The impact of Fairtrade premium in communities is contributing to increased enrolment and retention of children in schools thereby preventing child labour. In the **Journal Cleaner Production - Private sustainability standards and child schooling in the African coffee sector**, a study conducted in Uganda and Ethiopia revealed that - **school enrolment** and **schooling efficiency** at primary and secondary levels was highest where premium funds were priorities for education in producer communities.

The three Producer Networks at Fairtrade representing certified producers in Africa, Latin America and Asia (*FTA, CLAC and NAPP, respectively*) commissioned a **remediation study**, with the objective of establishing approaches needed to attain effective and sustainable remediation of child labour, forced labour and gender-based violence among producers, from a human rights-based perspective. The study has involved both internal analysis with staff and producers, and external mapping of expert entities within the agricultural sector from whom the Producer Networks can gain insight from their best-in-class remediation systems.

## 6.2 Youth

The youth focused interventions are closely aligned to FTA Strategic Objective II Policy advocacy and Strategic Objective IV Transformed and Strengthened Producer Organisations.

### Highlights





## **6.3 Gender**

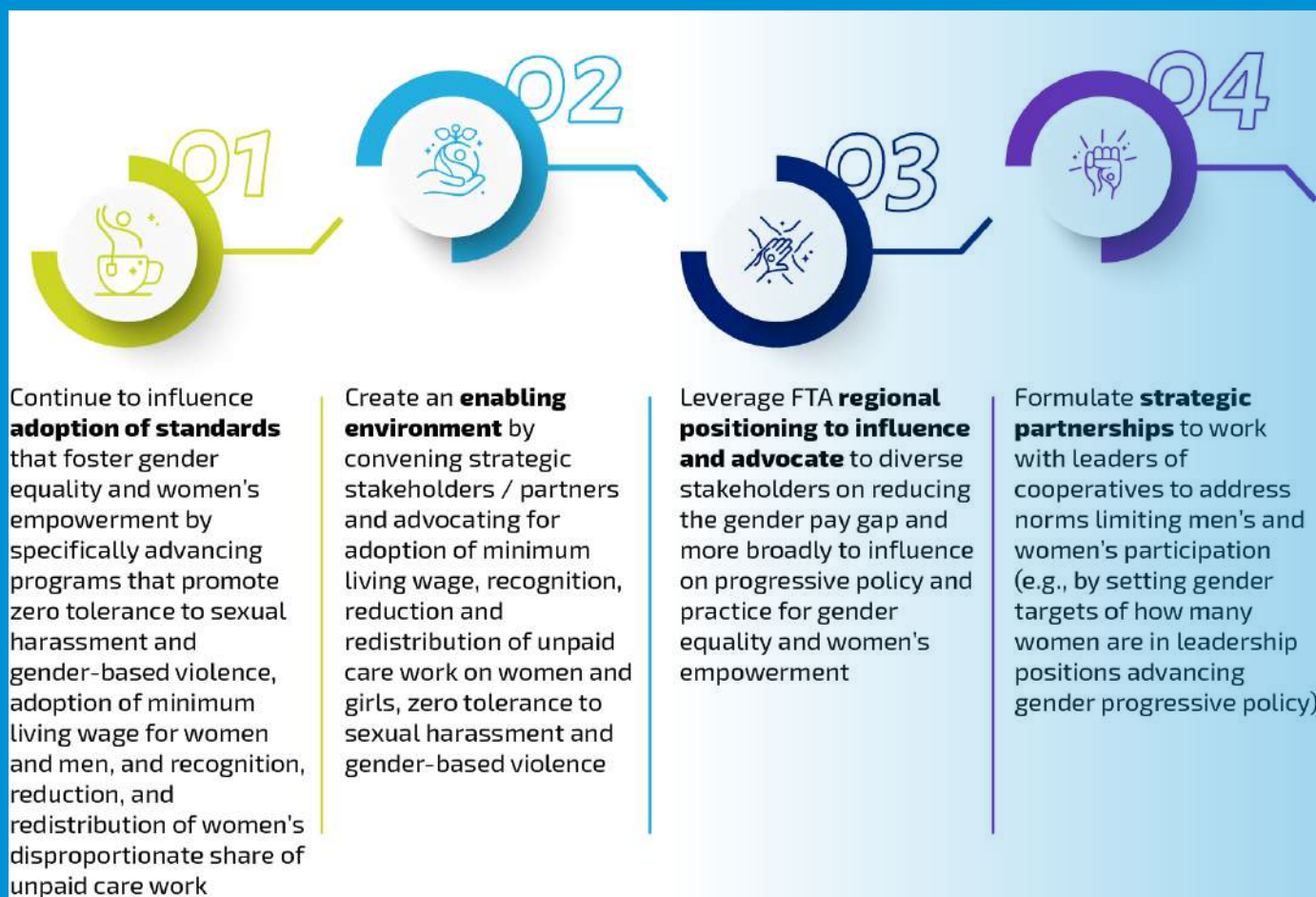
FTA envisions promoting gender equality throughout its work with producer organizations, in alignment with its strategy 2021-2025 and contributing to Sustainable Development Goals (SDGs).

A Gender Study commissioned in 2021 in 12 countries in Africa established levels of knowledge and awareness within FTA. The study results will guide FTA in setting priorities for gender interventions.

## Study finding

- In all countries **gender equality** and **women's empowerment** are anchored on international and regional frameworks that advance gender equality and women's empowerment. At national level, respective country national frameworks advance **gender progressive agenda**;
- Literature shows that despite gains, **gender inequality** and **women's dis-empowerment** is contributed by contracts that are temporary; much of their work is clustered at the lower ends of value chains-meaning they obtain the **least value capture**; their **work conditions** are often poor, with extremely **long hours** added on to the usual female responsibility for care work;
- **Fairtrade Africa** has worked with producer organisations and made **commendable progress** in advancing gender equality and women's empowerment. In producer organisations, FTA has contributed to **institutionalization** of **gender equality** and **women's empowerment**. The **gender committees** formed with FTA support have been influential. Testimonies from producer organisations indicate that there is **increased awareness** on **inclusive workspaces** and establishment of **enabling norms**.

## Study recommendations



## Fairtrade Africa Women School of Leadership (WSOL)

**WSOL** is FTA's is a flagship programme that reinforces the **empowerment and leadership of women** through **training** and **mentoring**, and **access to information and expertise** so that they take leadership roles within their cooperatives and in their communities. The school runs a **10 module programme** that allows women to get knowledge on their rights and **improve their competencies** in leadership and the implementation of human rights provisions on gender issues in their environment (speaking, collective works, budget management, income diversification etc.).

The Women's School of Leadership in **Côte d'Ivoire** welcomed its third cohort comprising **144 participants in January 2021**. Almost **3,800 community members** have been directly reached through trainings held by graduates to date. In **Ethiopia 66 participants** were enrolled to the WSOL. This programme directly benefited **1152 workers** through trainings. Among the beneficiaries were **persons with disability** who were provided with supportive aids, hence, making it easy for them to move around and work. Both **CDI** and **Ethiopia**, have success stories shared on **women empowerment** and **gender equality**. One such success is increase of maternity leave for mothers, and **establishment of childcare opportunities** within the farms for **nursing mothers**. The women have time to breastfeed their babies and can return to work without having to lose their jobs. The school program is in the process of being set up in **Ghana** and **Kenya**.





# 7.0

## FLAGSHIP PROJECTS @ FAIRTRADE AFRICA

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7.1 West Africa Cocoa Programme (WACP) II

7.2 The Dignity For All (D4A) Project

7.3 Unlocking the Power of Producers and Workers

# 7.1 West Africa Cocoa Programme (WACP) II

FTA in partnership with Fairtrade International commenced Phase II of WACP in 2021 in Ghana and Cote d'Ivoire. The programme is aimed at ensuring that certified cooperatives become professional business entities that deliver quality service to their members and also become proactive business entities to their commercial partners. The WACP addresses both core certification advisory and broader capacity needs of cooperatives through the delivery of ;



- WACP II is being implemented in **8 SPOs** across **57 Metropolitan, Municipal, and District Assemblies (MMDAs)** in Ghana and 36 SPOs across 9 MMDAs in Côte d'Ivoire. A total of **31,131 producers (21480m and 9651f)** across **124 SPOs** directly participated in key initiatives delivered under WACP II;
- Non-compliances reduced as POs receive **core certification support** in Ghana and Cote d'Ivoire in response to pre and post-audits;
- Farmers are becoming increasingly familiar with Fairtrade Standards as **Coaching and Follow Up** training sessions were conducted at community level;
- **Strategic Support** to POs resulted in successfully organized AGMs and review by selected POs of their statutes and internal regulations according to OHADA laws<sup>4</sup>;
- **Thematic Training and Follow-up** on social compliance, governance, and financial management is leading to reduction and management of child protection and child antitrafficking, gender mainstreaming and rights based on gender-based violence elimination, national legal requirements. Further, selected POs reviewed child forced labour and gender policies while social compliance committees were set up to control forced labour, and gender-based violence cases;
- Monitoring and training visits to **Village Saving and Loans Associations (VSLA)** training at community level is leading to increased enthusiasm from members and smooth operations.

<sup>4</sup> OHADA is a system of business laws and implementing institutions adopted by sixteen West and Central African nations



## 7.2 The Dignity For All (D4A) Project

**The Dignity for All (D4A)** was a 4-year project (2018-2021) implemented to improve dignity of workers and producers, and enhance fair and sustainable trade. 3 cross-cutting themes based on the values of Fairtrade namely: gender equality, inclusion of vulnerable persons and environmental protection and sustainability were promoted. D4A contributed to the overall Fairtrade goal of sustainable livelihoods of farmers globally, with great potential and capacity to make decisions on their future.

Projects interventions were implemented in Coffee, Flowers, Banana, Cocoa, Tea and Wine value chains in 4 countries **Ghana, Ethiopia, Malawi** and **South Africa**. In FY 2021, the D4A Project in each of the Strategic pillars of FTA strategic plan 2021-2025:

### Product and Market Development Results

- Reached a total of **29,130 (30%) direct beneficiaries (17,534 M, 11596F out of which, 4461 were Youth and 771 were PWDs) out of 98,656** targeted project beneficiaries in capacity building and training on Good Agricultural Practices (GAPs), improving workers relations and rights, youth and gender mainstreaming, and environmental protection and sustainability;
- Capacity building on value addition and grading **Increased local (3885 Kgs) and international (600 Kgs)** supply of value-added coffee by Yirgacheffe Coffee Famers Cooperative Union;

### Policy Advocacy Pillar Results

- Advocacy on child labour, gender and persons with disability enhanced child protection and integration of women and vulnerable persons into product value chains;

### Sustainable Farming Systems Results

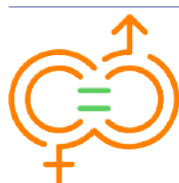
- Introduction of internal peer to peer learning on good agricultural practices (GAPs) and processing (GPPs) and Integration of youth in coffee value chain through business ventures (supply of farm tools and seedling production) **enhanced productivity** of Coffee among **SPO** members;
- Functioning laboratories and capacity building on coffee quality management and maintenance **boosted assessment on quality** of coffee supplied by producers;
- Dynamic agroforestry and climate change innovations; Adoption of savings culture among cocoa farmers for increase small-holders farmers access to micro credit scheme **increased smallholder farmers' income generation opportunities for better livelihoods.**
- Strengthened capacity and collaboration of 338 local stakeholders to combat deforestation (stakeholder engagement and climate champions clubs) in Cocoa growing communities **enhanced POs traceability system at farm level for deforestation-free cocoa supply chains**



Enhanced inclusion of vulnerable persons, child protection, gender equality and mainstreaming in targeted products supply chains

### Transformed and Strengthened PO results

Improved relations and productivity at workplaces



Enhanced establishment of gender equality mechanisms among hired labour organizations



Collaboration with partners and government departments enhanced occupational health and safety (OHS) practices and environmental protection

## 7.3 Unlocking the Power of Producers & Workers

The “*Unlocking the Power of Producers and Workers to Drive Inclusive Trade and Development through Fairtrade*” is an EU-funded project under the Framework for Partnership Agreement.



### Amplifying Producers Voice

- 3 country regional policy advocacy influencing studies (*ECAN, SAN and WAN*) in Coffee, Tea, Flowers, Wine, Sugar, Cocoa and Banana value chains carried out in **12 countries**;
- Campaigns throughout the year to build awareness on Fairtrade;
  - » **virtual campaign** in February 2021 building awareness on Fairtrade and our products;
  - » An online campaign on **International Women's Day** highlighting our work on gender;
  - » '**Be Fair With Your Climate Promise**' climate campaign at **COP26**, pressing world leaders to listen to **Producers** at the forefront of the climate emergency.

### Transforming and Strengthening Producer Organizations

- Developed policies to address; **risk, fraud, conflict of interest, procurement, whistleblowing, gender, and sexual harassment**;
- Development of the **board audit framework**;
- Guidance on implementation of **protection policies** and **remediate cases** of **child protection, child labour, forced labour, gender-based violence** from a human rights-based perspective;
- Training for **Board** and **Leadership Team**;
- **7th virtual Africa Fairtrade Convention** and **Ngoma Awards**; 1656 participants from 83 countries
- **1st** edition virtual **Fairtrade Global Youth Convention**; 701 participants from in Africa, Latin America, and Asia;
- **Egypt** Country/Product Network Support: training for **15 producer representatives** on the Civil Society National Law;
- **Ghana** and **Côte d'Ivoire Skills** and Knowledge Advocacy Training for **33** producer representatives to implement impactful interventions;
- **Staff Development**, training in **Project Management** and **Team Building** sessions for regional staff in **ECAN** and **SAN** using the innovative Enneagram Program that supports development of effective teams.





FOREIGN MATERIAL CONTAMINANT  
MAINTAIN AREA CLEAN

GREEN LEAF SECTION RK/N1/GL

RK/GL/04/02

8.0

STRATEGIC PLAN MEAL  
FRAMEWORK

## 8.0 MEAL @ Fairtrade Africa

### Monitoring evaluation accountability and learning framework

The development of the Monitoring, Evaluation, Accountability & Learning (MEAL) framework for the Strategic Plan 2021-2025 was completed in the reporting period. This framework addresses the challenges we faced measuring and demonstrating impact of the 2016- 2020 plan period.

The MEAL Framework supports (i) **tracking** progress of FTA interventions (activities), (ii) definition of how we shall **make adjustments** and assess the outcomes and (iii) definition of how we shall **use data collection** to foster change within FTA. The MEAL Framework comprises;



#### Theory of Change

**(TOC)** which provides the big picture of the intended change. It defines the long-term goal of our strategy and then maps the building blocks or preconditions, that need to be in place for the long-term change to occur;



The Results Framework which comprises;

- (i) **the strategic objectives level**
- (ii) **the outcome** (long term and short term) **levels**
- (iii) **and the outputs level;**



#### The Logical

**Framework** which describes the key features of the strategy (objectives, indicators, measurement methods and assumptions) and highlights the logical linkages between them

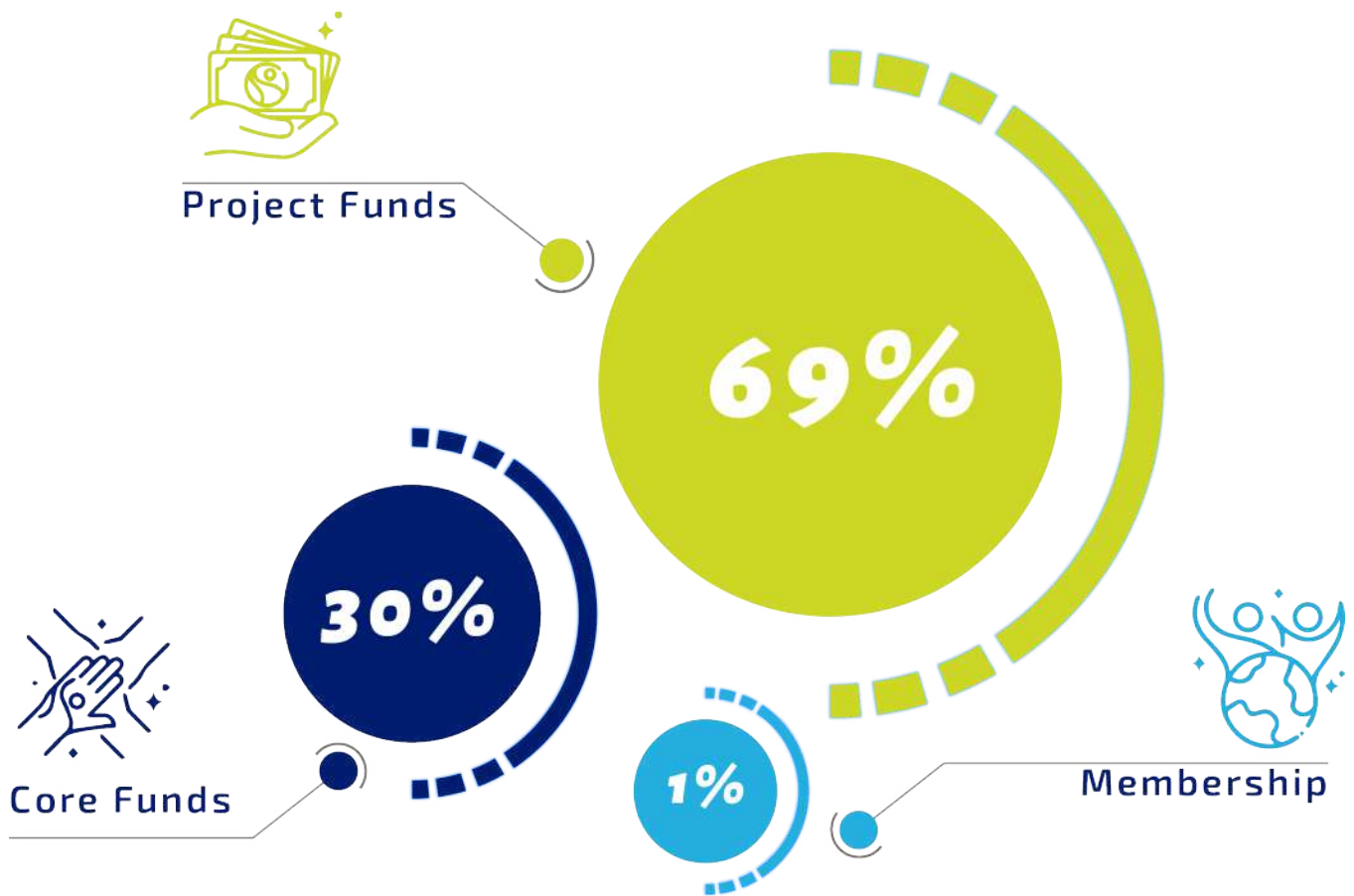






**FINANCIAL REPORT**

## 2021 Budget Funding



## 2021 Expenditure







10.0  
GOVERNANCE @  
FAIRTRADE AFRICA

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# 10.0 GOVERNANCE @ FAIRTRADE AFRICA

Good corporate governance is a key driver promoting responsible business practices; it ensures positive workplace management, marketplace responsibility, environmental stewardship, community engagement and sustained financial performance. FTA launched its new governance arrangements in 2020. Resulting from this new governance dispensation;

Improved Producer participation through **Regional Congresses** and as delegates at the African General Assembly;

Promotion of inclusivity of all members under criteria-based elections. This has assured there is participation of **People with Disability (PWDs)**, gender equality, youth, worker's representation and representation of minor products;

**The Board of Directors** set Key Performance Indicators (KPIs); the introduction of Board Committees has eased the Board's workload. The inclusion of independent experts in the Board Committees has availed wide range of relevant expertise;



Clear separation of roles between the **Board and the Secretariat**. The secretariat through the Executive Director is responsible for its administration while the Executive Director is accountable to the Board. The Board is then accountable to the members (Producers);

Fairtrade subscribes to the SDGs; SDG 5 "achieve gender equality and empower women and girls" is a reminder no gender is more than 2/3rds. This is reflected in elections of both Delegates and Board members;

**Regulating Risk** – This has been achieved through the creation of the **Audit and Risk Committee** which has now set up an Audit & Risk department at the Secretariat.

Despite the COVID-19 pandemic, FTA held its **Africa General Assembly** and **Board meetings** virtually and **delegates** were supported to ensure a seamless attendance and active participation.







## GET IN TOUCH

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