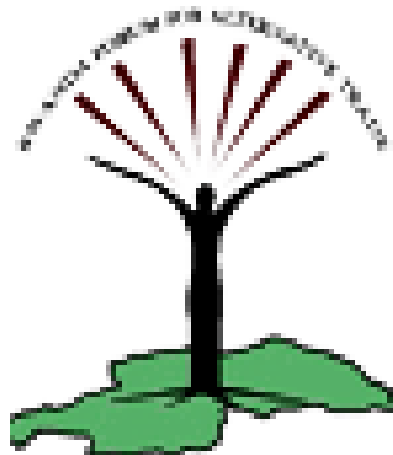


STRATEGIC PLAN

2017-2027



RWANDAN FORUM FOR ALTERNATIVE TRADE

Compiled by Wim Troosters
November 2016

EXECUTIVE SUMMARY

The development of the strategic plan signals the start of a new era for RWFAT. The plan has been formulated during a consultative process from January until October 2016, including a participatory workshop hosted on the 18th of August in Kigali.

The overall methodology of the strategic planning process is based on four (4) basic but fundamental questions: Where are we now?, Where do we want to go?, How are we going to get there? and finally, How are we going to monitor our progress?. By answering these questions we have been able to better understand our organisation and the environment we work in and there from we have crafted a new path for the future of our organisation. We are sincerely confident that by delivering on our vision and mission statement we, as well as our beneficiaries, will grow and prosper for many years to come.

Were are we now?

The first part of the strategic plan is essential in order for the organisation to understand its internal and external environment and to establish a clear long term vision and mission for a period of 10 years (2017-2026). We start off with a context analysis which provides a clear formulation of the fair trade sector and its different approaches, including an overview of its most important stakeholders. In order to shape our long term strategy, a thorough analysis of both the external and internal environment of the organisation is necessary. The evaluation of the external environment is based on a the PESTEL approach, which consists of an analysis of the political, legal, economical, social, technological, environmental and demographic macro trends. The internal environment of RWFAT is analysed via a quick scan, focussing on our current legal status, vision, mission and objectives, organisational structure & Human resources, operational programs, projects, activities, basic financial analysis and fundraising, marketing and communications.

The results of the context, external and internal analysis culminate into the formulation of a SWOT analysis. In addition, a stakeholder consultation process has been organised to provide additional feedback and input into the SWOT analysis. This gave us a clear understanding of the current position of the organisation, as did it identify potential areas of opportunity for RWFAT. It is with this understanding that the long term strategy has been formulated.

Were do we want to go?

Before the formulation of our long term strategy we identified 5 key focus areas, namely building the recognition of RWFAT in the fair trade sector, investing in marketing support and member capacity building, lobbying, advocacy, campaigning and awareness and finally putting in place a strategy for sustainable Resource management including fundraising.

In addition a number of key question arose from the findings and discussion. It is important that we provide an adequate answer to these question for our long term strategy to take shape. The 3 critical question formulated are:

1. Will RWFAT set up a not-for-profit structure (trading company or shop) for the trade of FT products next to its existing not-for-profit structure?
2. Will RWFAT develop its own internal mechanism for certification of its members or assist its members to gain WFTO certification?
3. Seen that currently almost all the activities and expertise of RWFAT is in the handcraft sector, will RWFAT venture into agriculture, what will it gain by it and if so, via which strategy and pre-conditions?

Based on the 5 key focus areas and answers to the 3 critical questions the 10 year strategy was then formulated. Looking into the heart and soul of the organization led to a revised mission and vision statement as well as the formulation of the core objectives of the organization. The long term strategic planning process crafted a new, refreshing course for the organization for many years to come. It provides the foundation for our short term planning and will eventually guide our day to day management and development of the organisation.

How are we going to get there?

In our short term strategy (2017-2019) we have indicated where the immediate priorities of the organisation lie, which has informed our operational planning, budget and fundraising strategy via the translation of our objectives into actions using the logical framework and results based management approach.

We have identified the following short term high level priorities. In the handcraft sector we will focus on the strengthening of our own recognition in the fair trade sector, as well as providing marketing support and capacity building for our members. In the agricultural sector we acknowledge that we need to first explore the opportunities, run a small pilot project and afterwards evaluate its potential in the medium and long term. Under our general objectives it is paramount that we invest ample time and resources to raise our financial base of both restricted and unrestricted sources.

Via the logical framework approach we have translated these priority areas into concrete activities, which resulted in the development of an implementation timeframe and tentative budget. This will serve as the basis for our operational and institutional development, as well as our fundraising strategy for the next 3 years.

How are we going to monitor our progress?

To conclude our strategic plan we incorporated a set of guidelines on how we will monitor the progress of our work regarding the targets both short and long term as defined during our strategic planning process.

To conclude we would like to say that it is our belief that with this strategic plan RWFAT will continue to grow and prosper in the next decade. We are strongly convinced that by sheer commitment, hard work and positive reflection we will become the benchmark organisation for the promotion of fair trade in Rwanda.

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I. Where are we now? Environmental Scanning

I.1. Context analysis

The context analysis is the first part of the environmental scanning process. In the context analysis we are taking a wide look around at what's going on outside the organization and how things might affect us. The conclusions of this analysis will form the basis for the identifications of opportunities and threats in the SWOT analysis performed later on.

An environmental scan involves considering the factors that will influence the direction and goals of the organization. And, it includes consideration of both present and future factors that might affect the organization

The following context analysis consists of the following steps:

1. Defining the sector
2. Trend Analysis – macro scanning
3. Competitor and co-petitor Analysis

1.1. Defining the fair trade Sector

FAIR TRADE DEFENITION (2001)

The definition of fair trade as stated in the charter of fair trade principles from WFTO (2009) is "a trading partnership, based on dialogue, transparency and respect, that seeks greater equity in international trade. It contributes to sustainable development by offering better trading conditions to, and securing the rights of, marginalized producers and workers – especially in the South".

Fair trade Organizations, backed by consumers, are engaged actively in supporting producers, awareness raising and in campaigning for changes in the rules and practice of conventional international trade. The definition of a 'fair trade organisation' by the WFTO (2009) is "organizations of which fair trade is part of their mission and constitutes the core of their objectives and activities. They are actively engaged in supporting producers, raising awareness for fair trade and in campaigning for changes in the rules and practices of ordinary international trade". WFTO is the global network of fair trade Organizations.

CHARTER OF FAIR TRADE PRINCIPLES (2009)

The charter provides a single international reference point for fair trade through a concise explanation of fair trade principles and the two main routes by which they are implemented. It contains the following elements:

Market access for marginalized producers

Many producers are excluded from mainstream and added-value markets, or only access them via lengthy and inefficient trading chains. Fair trade helps producers realise the social benefits to their communities of traditional forms of production. By promoting these values (that are not generally recognised in conventional markets) it enables buyers to trade with producers who would otherwise be excluded from these markets. It also helps shorten trade chains so that producers receive more from the final selling price.

Sustainable and equitable trading relationships

The economic basis of transactions within fair trade relationships takes account of all costs of production, both direct and indirect, including the safeguarding of natural resources and meeting future investment needs. Trading terms offered by fair trade buyers enable producers and workers to maintain a sustainable livelihood; that is one that not only meets day-to-day needs for economic, social and environmental well-being but that also enables improved conditions in the future. Prices and payment terms (including prepayment where required) are determined by assessment of these factors rather than just reference to current market conditions. There is a commitment to a long-term trading partnership that enables both sides to co-operate through information sharing and planning, and the importance of these factors in ensuring decent working conditions is recognised.

Capacity building & empowerment

Fair Trade relationships assist producer organisations to understand more about market conditions and trends and to develop knowledge, skills and resources to exert more control and influence over their lives.

Consumer awareness raising & advocacy

Fair Trade relationships provide the basis for connecting producers with consumers and for informing consumers of the need for social justice and the opportunities for change. Consumer support enables fair trade Organizations to be advocates and campaigners for wider reform of international trading rules, to achieve the ultimate goal of a just and equitable global trading system.

Fair Trade as a "social contract"

Application of these core principles depends on a commitment to a long-term trading partnership with producers based on dialogue, transparency and respect. Fair trade transactions exist within an implicit "social contract" in which buyers (including final consumers) agree to do more than is expected by the conventional market, such as paying fair prices, providing pre-finance and offering support for capacity building. In return for this, producers use the benefits of fair trade to improve their social and economic conditions, especially among the most disadvantaged members of their organisation. In this way, fair trade is not charity but a partnership for change and development through trade.

IMPLEMENTATION OF FAIR TRADE via 2 distinct approaches

Fair Trade products are goods and services that are produced, traded and sold in accordance with the fair trade principles and, wherever possible, verified by credible, independent assurance systems such as those operated by fairtrade international - FLO ("Fairtrade-Certified") and WFTO (Sustainable Fair Trade Management System). All fair trade products originate from producers and workers committed to fair trade principles. However, in the subsequent supply chain, fair trade products are traded and marketed through two distinct but complementary channels:

The integrated supply chain route

Mainly by the World Fair Trade Organisation (WFTO)

Whereby products are imported and/or distributed by organisations that have Fair Trade at the core of their mission and activities, using it as a development tool to support disadvantaged producers and to reduce poverty, and combine their marketing with awareness-raising and campaigning.

The product certification route

Mainly implanted and supported by Fairtrade international (former Fairtrade Labelling Organisations, FLO) whereby products complying with international standards are certified indicating that they have been produced, traded, processed and packaged in accordance with the specific requirements of those international standards.

MAIN FAIR TRADE ORGANISATIONS AND NETWORKS

World Fair Trade Organisation (WFTO)



WFTO is a global network of fair trade Organizations and representative body of 383 members committed to 100% fair trade. WFTO is the main monitoring body of the integrated supply chains route and their members represent the fair trade chain from production to sale. All WFTO members are required to pass through the monitoring system, which is based on a Self-Assessment Reports (SAR). The SAR is an internal audit tool when members report on their adherence to the 10 Principles and provide the evidence to support their statement.

The WFTO operates in 75 countries across 5 regions. The network carries out its mission through campaigning, policy, advocacy, marketing, monitoring, certification and market access. It has elected global and regional boards voted from the membership by the membership.

Regional Networks of the WFTO:

Africa: World Fair Trade in Africa (WFTA) represents 70 member organisations across 20 African countries

Asia: WFTO-Asia represents over 90 member organisations across 15 countries

Europe: WFTO-Europe represents 90 members across 17 European countries

Latin America: WFTO-Latin America represents 61 members who are united in 50 organisations, 8 support organisations and 3 networks

North America and the Pacific Rim: WFTO Pacific represents 25 member organisations across 7 countries on 3 continents

WFTO works according to a charter with 10 principles of fair trade, which reads as follows: (The complete charter is attached in annex 1)

Principle One: Creating Opportunities for Economically Disadvantaged Producers

Principle Two: Transparency and Accountability

Principle Three: Fair Trading Practices

Principle Four: Payment of a Fair Price

Principle Five: Ensuring no Child Labour and Forced Labour

Principle Six: Commitment to Non Discrimination, Gender Equity and Women's Economic Empowerment, and Freedom of Association

Principle Seven: Ensuring Good Working Conditions

Principle Eight: Providing Capacity Building

Principle Nine: Promoting fair trade

Principle Ten: Respect for the Environment

Fairtrade international (former Fairtrade Labelling Organisation International)



Fairtrade International is a worldwide association of 25 organizations that coordinates Fairtrade labelling at an international level. Fairtrade International sets international standards in accordance with the ISEAL Code of Good Practice on Standard Setting. One set of standards applies to smallholders that are working together in co-operatives or other organizations with a democratic structure. The other set applies to workers, whose employers pay decent wages, guarantee the right to join trade unions, ensure health and safety standards and provide adequate housing where relevant. Fairtrade Standards also cover terms of trade. Most products have a Fairtrade Minimum Price, which is the minimum that must be paid to the producers. In addition producers get an additional sum, the Fairtrade Premium, to invest in their communities. Moreover, additional standards apply even to specific products such as coffee, tea, fresh fruit, cut flowers, seed cotton, sports ball or timber. There are now thousands of products in more than 120 countries that carry the FAIRTRADE Mark.

Further Fairtrade International organizes support for producers around the world, develops global Fairtrade strategy, and promotes trade justice internationally. The members of Fairtrade International all produce or promote products that carry the FAIRTRADE Mark and together they are responsible for decision making within Fairtrade International. Half of the members of the Fairtrade International General Assembly represent producers.

Producer networks of Fairtrade International:

Africa: Fairtrade Africa consists of 4 regional networks represents over 260 Fairtrade certified producer organisations in 29 countries

America: Coordinator of Fairtrade Latin America and the Caribbean (CLAC) represents 300 small producer organisations in 20 countries

Asia: Network of Asian and Pacific Producers (NAPP) represents 96 members in 11 countries

Fair Trade Certification via Fairtrade international – FLOCERT:

FLOCERT is the independent certifier for Fairtrade. By checking compliance with Fairtrade Standards, the company ensures that the relevant economic, social, and environmental standards are met and that producers receive the Fairtrade Minimum Price and Premium.

FLOCERT auditors are highly qualified, usually based in the countries and regions where they work, and familiar with local cultures, languages, and legal systems. All auditors are examined on their skills and receive annual training.

Consumers can be confident that the international FAIRTRADE Marks are only used on products that meet the international Fairtrade Standards, and benefit Fairtrade certified farmers and workers.

Producer Audits: All producer organizations – whether small producer group, plantation or contract production setup – must go through an initial on-site audit before they can sell Fairtrade certified products.

Trader Audits: FLOCERT also audits traders and companies against the Fairtrade Trade Standard. Traders and companies wishing to sell Fairtrade products first receive a temporary 'permission to trade' prior to their first audit to ensure that they can comply with the Trade Standard. This enables traders to build up a history in the Fairtrade system that can be audited and enables producers to benefit from new buyers coming on board. A complete audit is then conducted within six months after receiving the permission to trade. At the audit itself the auditor checks on-site if all Fairtrade transactions were conducted in line with the corresponding Fairtrade Standards. Traders involved in Fairtrade Premium and Minimum Price payments are audited at least twice in a three-year certification cycle and FLOCERT also conducts unannounced audits.

Fair Trade USA

An independent, non-profit organization that split away from Fairtrade International and sets standards, certifies, and labels products that promote sustainable livelihoods for farmers and workers and protect the environment. Founded in 1998, Fair Trade USA currently partners with around 800 brands, as well as 1.3 million farmers and workers across the globe.

The Network of European Worldshops (NEWS!)

Created in 1994, it is the umbrella network of 15 national worldshop associations in 13 different countries all over Europe.

The European Fair Trade Association (EFTA)

Created in 1990, it is a network of European alternative trading organizations which import products from some 400 economically disadvantaged producer groups in Africa, Asia, and Latin America. EFTA's goal is to promote fair trade and to make fair trade importing more efficient and effective. The organization also publishes yearly various publications on the evolution of the fair trade market. EFTA currently has eleven members in nine different countries.

FINE

In 1998, the biggest fair trade federations joined together as FINE, an informal association whose goal is to harmonize fair trade standards and guidelines, increase the quality and efficiency of fair trade monitoring systems, and advocate fair trade politically.

The Fair Trade Federation (FTF)

Created in 1994, it is an association of Canadian and American fair trade wholesalers, importers, and retailers. The organization links its members to fair trade producer groups while acting as a clearinghouse for information on fair trade and providing resources and networking opportunities to its members. Members self-certify adherence to defined fair trade principles for 100% of their purchasing/business. Those who sell products certifiable by Fairtrade International must be 100% certified by FI to join FTF.

The involvement of church organizations has also been and continues to be an integral part of the Fair Trade movement, some of the most important examples are:

- Ten Thousand Villages is affiliated with the Mennonite Central Committee
- SERRV is partnered with Catholic Relief Services and Lutheran World Relief
- Village Markets is a Lutheran Fair Trade organization connecting mission sites around the world with churches in the United States
- Catholic Relief Services has their own Fair Trade mission in CRS Fair Trade

1.2. Trend Analysis – macro scanning

The next step in our methodology is to conduct a trend analysis. Trend analysis is an analysis of macro environmental factors in the external environment of the organisation. We applied the PESTEL approach, as well as a basic stakeholder analysis. The PESTEL approach consists of an analysis of the political, legal, economical, social, technological, environmental and demographic macro trends. This has been done by first determining which factors, on each level, are relevant to the fair trade sector and afterwards to score each item as to specify its importance. In analysing the macro trends we focus on factors that have an impact on the organisation itself, as well as its members. This is particularly relevant because RWAFAAT is a membership organisation. Seen the scope of the fair trade sector (as per the section 'defining the fair trade sector') we focus both on the handcraft and agricultural sector.

PESTEL ANALYSIS

POLITICAL & LEGAL TRENDS

- Lack of proper infrastructure especially in rural areas;
- Export taxes are high;
- Current political stability;
- Understanding of country labour laws;
- Health and safety regulations;
- Government decentralisation policy;
- Member of Common Wealth;
- Ministry of Commerce support.

ECONOMICAL TRENDS

- Volatile exchange rate against major foreign currencies (regarding donor funding and export sales)
- High bank charges;
- Interest rates on loans are high;
- Benefits of current economic growth on local demand and development perspectives.

SOCIAL & DEMOGRAPHIC TRENDS

- High population density;
- General low level of education especially in the rural areas;
- Many young people (wide base population pyramid);
- Small top class rich;
- Majority poor with low buying power;
- In general low buying power in rural areas;
- Many young people with low interest in becoming fair trade producers (agriculture or crafts).

TECHNOLOGICAL TRENDS

- Advancement in agricultural sector (GMO and pesticides);
- Competition of mechanisation (example of Chinese baskets with traditional Agaseke).

ENVIRONMENTAL TRENDS

- Pesticides affect quality of products (ex. honey);
- Weather conditions and climate change in agriculture;
- Natural disasters.

1.3. Competitor and co-petitor analysis

The following is an analysis of fair trade stakeholders in Rwanda, East Africa, Africa and global players, paying attention to both the crafts and agricultural sector.

Which stakeholders are key to RWFAT and why? (Colour-coding)

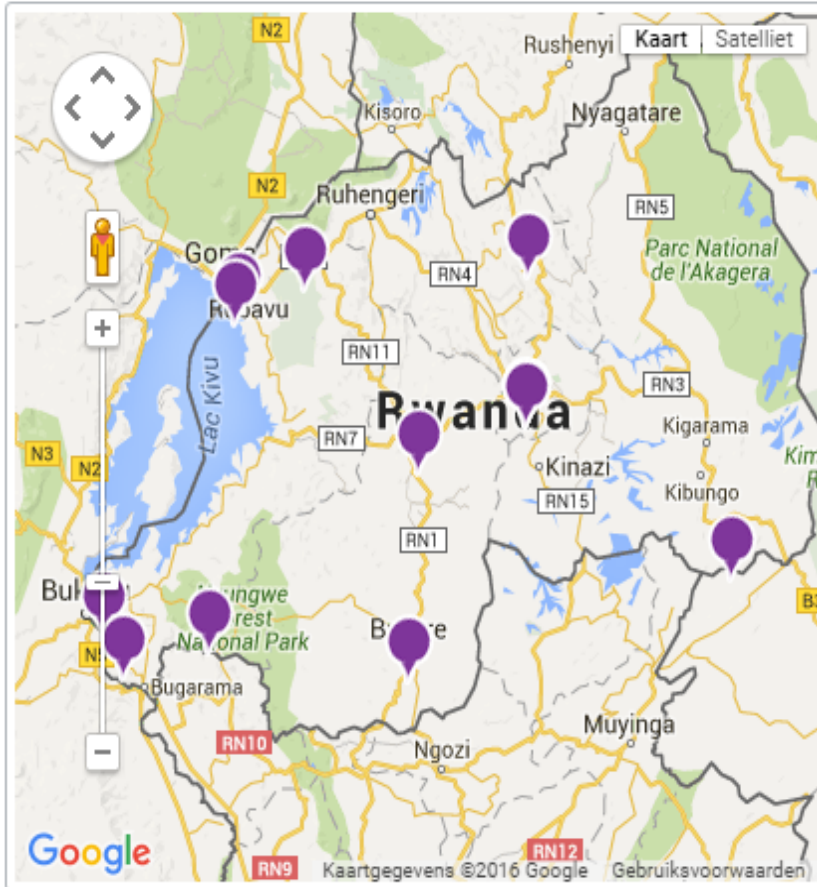
Recognition: these stakeholders are important for RWFAT to build its recognition in the fair trade sector. They are mainly large fair trade networks and cluster organisations.

Financial security: organisations that can supply financial support or investments in the organisation.

Necessity: organisations or institutions on which the organisations has to depend in order to be operational.

<p>GLOBAL STAKEHOLDERS</p>	<p>World Fair Trade Organisation (WFTO) International Fair Trade Organisation Fairtrade Labelling Organisation (FLO) World Trade Organisation International donors Fair Trade Advocacy centre International Labour Organisation (ILO) NEWS!</p>
<p>AFRICAN STAKEHOLDERS</p>	<p>WFTA KEFAT (Kenya) MFTN (Malawi) SWIFT (Swaziland) UGAFAT (Uganda) African Development Bank African donors TANFAT (Tanzania) FTA-ECAN East African Community Market</p>
<p>RWANDAN STAKEHOLDERS</p>	<p>National donors RWFAT Cards for Africa Ministry of Commerce Minagri Rwandan Development Bank RDB RCA (Rwandan Co-operative Agency) PSF (Chamber of Crafts) REMA / REDO Asizi (Fair Trade shop) 18 organisation with single product certification by FLO (Coffee and Tea)</p>

The general consent was that the knowledge, experience and track record from RWFAT regarding the single product certification route by the Fairtrade International and FLO-cert is weak. This induced us to perform a more in depth analysis of the 18 Rwandan organisations which possess a single product Fairtrade certification. Below is a map and an overview of the 18 single product certified producers (and/or processors) in Rwanda as found on the website of Fairtrade International (www.fairtrade.net).



LIST OF RESULTS

RWANDA

- ▶ Abahuzamugambi - 2330
- ▶ Abakundakawa - 3174
- ▶ Abateraninkunga ba sholi - 32238
- ▶ COOCAMU - 31596
- ▶ Coopac - 2582
- ▶ COOPAC Ltd - 30134
- ▶ Cooperative Assopthe Cyohoha-Rukeri - 19686
- ▶ Coopérative des Cafeiculteurs de Gashonga - COCAGI - 3194
- ▶ Cooperative des Cafeiculteurs de Musaza (COCAMU) - 20717
- ▶ Dukunde Kawa Cooperative - 3193
- ▶ Gashonga Coffee - 30132
- ▶ Gisuma Coffee - 30143
- ▶ Ingoboka Cooperative - 27975
- ▶ Kabakanya - 25824
- ▶ Koakaka Co-operative - 3175
- ▶ KOPAKAKA - 26530
- ▶ Misozi Coffee Company Ltd /PDCRE - 5490
- ▶ Sorwathe S.A.R.L. - 4340

ORGANISATION	WHERE	WHAT	SINCE WHEN	ORGANIC
Abahuzamugambi	Butare	Coffee	2010	No
Abakundakawa	Kigali	Coffee	2010	No
Abateraninikunga Ba Sholi	Muhanga	Coffee	2015	No
Coocamu	Kigali	Coffee	2014	No
Coopac	Gisenyi	Coffee	2010	No
Coopac LDT	Gisenyi	Coffee	2014	No
Co-op Asspthe Cyohoha-Rukeri	Byumba	Tea	2009	No
Co-op Cafeiculteurs de Gashonga-Cocagi	Cyangungu	Coffee	2010	No
Co-op Cafeiculture de Musaza	Musaza	Coffee	2011	No
Dukunde Kawa co-op	Kigali	Coffee	2005	No
Gashonga coffee	Gashonga	Coffee	2014	No
Gisuma coffee	Giheke	Coffee	2015	No
Ingokoba co-op	Gisenyi	Coffee	2013	No
Kabakanya	Kigali	Coffee	2013	No
Koakaka co-op	Butare	Coffee	2010	No
Kopakaka	Kigali	Coffee	2015	No
Misozi Coffee company LTD	Kigali	Coffee	2009	No
Sorwathe SARI	Kigali	Tea	2005	In progress

Furthermore we listed all at the different products that have the potential for single product fairtrade certification according the worldwide certification schemes by Fairtrade International. We then performed a basic analysis on all those products in order to identify those that might have potential to be developed in Rwanda bearing in mind that currently only coffee and tea are recognised as single product Fairtrade certified in the country. Currently also no single product Fairtrade certification in the whole of Africa exists for handicrafts (source: www.fairtrade.net).

Products listed in **green** might have potential for Fairtrade certification in Rwanda. It is important to note that this list is based on a very quick and brief analysis. In-depth research into the potential of each specific product for Fairtrade certification is required.

Bananas

Cacao

Flowers and plants

Handicrafts

Honey

Quinoa

Cotton

Wine Grapes

Sugar Cane

Dried Fruit

Fresh fruit and vegetables

Herbs and spices

Nuts and oilseeds

Rice

Soya Beans

I.2. Organisational Quick Scan

Taking a hard look at what's going on inside the organization. This will provide a lot of information to inform us on our strengths and weaknesses. It helps us to understand the past and current state of RWAFFAT as a launching pad for thinking about the future.

The assessment is organized as a survey around various programmatic and functional areas of the organisation:

- Legal status
- Vision, mission and objectives
- Organisational structure & Human resources
- Operational programs, projects, activities
- Basic financial analysis & Fundraising
- Marketing and communications

2.1. Legal status

RWAFFAT is an NGO, registered with the Rwandan Governance Board (RGB) and the ministry of justice MINIJUST. In addition there are the following legal matters concerning RWAFFAT:

- RWAFFAT has legal personality approved by Ministry of Justice published in Gazette no 45 of 07/11/2011
- RWAFFAT has a constitution (Statutes)
- RWAFFAT has internal regulation laws

2.2. Current vision, mission and objectives

An overview of the current vision, mission and objectives:

OUR VISION

To be the global reference for country networks in Africa promoting fair trade Principle

OUR MISSION

We are a country network promoting fair trade principles for Rwandan *producer groups* in order to continually improve their livelihoods through awareness creation and market access.

OUR OBJECTIVES

- To promote fair trade and its principles in Rwanda among producer cooperatives and other stakeholders, these principles include gender, education, and environment protection.
- To provide support to fair trade producers in Rwanda in the form of capacity building, fight against HIV/AIDS, and market access support.
- To cooperate in marketing fair trade products in local, regional and international market with the aim of increasing the market share of Rwandan fair traded products.
- To encourage the practice of fair trading by organization towards the common goal of raising economic self reliance as a strategy of wealth creation and poverty alleviation.
- To establish, among cooperatives, common codes of practice to protect not only Rwandan fair traded products but also promoting Rwanda Culture.
- To compile and make available information on potential trading partners, export procedures to various countries, market trends and other relevant information

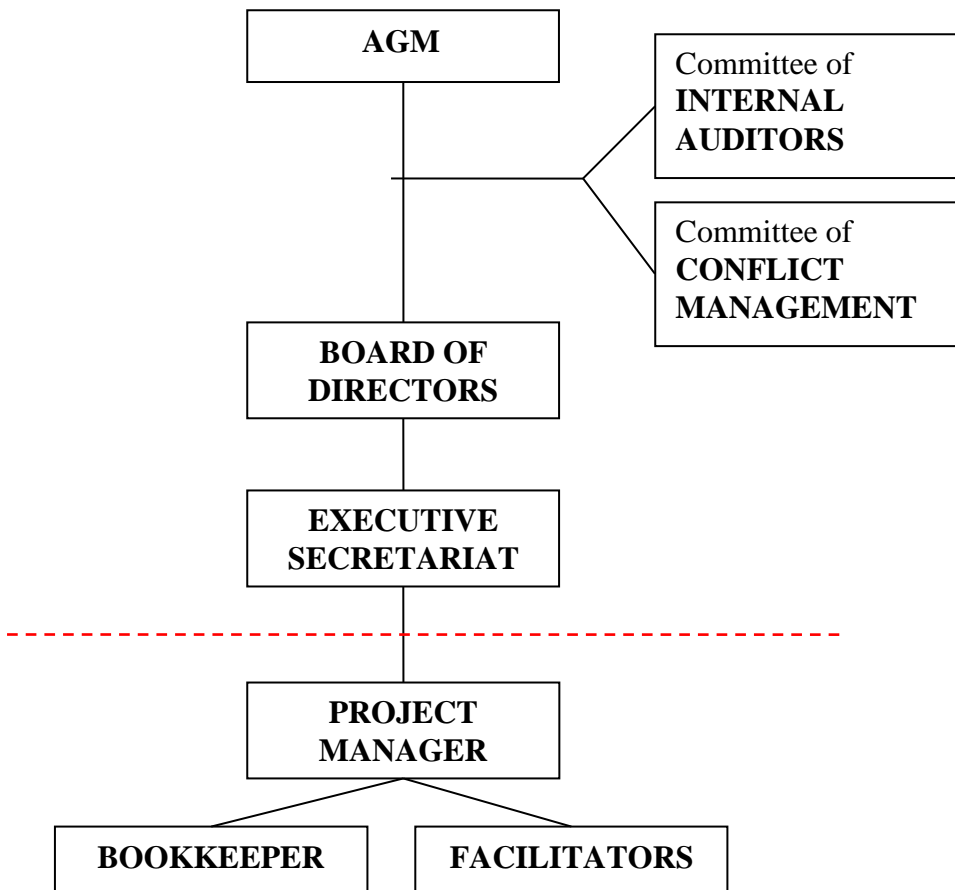
- To monitor the local, regional and global social economic and political environment that may impact on Rwandan fair traded products and to disseminate relevant information to member organizations.
- To lobby the government and other authorities in order to develop a conducive policy environment that encourages the development Rwandan fair traded products.
- To encourage cooperation in areas such as training, production, product development and marketing.
- To cooperate with development organizations in promoting fair trade locally, regionally and internationally.

OUR CORE VALUES

- Practice of Trade Principles
- Integrity and team work
- Respect
- Commitment to client and service quality member ultimate satisfaction
- Team Work
- Mutual Social Support
- Accountability and Transparency
- Justice
- Honesty
- Care for the less fortunate in the society
- Innovation and Creativity
- Quality of Service

2.3. Organisational structure & Human resources

The following is an overview of the current organisation structure of RWAFAT.



AGM

The AGM comprises of 2 representatives from each member organisation of RWFAT. At the moment there are 18 member organisations which means the AGM has 36 representatives each of them with a right to vote.

Committee of Internal Auditors

This committee performs an internal audit of the organisation prior to the annual AGM. There are always 2 members who are voted annually at the AGM.

Committee of Conflict Management

This committee acts on matters of conflict and crisis within the organisation. It consists of a minimum 3 and maximum of 5 members who are voted on for a period of 2 years. Currently there are 5 members on this committee.

Board of Directors

The board of directors consists of a minimum of 5 and maximum of 7 members which are voted for a period of 3 years at the AGM. This period is once renewable by vote for another 3 years. The board normally meet 4 times per year (minimum). Currently there are 5 board members supported by an external advisor.

Executive Secretariat

The executive secretariat consists of a number of board members together with the top management of the organisation. They normally oversee the more day to day activities of the organisation and meet on more frequent basis e.g. monthly. Momentarily RWFAT doesn't have a functional executive secretariat because it is believed that the organisation is small enough to bridge the gap between the board and managing staff to keep on top of day to day activities.

Project manager

The project manager is in charge of the general management of the organisation including its main projects and programs. Currently the organisation has one full time employed project manager.

Bookkeeper

Currently a bookkeeper working at a 20% capacity is employed by RWFAT

Facilitators

The facilitators perform various activities related to the project implementation and general operations of the organisation. For the moment there are no permanent facilitators on the payroll of RWFAT as they mainly use external consultants when needed.

2.4. Operational programs, projects, activities

An overview of the main programs, projects and activities of RWFAT in the last 3 years is provided. Interventions were either targeted at the beneficiaries (RWFAT members) or the organisation itself (capacity building).

At the level of the beneficiaries:

Training provided:

Cooperative management

Marketing

- Costing and pricing
- Finance and audit
- Product development
- Environmental protection
- Entrepreneurship
- Voluntary Savings and Loans (VSL)
- Participation in trade shows and exhibitions

At the level of the organisation:

- Exchange visits
- Leadership training

2.5. Basic financial analysis & funding

An overview of the donor, delivery partners and own funding in the history of RWAFFAT is provided:

2012: BTC (via COFTA)

2013 - 2016: Shared Interest (delivery partner)

2015 - 2016: membership fee collection

2.6. Marketing and communication

website operational

email accounts

work phones

flyers

I.3. SWOT analysis

Based on the findings of the context analysis and RWFAT quick scan a SWOT analysis is performed which gave the following results:

STRENGTHS

- Officially registered
- Good knowledge on fair trade principles
- Office space available for operations (on rent basis)
- Clear operational structure
- Big investment in own capacity building (training and exchange visits)
- Good experience and knowledge of the fair trade craft sector
- Decent marketing and communications in place
- Clear organization core values
- Members are qualified and skilled
- Unity among the members

WEAKNESSES

- Few staff to deliver tasks as desired
- Only 1 source of donor funding via a single delivery partner (Shared Interest foundation) = financial insecurity
- Insufficient budget to deliver on mission and vision
- Some key positions not filled (e.g. fundraising, planning, facilitator...)
- Too many consultants (facilitators) in comparison with full time staff
- Lack of executive secretariat
- Poverty amongst members
- RWFAT not certified or recognised itself as fair trade organisation
- RWFAT has no program of project to assist its members in acquiring fair trade certification
- Very limited experience in the fair trade agricultural sector
- Few trainings offered to members
- Low participation in trade shows
- Too few visits of the members in the field
- Irregular payment of membership fees
- No own office space (rent)

OPPORTUNITIES

- Only fair trade network in Rwanda
- Small fair trade sector in Rwanda (Cards from Africa, Gayalink and Asizi)
- Current political stability and economic growth
- Good government relationships
- Good existing fairtrade certified coffee and tea sector in Rwanda
- Potential for other single product Fairtrade certification in Rwanda (based on basic assessment)
- Good position to attract commonwealth funding

THREATS

- No national donor platform
- Weak infrastructure especially in rural areas (water, road, electricity)

- Exchange rate fluctuations
- Low local buying power
- Low skills levels of producers
- High pressure on land for agriculture
- Mechanisation in craft sector (competition)
- Weather, climate change and chemical in agriculture
- Limited knowledge and experience with fair trade in Rwanda

II. Where do we want to go?

RWAFAT Long term strategy 2017-2026

II.1. Brainstorm session on future prospects

We started from the current vision, mission, objectives and core values from RWAFAT and started by brainstorming around our vision for the organisation in 20 years time, which will lead up to the development of our long term strategy.

The results of the brainstorm session can be categorised in 2 main topics: "programs and projects" and "resources":

Programs and projects:

- To work with (regional) fair trade organisations and networks -> form partnerships/MOU's (e.g. TANFAT, KEFAT, SWIFT)
- Training to members on FT
- Set up own trading company (for-profit) next to NGO structure
- Health post
- Consultancy (generate own income)
- Work in handicrafts and agriculture
- Market access program
- Campaigning, lobbying, advocacy, awareness program
- Recognition -> FT certification
- Livelihoods program/projects

Resources:

Human Resources:

- Trainers/facilitators
- Marketers
- Fundraisers
- Agronomists
- Economists/supply chain experts
- Communication experts
- Certification experts
- Community development experts
- Bookkeeper

Assets and Equipment:

- Office (house rent or own office)
- Transportation (cars, motorbikes)
- Agricultural land
- Sustainable financial resources:
- Own income (rent out facilities and equipment, own FT shop, health centre, FT consultancy, host FT festival...)
- fundraising

Out of the results of the brainstorm session an initial attempt to define the key objectives of the organisation was performed as they will form the basis of the long term vision. In addition 3 essential questions were derived that needed to be answered in order for RWAFAT to clearly shape its long term perspectives, which are analysed in section II.3. of the long term strategic plan.

II.2. Defining the scope and key focus areas

There is a clear desire of RWFAT to expand its scope of operation into the agricultural sector and simultaneously strengthen its operations in the handcraft sector. Hereby we do acknowledge that we have a track record pertaining the development of the handcraft fair trade sector which allows us to formulate more ambitious and progressive objectives for the organisation. On the other hand we have no track record in the agricultural fair trade sector which tells us that, notwithstanding the desire to venture into this new area, we need to design more tangible and feasible objectives set at a realistic pace for the organisation.

Based on our context analyses, quick scan, SWOT analysis and brainstorm about the future of the organisation we have identified some key focus areas for RWFAT to frame and design its long term strategy and to set its long term objectives.

- **Building the recognition of RWFAT in the fair trade sector** (both handcraft and agriculture): it is necessary for us to define and strengthen the position of our organisation in the fair trade sector. Additionally it is equally important to improve our recognition in the sector. This stems from the principle "lead by example". We have been preaching fair trade and its principles for some years now but have built very little credibility of our own. In order to become a strong network we need to invest time and resources in order to improve our status and credibility.
- **Invest in marketing support:** based on our members needs analysis it is clear, as with any business out there, that increasing the income (via increased sales margins and volumes) and eventually increasing profits is their primary concern. How can we help with that? We need to define clear objectives and a long term strategy to enable us to better assist our members in as many ways possible in achieving higher sales and eventually increasing their profit.
- **Member capacity building:** as a network our success is defined by our membership status which is heavily impacted by the actual quality and diversity of services that we offer to our members. We need to set clear objectives and design a long term strategy for the capacity building services to our members. This is vital to the growth and sustainability of our organisation.
- **Lobbying, advocacy, campaigning and awareness:** as a network promoting fair trade principles it is essential that we incorporate objectives and a long term strategy around lobbying, advocacy, campaigning and awareness of fair trade in Rwanda.
- **Sustainable Resources:** for our network to be sustainable we need to set objectives and define a long term strategy in order to grow, diversify and strengthen our financial position including the investment in fixed assets.

Furthermore we have identified **3 key questions** for the development of a long term strategy. These are critical questions that need to be answered in order for us to formulate a clear long term strategy for the organisation.

II.3. Key strategic questions

Key question 1 and 2 are related to the development of our objectives in the handcraft sector while key question 3 is entirely focussed on if and how to start our activities in the agricultural fair trade sector.

Q1-Handcraft: Will RWFAT set up a not-for-profit structure (trading company or shop) for the trade of FT products next to its existing not-for-profit structure?

Q2-Handcraft: Will RWFAT develop its own internal mechanism for certification of its members (ref. SWIFT model) or assist its members to gain WFTO certification?

Q3-Agriculture: Seen that currently almost all the activities and expertise of RWFAT is in the handcraft sector, will RWFAT venture into agriculture, what will it gain by it and if so, via which strategy and pre-conditions?

With 2 side questions:

Q2A: Why would agricultural organisations join RWFAT ?

Q2B: Work in whole agricultural sectors or focus on existing (coffee, tea) or new potential ones?

Next we proceeded by answering our 3 key questions:

3.1. Key Question 1 – Handcraft sector

Will RWFAT set up a not-for-profit structure (trading company or shop) for the trade of FT products next to its existing not-for-profit structure?

The main **benefits** and **challenges** to RWFAT and its members from setting up a for-profit trading company are:

- creation of market access of RWFAT members
- create own income for RWFAT
- Makes is easier for RWFAT to become WFTO certified
- Start-up risk
- Need for start-up capital
- Need strong follow-up and support from RWFAT (e.g. to shopkeeper)
- Bottom line profit is unknown

It was agreed that the benefits for RWFAT and its members are desirable and should be pursued via a more in-depth analysis. This lead to the development and basic evaluation of 2 different strategies in preferential order:

FT shop support programme:

The strategy has a focus on existing handicraft shops. RWFAT will design a support package for these existing shops for them, as well as there suppliers (producers) to become certified. In return a part of their turnover should be paid as a service fee to RWFAT.

Pros & Cons:

- Strategy has high replication potential (e.g. any handicraft in the country join and become certified) This will benefit towards higher own income for RWFAT, increased recognition for RWFAT and higher FT awareness via many shops vs. 1 RWFAT shop;

- Less financial risk for RWFAT as shop is already operational and only turnover will influence amount of service fee, no impact from bottom line profit or loss
- No examples of this strategy known to RWFAT so there is a certain pioneering risk
- No certainty if shops are actually willing to join hands

In order to properly assess the pros and cons a FIELD RESEARCH and a BUSINESS PLAN will be needed. Support packages might also need to be looked at such as an online retail system exclusively for 'joining shops'.

Set-up own RWFAT shop:

The strategy is to set-up a RWFAT shop in Kigali which will become certified and sell on behalf of our producers.

Pros & Cons:

- High financial risk
- Less potential for replication (e.g. set-up RWFAT shop in Rubavu increases risks by lack of oversight)
- More direct control over the shops activities

In order to assess the pros and cons a BUSINESS PLAN will be needed.

It was decided to firstly pursue strategy 1 by means of a FIELD RESEARCH and CONCEPT PAPER. If successful a full BUSINESS PLAN will need to be developed. If the results are not satisfactory strategy 2 will be pursued by means of a BUSINESS PLAN and CONCEPT PAPER. If the results again would be unsatisfactory the idea of the development of a for-profit entity will be abandoned unless other potential routes or options have emerged during the process.

3.2. Key question 2 – Handcraft sector

Will RWFAT develop its own internal mechanism for certification of its members (ref. SWIFT model) or assist its members to gain WFTO certification?

In order to answer this key question it is necessary to briefly outline the two approaches between which are up for discussion.

The first approach is certification of our members by WFTO. As explained in the sector analyses in chapter 1, WFTO applies an integrated supply chain certification scheme whereby fair trade products are imported and/or distributed by organisations that have fair trade at the core of their mission and activities, using it as a development tool to support disadvantaged producers and to reduce poverty, and combine their marketing with awareness-raising and campaigning. The certification start-up costs can run up to hundreds of euros and the necessary annual renewal also cost several hundreds of euros. Certified organisations and producers are allowed to use the WFTO fair trade logo and WFTO pledges to assist them with marketing and capacity building. In this approach RWFAT will assume a role of capacity building at the level of our producers to enable them to obtain WFTO certification. Financial assistance by RWFAT to the producers in order to fulfil the costs of the initial certification and annual renewal might also be necessary.

As for the approach of SWIFT, this relies on the development of our own internal certification scheme for our members based on a set of membership criteria. This will not be a certification scheme as such that it will not have a logo, nor will it attempt to achieve equivalence with currently existing certification schemes and labels, most notably that of WFTO. The internal member certification scheme will be built on the 10 principles of fair trade and thus based on the WFTO certification scheme. This will

require RWFAT to fully design, develop and implement its own internal members certification scheme.

Both approaches have both **Pros** & **Cons** which we will need to explore in order to make an informed decision. We have listed the **Pros** & **Cons** based on the following comparison: What are the **Pros** & **Cons** of developing our own internal member certification scheme (SWIFT model) versus using the WFTO certification approach?

Pros & Cons:

- Shorter chain for certification
- Less costs (cheaper)
- Less time needed for certification (referring to physical distance of WFTO)
- More control by RWFAT over the process
- Less intermediaries
- WFTO certification proves to be difficult for small scale producers
- Offering certification to its members will improve the services rendered by RWFAT to its members
- This approach is unique in East Africa
- WFTO certification has more credibility
- Own certification scheme and label has almost no market power
- Competition of labels
- Only few producers will be using our label, if non-compliance this will prove RWFAT certification to be weak
- Need for independent evaluation of RWFAT certification to improve credibility

Based on the above assessment it was decided that the benefits of the **development of our own internal member certification scheme** outweigh its challenges and weaknesses. This is especially so regarding the cost of WFTO certification, the perceived benefits to be similar if a credible RWFAT certification system can be built and the preference for a shorter chain of control and execution.

Following the decision we listed some of the important elements in order to pursue the development of our own internal member certification system, which should enable us to design clear long term objectives.

Basic elements of the RWFAT internal member certification scheme:

- Design of the certification system
 - Based on 10 principles of fair trade by WFTO
 - Certification protocol based on a set of membership criteria (procedure)
 - Grading scale system
 - Check lists
- Supporting tools, training, etc. for our members to prepare for internal member certification
- Staff for its implementation (support of producers and execution of the internal member certification scheme)
- Agreement with external evaluators (credibility)
- Verification of our system by external parties such SWIFT and WFTO (credibility)

3.3. Key question 3 – Agricultural sector

Seen that currently almost all the activities and expertise of RWFAT is in the handicraft sector, will RWFAT venture into agriculture and if so, via which strategy and pre-conditions?

2 side questions:

Q: Why would agricultural organisations join RWAFAAT?

Q: Work in whole sectors or focus on existing or potential ones?

The main **benefits** and **challenges** for RWAFAAT and its members to venture into FT agriculture are:

- RWAFAAT will be able to support agricultural cooperatives
- Agricultural cooperatives will, after single product certification, have better price protection (FT minimum and premium price)
- Long term trading relationships
- Better protection of human rights and labour laws in FT certified agri-coops
- RWAFAAT will have more members, higher membership fees and more recognition when working in FT agricultural sector
- FT will discourage the use of chemicals
- High interest in agricultural sector by funders
- RWAFAAT will be part of the solution of climate change
- 70% of population in Rwanda works in agriculture
- Agricultural development is high on government agenda
- Low to non-existing expertise in agricultural sector by RWAFAAT
- No to very little track record in agriculture
- Single product certification by FTI/FLO-cert is complex and expensive
- Single product certification is not small producer friendly
- In general low production standards
- FT standards are very product specific
- Each agricultural product requires specific knowledge on supply chain, marketing and agricultural techniques
- Some sectors have high demands on technology and investments

We agreed that notwithstanding the number of risks and challenges there are some high value benefits for the organisation when entering into the agricultural fair trade sector. In pursuit of a proper strategy to enter this area of work we initiated a brainstorm session to identify all possible long term strategies, weighing their **pros** and **cons**.

Full Implementation

- All agricultural sectors
- All services (certification, marketing, capacity building, lobbying...)

Via this strategy we will reach all the benefits

Via this strategy we will also come across all the challenges and risks

Target a limited number of specific agricultural sectors only

- Limited agricultural sectors
- All services

Less expertise and agricultural capacity needed -> more focussed work on specific sectors

Unable to reach and expand into all agricultural sectors

Only offer the limited service: certification

- All agricultural sectors
- Only assist organisations in attaining and maintaining single product certification

Less expertise needed in various services: focus to become experts in certification

Higher possibility to set-up a for-profit certification company

Doesn't provide full service which may leave members isolated after certification

Cluster strategy: target and work with umbrella sector organisations (unions, secondary cooperatives...)

- All agricultural sectors
- All services

More reach with less resources

Less expertise and agricultural capacity needed -> is provided by the partnering umbrella organisation

certain agricultural sector might lack proper, functional umbrella organisations

Only work with smallholders

- All agricultural sectors
- All services

Doesn't exclude smallholders

Single product certification is very unrealistic

Set-up own private certification body

It was discussed that this strategy is universal and doesn't constitute a different approach towards our work as an NGO to enter the FT agricultural sector. Therefore a discussion and decision on this strategy was not pursued at the time.

After discussing the different strategies that were proposed and the pros and cons had been evaluated, we decided on the following combined version of the different strategies as we realised that they were actually complementary and together they would constitute a solid strategy to enter the FT agricultural sector.

MAIN LONG TERM STRATEGY TO ENTER THE FT AGRICULTURAL SECTOR: FULL IMPLEMENTATION (all sectors, all services)

We will pursue a long term strategy that aims to work in all sectors, offering a wide spectrum of services in the agricultural FT sector. In order to achieve this we would have need to built our activities and set our objectives progressively according to the following approach:

1. **Sector assessment:** Start with an assessment of all the potential FT agricultural sectors in Rwanda to determine their viability and true potential.
2. **Sector selection – pilot stage:** Based on the findings of the sector assessment we choose 1 sector to work in (e.g. honey or bananas) based on a number of pre-defined selection criteria focussing on achieving maximum success in our 'pilot sector'.
3. **In-depth research of the selected sector:** perform an in-depth research on the selected sector focussing on the key stakeholders, certification requirement, geographic spread and socio-economic status-quo of the sector...
4. **Design and run pilot project in selected sector:** approach stakeholders, develop support programs, evaluate progress and impact (according to project management cycle)
5. **Evaluate pilot project:** an evaluation of the pilot project will inform us on the future development of our activities in the agricultural FT sector.

We anticipate the finalisation and evaluation of the pilot stage project to take up between 3 and 5 years to complete, much of which will depend on our ability to secure the necessary project funding.

II.4. Setting our long term strategic objectives

We set our long term objectives based on the scope and key focus areas, as well as our answers regarding the key questions posed above. This resulted in the following outline of our long term objectives for our work. They are grouped in 3 main categories: the handcraft sector, the agricultural sector and general objectives.

HANDCRAFTS Sector:

1. Building recognition:
 - A. RWFAT WFTO certification
 - B. Assist members with RWFAT internal member certification
 1. Design and test RWFAT internal member certification scheme for producers and traders
 2. Assist members in obtaining and maintaining RWFAT internal member certification
 3. Built credibility of RWFAT internal member certification scheme
 - C. Grow membership base
 1. Producers
 2. Traders
2. Marketing:
 - A. Link producers with local FT shops (own approach of developing a network of Rwandan FT shops)
 - B. Link members with international markets via
 1. Trade shows
 2. sales/order website
 3. International FT shops and outlets
3. Capacity building of:
 - A. Producers
 1. Pre-internal certification program:
 - * Built capacity of producers and guide them to become certified
 - * Skills development via basic training and mentoring (e.g. business skills & entrepreneurship, fair trade principles, certification etc.)
 2. Post-certification program:
 - * Advanced skills development via training and mentoring (e.g. marketing, product development, innovation...)
 - B. Traders
 1. Pre-internal certification program:
 - * Built capacity of traders and guide them to join the FT shop program and to become certified
 - * Skills development via basic training and mentoring (e.g. business skills & entrepreneurship, fair trade principles, certification etc.)
 2. Post-internal certification program:
 - * Advanced skills development via training and mentoring (e.g. marketing, sales techniques, advertising, promotion, innovation...)
 - C. Livelihood projects and programs

AGRICULTURAL Sector

1. Sector assessment and selection
 - A. Sector assessment

B. Sector selection (for pilot project)

2. Run pilot project

A. In-depth research of selected sector for pilot project

B. Design and run pilot project

* Certification

* Capacity building

* Marketing

3. Evaluate pilot project

4. Define long term strategy and objectives in the sector

GENERAL objectives

1. Lobbying, advocacy, campaigning and awareness raising

2. Sustainable financial resources

II.5. New vision, mission and organisational objectives

The culmination of the long term strategy with the formulation of key objectives for the handcraft and agricultural sector as a backbone brings us to the review of our vision, mission and key organisational objectives. This is the end result of the long term strategic planning process.

VISION

To be the global reference for country networks in Africa promoting fair trade

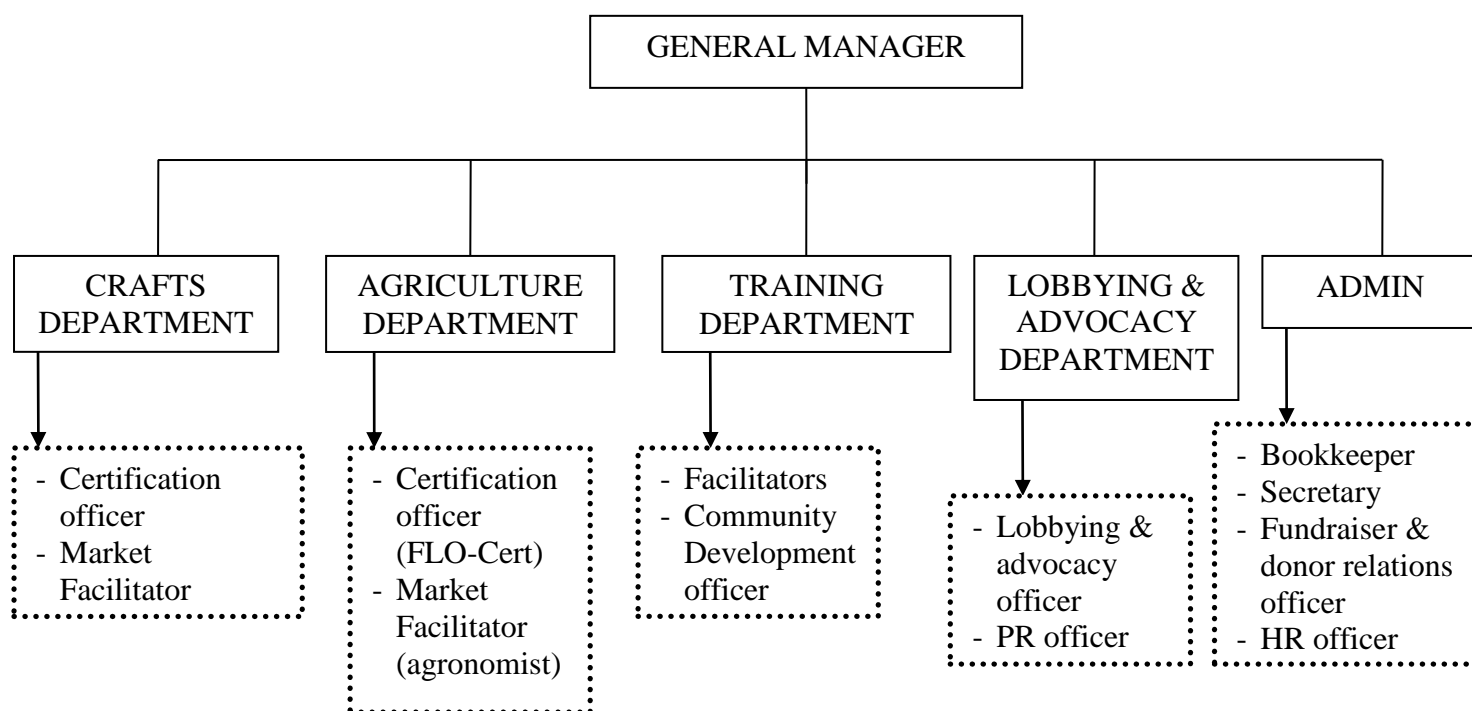
MISSION

We are a country network promoting fair trade amongst our members aiming to develop a strong fair trade crafts and agricultural sector in Rwanda.

KEY OBJECTIVES

- To built the recognition and credibility of RWAFAT and its members in the fair trade crafts and agricultural sector;
- To assist our members with fair trade certification and market access;
- To advocate and lobby for fair trade amongst local, regional and international stakeholders
- To strive towards financial sustainability of the organisation

II.6. New proposed organisational structure



The proposed new organizational structure is presented at the level of the operational staff and is intended to indicate the minimum requirements in terms of HR needed by RWFAT in line with its long term strategy and to fulfil its long term objectives. Each position in the organizational structure does not necessarily imply a full time appointment is required. Certain positions can be combined into a single job description e.g. a part-time bookkeeper, part-time secretary. As mentioned it is also not the intention to expand our staff compartment to the proposed level in one go but rather to see it as a gradual process of expansion based on the development needs and growth of organisations in order to live up to our vision and mission statement in the long run.

II.7. Member definition and criteria

This section contains a first general attempt to define our typical member profiles.

PRODUCERS:

CRAFTS:

- + cooperatives
- + democratic governance structure
- + companies (with commitment to FT rather than just increasing profit)
- + no individuals (without any legal status)
- + no conflict of interest with FT standards and principles (eg via other memberships or affiliations of the producer)

AGRICULTURE:

- + cooperatives
- + democratic governance structure
- + companies (with commitment to FT rather than just increasing profit)
- + Size and capacity of the producer depending on the sector (small producers are not capable and viable to achieve single product certification)
- + no individuals (without any legal status)
- + no conflict of interest with FT standards and principles (eg via other memberships or affiliations of the producer)

TRADERS (FT craft shops):

- + cooperatives
- + democratic governance structure
- + companies (with commitment to FT rather than just increasing profit)
- + minimum level of bookkeeping and record keeping standards
- + minimum monthly revenue to justify our intervention
- + potential to increase revenue via FT certification

UMBRELLA ORGANISATIONS (eg. Unions, tertiary or secondary coops):

- + democratic governance structure
- + Alignment of principles (conflict of interest)
- + minimum level of membership representation in specific sector

III. How are we going to get there? Short term strategy

III.1. Short term strategy 2017-2019

Now that we have defined our long term strategy and fine tuned our vision and mission statement we need to develop a short term strategy. Our short term strategy will indicate where the immediate priorities of the organisation lie. It will directly inform our operational planning, budget and fundraising strategy via the translation of our objectives into actions using the logical framework and results based management approach.

Key to the development of a short term strategy is that we indicate which are our high level priorities and which are low level priorities. Furthermore we need to consolidate our high level long term objectives and at the same time elaborate and provide more detail on the identified high level priority objectives.

This resulted in the following analysis for each part of the long term strategic plan, which provides the background to which we can set our short term priorities and develop our short term strategy:

HANDCRAFT Sector

Building recognition

The registration of RWAFFAT by WFTO is a key activity to strengthen our own recognition in the sector in needs to be pursued with some urgency.

Secondly, as an answer to one of our key questions in the long term strategic planning process, we need carefully plan the development and implementation of the RWAFFAT internal member certification process. This entails developing and designing the system and supporting documents, testing and strengthening the system and commencing its practical implementation. Along the way we need to invest time and resources in order to increase the credibility of our internal member certification system.

Thirdly, growing our membership base is an essential part of our short term activities as we are a membership network, so this defines our basic necessity to exist.

Marketing

There are a number of activities we need to prioritise and focus on in order to improve our member services regarding market access.

We need to invest time and resources to develop the system of 'local fair trade shops' as defined in one of the key questions in our long term strategic planning process. In order to achieve this, we first need to develop and design an actual approach. A thorough evaluation of the approach will then decide if we will pursue the approach altogether. If so, we need to define our activities in order to start testing and implementing the approach in the short term plan.

Secondly, we need to define activities in order to design and implement a fair trade sales website and built a customer network locally, regionally and internationally.

In addition we will have to set activities in order to attend trade shows

Capacity building of producers and traders

We need to design a set of activities which deal with the capacity building of our members. Therefore we first of all need to develop our own training and capacity

building material or obtain it from a third party if necessary. Secondly we need to define which activities will be needed for each target group to achieve our objectives.

AGRICULTURAL Sector

Our short term priorities in the agricultural sector are a lot more concise as it is our intention to explore the sector in the short term and set-up a pilot project, much of which is dependant on the initial sector assessment. This results in the following short term activities to be formulated.

First we have to perform a sector assessment and selection process as well as a research on the feasibility to set-up our own certification body in the agricultural sector. Secondly, we need to design, implement and evaluate a pilot project in the selected agricultural sector to introduce fair trade. These activities will heavily depend on the initial sector selection process. Once this pilot project is concluded a strategic planning process has to be formulated to design our long term strategic objectives in the agricultural fair trade sector.

GENERAL objectives

Lobbying, advocacy, campaigning and awareness raising

In the short term we aim to develop to-the-point activities to increase the awareness of fair trade in Rwanda. This might include supporting or setting up certain specific fair trade campaigns. We do not foresee to have ample HR capacity to actively engage in lobbying and advocacy of fair trade at a national and regional level, so this will be a low priority area. Therefore we will not include specific activities in this regard, notwithstanding that we will capitalise on every opportunity that might present itself in the near future.

Sustainable financial resources

This is a very high short term priority area as the current financial sustainability of the organisation is weak as we are depending on a single donor which has been secured via our delivery partner Shared Interest Foundation. Therefore we will specifically be focussing on donor fundraising (grant management) as a source of external financial resources. Simultaneously a set of activities will aim to create a diversity of own funding streams via membership fees, offering training and capacity building services, and potentially income via the fair trade shop programme and the retail based webshop.

III.2. Logical Framework Approach

The above analysis has indicated our high level priorities on which we have to build our short term strategy. For our short term strategy to be practical it is necessary to break it down in various elements towards a manageable framework for the daily operations of the organisation. Hereby we focus on a dissection of the long term strategy based on the identified short term priorities, according to the logical framework approach (LFA).

The LFA will provide the basis for the development of a 3 year implementation timeframe based on the expected results, a review of the required organisational structure to deliver on our short term goals and the design of a 3 year organisational budget.

As a last stage of the short term planning process we formulate a fundraising plan based on the projected short term budget. The plan will indicate fundraising priorities based on the required operational budget via a review of the expected/desired income versus the actual/realised income. This process will highlight our outstanding of the funding requirements of the organisation. The fundraising plan will in turn inform the fundraising strategy.

We start off by applying the LFA in order to design our short term operational plan. The LFA is based on the following basic project planning matrix of result areas: Activities – Outputs – Outcome – Impact. For each result area the LFA further analyses and details specific objectively verifiable indicators and the means or source of verification for those indicators. Basic assumptions (and underlying risks) are also taken into account in each step in the planning process.

RESULT AREA	INDICATORS	SOURCE & MEANS OF VERIFICATION	ASSUMPTIONS & RISKS
<p>IMPACT To built a strong fair trade sector in Rwanda</p>	<ul style="list-style-type: none"> - % of fair trade operators in Rwanda - Fair trade embedded in different sectors - % of fair trade exports 	<ul style="list-style-type: none"> - RWFAT annual reports - GoR records and reports on trade and exports 	<ul style="list-style-type: none"> - Conducive policy environment for the promotion of fair trade - Sufficient regional and international demand for Rwandan fair trade products
<p>OUTCOME 1 Improved recognition of RWFAT in the Rwandan fair trade sector</p>	<ul style="list-style-type: none"> - % of RWFAT members - % of fair trade certified operators via RWFAT internal member certification scheme 	<ul style="list-style-type: none"> - RWFAT annual reports 	<ul style="list-style-type: none"> - Sufficient funding is secured by RWFAT to deliver its core objectives - RWFAT can built and maintain in-house capacity on fair trade certification
<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. RWFAT is WFTO certified 2. RWFAT has developed a credible internal fair trade member certification scheme 3. RWFAT members are certified by the internal fair trade member certification scheme 4. The membership base of RWFAT has grown 	<ol style="list-style-type: none"> 1. WFTO certification trail 2. RWFAT fair trade certification trail 3. % of certified members by RWFAT internal member certification scheme 4. % of RWFAT members 	<ol style="list-style-type: none"> 1. WFTO certificate and certification documents 2. Internal member certification scheme guidelines and operational documents 3. RWFAT annual 	<ol style="list-style-type: none"> 1. RWFAT is able and capable to comply with WFTO requirements 2. RWFAT has sufficient internal capacity, external advice and funding to develop its own internal member certification scheme 3. Members have sufficient

		reports 4. RWFAT annual reports	capacity to achieve compliance with internal member certification standards 3. RWFAT has sufficient internal capacity and funding for the implementation and follow-up 4. New producer groups and traders are willing to join and RWFAT has the resources to reach out to them
<p>ACTIVITIES</p> <p>1.1. To perform research on and insure compliance with WFTO certification requirement</p> <p>1.2. Apply and obtain WFTO certification for RWFAT</p> <p>2.1. Design (conceptualise) an internal fair trade member certification scheme</p> <p>2.2. Test and fine-tune the internal fair trade member certification scheme</p> <p>2.3. Obtain third party acknowledgement and/or accreditation for the internal fair trade member certification scheme</p> <p>3.1. RWFAT assists 10 members to obtain internal fair trade member certification status</p> <p>4.1. RWFAT membership has increased over 3 years with 25 members (5 in y1, 10 in y2, 10 in y3)</p>	<p>INPUT</p> <p>1.1. HR capacity, resources to develop appropriate standards for compliance</p> <p>1.2. WFTO certification application fee</p> <p>2.1. HR capacity, IT equipment</p> <p>2.2. HR capacity, recourses to pilot, test, monitor and evaluate (transport, IT equipment)</p> <p>2.3. HR capacity, networking resources (transport, IT equipment)</p> <p>3.1. HR capacity, resources to monitor and evaluate member readiness, training on certification standards</p> <p>4.1. HR capacity, scouting and evaluation of potential new members (transport, IT equipment)</p>	<p>COSTS – see budget</p>	<p>General risks and assumptions are:</p> <ul style="list-style-type: none"> - Insufficient HR capacity due to a loss of critical staff (illness, pregnancy, disciplinary action...) - Insufficient funds to implement activities (fail to secure donor funding and raise own income) - Devaluation of RWF resulting in unfavourable exchange rate - Marco external factors (eg. political instability)

<p>OUTCOME 2 Improved marketing services offered by RWFAT to its members</p>	<ul style="list-style-type: none"> - % of sales by members - % of regional and international trade by members - % of fair trade craft shops being RWFAT members 	<ul style="list-style-type: none"> - RWFAT annual reports - GoR records and reports on trade and exports 	<ul style="list-style-type: none"> - Sufficient regional and international demand for Rwandan fair trade products - Sufficient funding is secured by RWFAT to deliver its core objectives - RWFAT can built and maintain in-house capacity to deliver its fair trade marketing services
<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. RWFAT has established a network of local fair trade craft shops 2. RWFAT has linked local producers to the network of local fair trade shops 3. RWFAT members are exposed to and linked with international fair trade markets 	<ol style="list-style-type: none"> 1. % of fair trade craft shops being RWFAT members 2. % of direct sales by producer members to fair trade craft shops 3. % of international direct sales by members and attendance of members at trade shows and exhibitions 	<ol style="list-style-type: none"> 1. RWFAT annual reports 2. Members financial records and RWFAT annual reports 3. Members financial records and RWFAT annual reports, reports on trade shows and exhibitions and RWFAT annual reports 	<ol style="list-style-type: none"> 1. There is adequate potential for RWFAT to design an approach which has sufficient leverage to convince craft shops to become fair trade and join as members. 2. Failure to establish the fair trade craft shop network, failure by producers to comply with the required product standards, overkill in supply resulting in high competition and low prices 3. Sufficient regional and international demand for Rwandan fair trade products, trade show and exhibitions are organised and accessible by RWFAT members

<p>ACTIVITIES</p> <p>1.1. Design (conceptualise) an approach to develop a local fair trade craft shop network</p> <p>1.2. Test and fine-tune the local fair trade craft shop approach</p> <p>1.3. Establish a network of 3 local fair trade shops in 3 years time</p> <p>2.1. 5 producer members which have obtained internal fair trade certification status are supplying local fair trade shops</p> <p>3.1. A minimum of 3 members (preferably local fair trade shops) attend at least 1 (fair) trade show or exhibition per annum</p> <p>3.2. An online retail webshop is developed and operational for RWFAT members</p> <p>3.3. RWFAT actively explores international trade opportunities for its members and facilitates contracts for its members</p>	<p>INPUT</p> <p>1.1. HR capacity, IT equipment, resources to organise a stakeholder consultation</p> <p>1.2. HR capacity, run and evaluate pilot project</p> <p>1.3. HR capacity, scouting, training and mentoring fair trade craft shops</p> <p>2.1. HR capacity, training and mentoring of producers and traders</p> <p>3.1. Resources for members to attend trade shows and exhibitions (accommodation, travel allowance, stand fees)</p> <p>3.2. HR capacity, product information and pictures, IT support to develop and maintain the webshop</p> <p>3.3. HR capacity, up-to-date product information, promotion material, resources to network on regional and international level</p>	<p>COSTS – see budget</p>	<p>General risks and assumptions are:</p> <ul style="list-style-type: none"> - Insufficient HR capacity due to a loss of critical staff (illness, pregnancy, disciplinary action...) - Insufficient funds to implement activities (fail to secure donor funding and raise own income) - Devaluation of RWF resulting in unfavourable exchange rate - Marco external factors (eg. political instability, collapse or decline in regional and international demand for Rwandan fair trade craft products) - Producers have successfully obtained the RWFAT internal fair trade certification status
<p>OUTCOME 3</p> <p>Improved capacity and skills of RWFAT members to successfully operate in the fair trade sector</p>	<ul style="list-style-type: none"> - % of training and mentoring services offered by RWFAT to its members - % of fair trade certified operators by RWFAT - % of sales by members 	<ul style="list-style-type: none"> - RWFAT annual reports - Training and mentoring records 	<ul style="list-style-type: none"> - Sufficient funding is secured by RWFAT to deliver its core objectives - RWFAT can built and maintain in-house capacity to develop and deliver high

	- % of regional and international trade by members		standard training and mentoring services
<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. RWFAT has developed and updated its capacity building material 2. Members have increased their capacity to successfully obtain internal fair trade certification 3. Members have increased their capacity to successfully operate and expand their businesses in the fair trade sector 	<ol style="list-style-type: none"> 1. Standard and variety of training and mentoring methods and trails 2. % of fair trade certified operators by RWFAT 3. % of sales by members, % of regional and international trade by members 	<ol style="list-style-type: none"> 1. Training manuals, evaluation forms and mentoring tools 2. Certification records, RWFAT annual reports 3. Members financial records, RWFAT annual reports 	<ol style="list-style-type: none"> 1. Sufficient in-house capacity and available external expertise to develop high standard material 2. Capacity levels, skills and learning mindset of RWFAT member are of an adequate level (low education and poverty) 3. Capacity levels, skills and learning mindset of RWFAT member are of an adequate level (low education and poverty) and sufficient opportunities for business expansion exist
<p>ACTIVITIES</p> <ol style="list-style-type: none"> 1.1. Training and capacity building material is drafted 1.2. Training and capacity building material is tested and constantly updated 2.1. All current members are trained on fair trade principles, governance, basic business management and the internal fair trade certification system 3.1. All current members are trained on advanced business management, financial management, entrepreneurship, 	<p>INPUT</p> <ol style="list-style-type: none"> 1.1. HR capacity, expert consultation, printing and binding 1.2. HR capacity, expert consultation, M&E tools 2.1. HR capacity, printing and binding, resources to host trainings (travel, accommodation, food, beverages,...) 3.1. HR capacity, printing and 	<p>COSTS – see budget</p>	<p>General risks and assumptions are:</p> <ul style="list-style-type: none"> - Insufficient HR capacity due to a loss of critical staff (illness, pregnancy, disciplinary action...) - Insufficient funds to implement activities (fail to secure donor funding and raise own income) - Devaluation of RWF resulting in unfavourable exchange rate

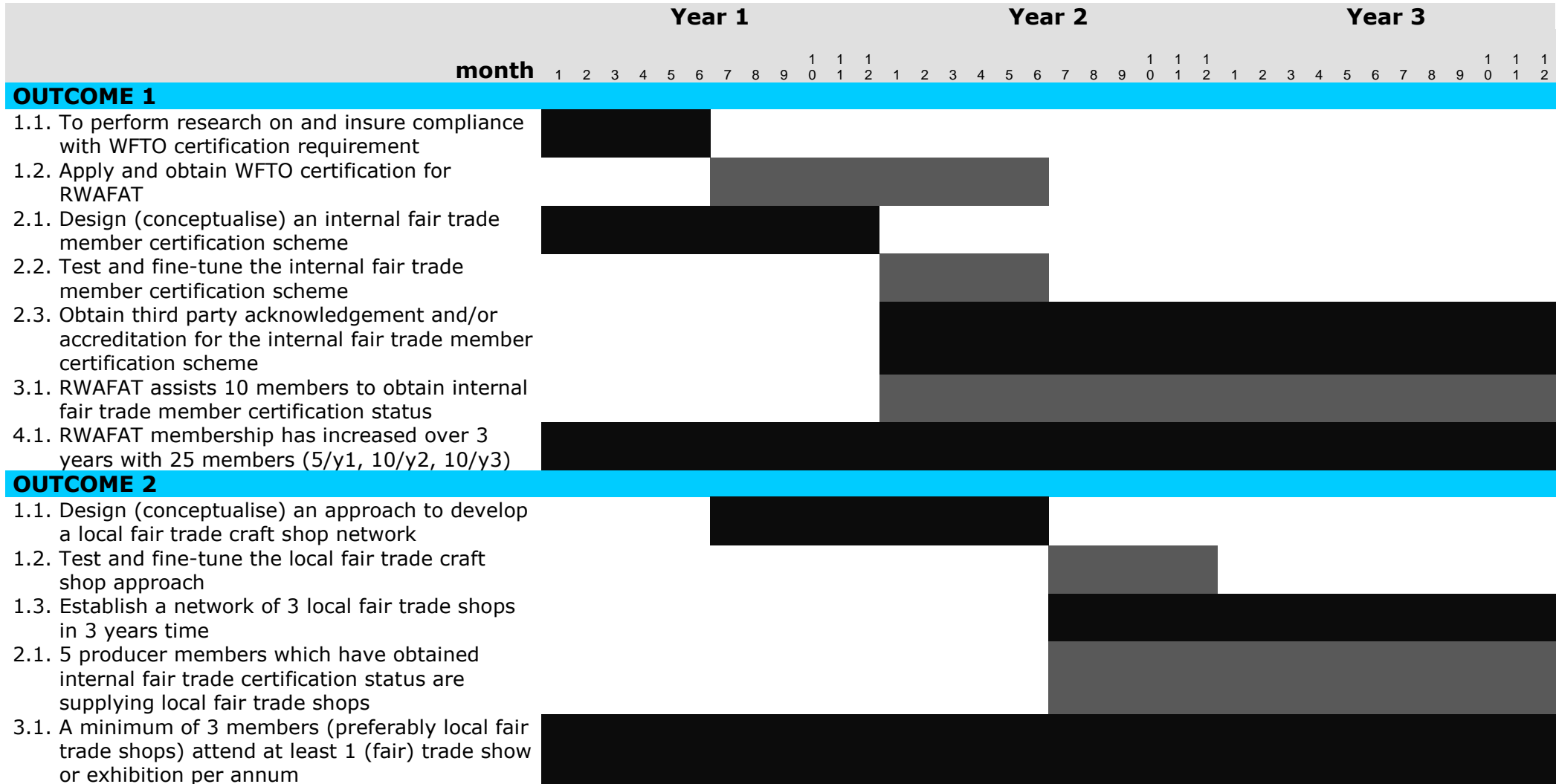
<p>marketing, product development and innovation.</p>	<p>binding, resources to host trainings (travel, accommodation, food, beverages,...)</p>		<ul style="list-style-type: none"> - Marco external factors (eg. political instability) - Capacity levels, skills and learning mindset of RWFAT member are of an adequate level (low education and poverty) - Sufficient opportunities for business expansion exist (conducive environment)
<p>OUTCOME 4 Explored and tested potential for RWFAT to expand into the agricultural fair trade sector</p>	<ul style="list-style-type: none"> - Sector assessment and selection trail - Pilot sector evaluation trail 	<ul style="list-style-type: none"> - Sector assessment report - Sector selection process report - Pilot evaluation report - RWFAT annual reports 	<ul style="list-style-type: none"> - Suitable agricultural sector with reasonable scope for RWFAT to introduce and develop fair trade exists in Rwanda - Conducive environment of fair trade business in agricultural sector
<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. The potential for RWFAT to work in the agricultural fair trade sector has been explored 2. A pilot project in the agricultural fair trade sector has been implemented and evaluated 3. A long term strategy for the expansion into the fair trade agricultural sector has been developed 	<ol style="list-style-type: none"> 1. Sector assessment and selection trail 2. Pilot sector evaluation trail 3. Long term agricultural fair trade sector strategy 	<ol style="list-style-type: none"> 1. Sector assessment report and selection process report 2. Pilot evaluation report 3. Strategy document 	<ol style="list-style-type: none"> 1. Suitable agricultural sector with reasonable scope for RWFAT to introduce and develop fair trade exists in Rwanda 2. Conducive environment of fair trade business in agricultural sector 3. Limited knowledge of other sectors (next to piloted one) and external factors influence full scale enrolment in the

			agricultural sector
<p>ACTIVITIES</p> <p>1.1. An agricultural sector assessment is performed</p> <p>1.2. A ranking and selection of the preferred agricultural fair trade sector</p> <p>2.1. In-depth research of the selected pilot sector is performed</p> <p>2.2. A pilot project is designed</p> <p>2.3. The pilot project is implemented</p> <p>2.4. The pilot project is evaluated based on a set of KPI 's</p> <p>3.1. A long term strategy for the potential expansion of RWFAT in the fair trade agricultural sector is formulated based on the evaluation of the pilot project</p>	<p>INPUT</p> <p>1.1. HR capacity, IT equipment, resources for field research, learning and networking visits (transport, accommodation, allowance)</p> <p>1.2. HR capacity, IT equipment, external expertise</p> <p>2.1. HR capacity, IT equipment, resources for field learning and networking visits (transport, accommodation, allowance)</p> <p>2.2. HR capacity, IT equipment, resources for stakeholder consultation</p> <p>2.3. Resources for pilot implementation (project funding incl. salaries, transport, training, M&E, etc.)</p> <p>2.4. HR capacity, IT equipment, resources for M&E and impact assessment (transport, accommodation, allowance)</p> <p>3.1. HR capacity, IT equipment, external advice</p>	<p>COSTS – see budget</p>	<p>General risks and assumptions are:</p> <ul style="list-style-type: none"> - Insufficient HR capacity due to a loss of critical staff (illness, pregnancy, disciplinary action...) - Insufficient funds to implement activities (fail to secure donor funding and raise own income) - Devaluation of RWF resulting in unfavourable exchange rate - Marco external factors (eg. political instability) - Changing environmental and agricultural conditions - Instability in national, regional and international agricultural commodity and input markets
<p>OUTCOME 5</p> <p>Improved financial situation of RWFAT</p>	<ul style="list-style-type: none"> - % of restricted funds - % of unrestricted funds 	<ul style="list-style-type: none"> - Financial statements - Donor contracts 	<ul style="list-style-type: none"> - A favourable donor environment exists for RWFAT to attain restricted funds - Ability to built and maintain in-

			house capacity of RWFAT and its member to generate unrestricted funds
OUTPUTS 1. Diversified and increased amount of restricted funds 2. Diversified and increased amount of non-restricted funds	1. % of restricted funds 2. % of unrestricted funds	1. Financial statements and donor contracts 2. Financial statements and reports of income generating activities	1. Favourable donor environment, no devaluation of RWF to US dollar, Euro and pound sterling. 2. Ability to built and maintain capacity of RWFAT in-house and its member to generate unrestricted funds
ACTIVITIES 1.1. Development of a fundraising plan and strategy 1.2. Development and follow-up of project proposals to a wide range of identified donors 2.1. Income via membership fees is doubled over 3 years time 2.2. Opportunity to offer training services and consultancy in the fair trade sector are explored 2.3. Unrestricted income is generated via a margin of sales on local, regional and international trade by our members facilitated by RWFAT	INPUT 1.1. HR capacity, IT equipment 1.2. HR capacity, IT equipment 2.1. HR capacity 2.2. HR capacity, exposure and networking 2.3. HR capacity	COSTS – see budget	General risks and assumptions are: - Insufficient HR capacity due to a loss of critical staff (illness, pregnancy, disciplinary action...) - Devaluation of RWF resulting in unfavourable exchange rate - Marco external factors (eg. political instability) - Failure to increase membership - Failure to develop high standard training and mentoring material - Failure to facilitate local, regional and international trade for our members

III.3. Implementation timeframe

The implementation timeframe provides a timely overview of the pursued interventions by RWFAT from the beginning of 2017 until the end of 2019 and is based on the activities as represented in the logical framework.



- 3.2. An online retail webshop is developed and operational for RWFAT members
- 3.3. RWFAT actively explores international trade opportunities for its members and facilitates contracts for its members

OUTCOME 3

- 1.1. Training and capacity building material is drafted
- 1.2. Training and capacity building material is tested and constantly updated
- 2.1. All current members are trained on fair trade principles, governance, basic business management and the internal fair trade certification system
- 3.1. All current members are trained on advanced business management, financial management, entrepreneurship, marketing, product development and innovation.

OUTCOME 4

- 1.1. An agricultural sector assessment is performed
- 1.2. A ranking and selection of the preferred agricultural fair trade sector
- 2.1. In-depth research of the selected pilot sector is performed
- 2.2. A pilot project is designed
- 2.3. The pilot project is implemented
- 2.4. The pilot project is evaluated based on a set of KPI's
- 3.1. A long term strategy for the potential expansion of RWFAT in the fair trade agricultural sector is formulated based on the evaluation of the pilot project

OUTCOME 5

- 1.1. Development of a fundraising plan and strategy
- 1.2. Development and follow-up of project proposals to a wide range of identified donors
- 2.1. Income via membership fees is doubled over 3

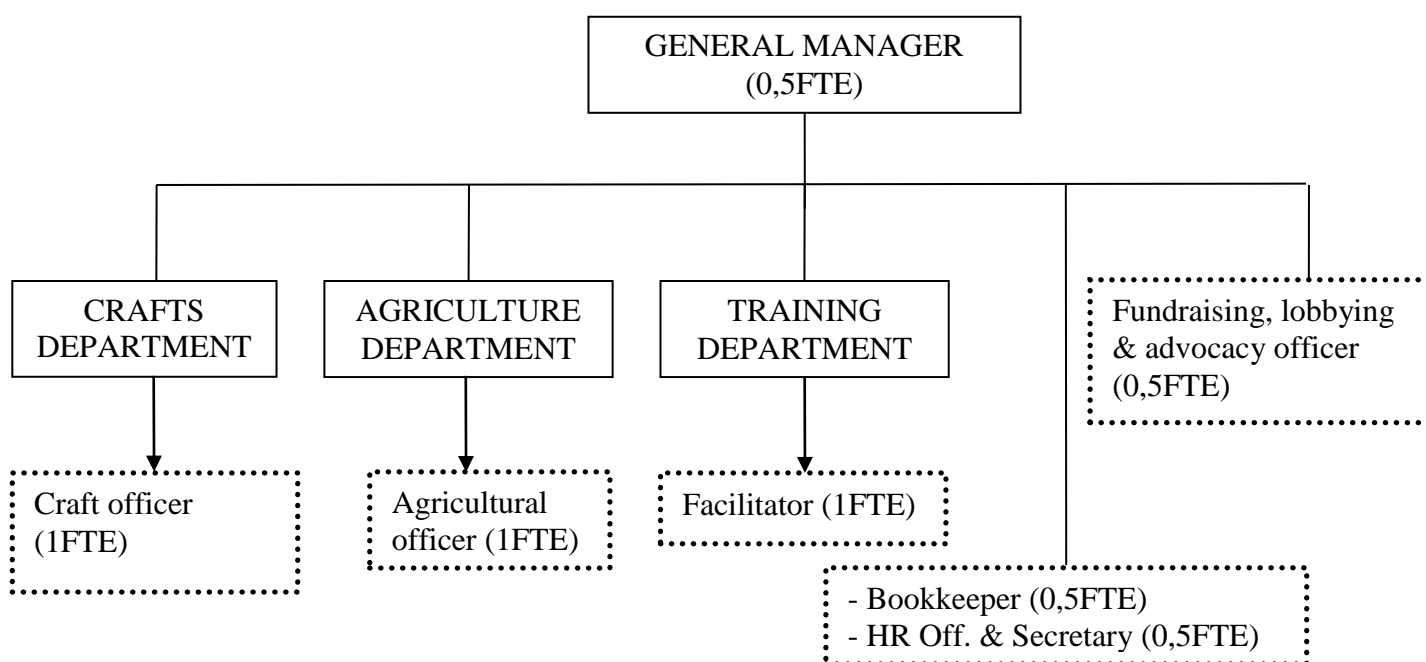
years time

2.2. Opportunity to offer training services and consultancy in the fair trade sector are explored

2.3. Unrestricted income is generated via a margin of sales on local, regional and international trade by our members facilitated by RWAFFAT



III.4. Organisational structure



*FTE = full time equivalent (full time job)

III.5. Budget

Below a summarised version of the budget 2017-2019 of RWFAT in RWF. The detailed budget is available upon request.

	YEAR 1	YEAR 2	YEAR 3	TOTAL
HUMAN RESOURCES	9,588,000	25,800,000	25,800,000	61,188,000
FIXED COSTS	5,600,000	6,140,000	6,140,000	17,880,000
PROGRAMS (ongoing)	7,200,000	9,600,000	9,600,000	26,400,000
PROJECTS (once off)	1,200,000	3,500,000	2,500,000	7,200,000
CAPITAL EXP.	1,200,000	800,000	800,000	2,800,000
TOTAL	17,588,000	36,240,000	35,240,000	RWF 115,468,000

At the current average exchange rate of October 2016 of 885 RWF to the Euro the total budget equals 130,472 euro for the 3 year period with a total of 19,873 euro for years 1, 40,949 euro for year 2 and 39,819 euro for year 3. The budget will set the benchmark for the fundraising strategy of the organisation in the short term.

IV. How are we going to track progress?

Monitoring and evaluation of the strategic and operational plan

The monitoring and evaluation of the different elements of the strategic and short term operational plan included in this document is indicated in the table below including the timeframe and responsibilities.

	WHEN?	BY WHOM?
Strategic plan - long term strategy		
Strategic planning review meeting <ul style="list-style-type: none"> - Annual report of director - Annual departmental progress reports - Annual financial statements 	In 2019 review at end of short term strategy (2017-2019)	Management
Strategic plan - short term strategy (2017-2019)		
Strategic planning review meeting <ul style="list-style-type: none"> - Annual report of director - Annual departmental progress reports - Annual financial statements 	Q1 in 2018, 2019 and 2020	Management and staff
Annual implementation		
Progress monitoring based on the annual budget, timeframe and logframe result areas based on: <ul style="list-style-type: none"> - Staff monthly reports, - Financial statements 	Quarterly progress meeting between staff and management	Management and staff

Annex I – charter 10 Fair Trade principles

WFTO works according to a charter with 10 principles of fair trade, which reads as follows.

Principle One: Creating Opportunities for Economically Disadvantaged Producers

Poverty reduction through trade forms a key part of the organisation's aims. The organisation supports marginalised small producers, whether these are independent family businesses, or grouped in associations or co-operatives. It seeks to enable them to move from income insecurity and poverty to economic self-sufficiency and ownership. The organisation has a plan of action to carry this out.

Principle Two: Transparency and Accountability

The organisation is transparent in its management and commercial relations. It is accountable to all its stakeholders and respects the sensitivity and confidentiality of commercial information supplied. The organisation finds appropriate, participatory ways to involve employees, members and producers in its decision-making processes. It ensures that relevant information is provided to all its trading partners. The communication channels are good and open at all levels of the supply chain.

Principle Three: Fair Trading Practices

The organisation trades with concern for the social, economic and environmental well-being of marginalised small producers and does not maximise profit at their expense. It is responsible and professional in meeting its commitments in a timely manner. Suppliers respect contracts and deliver products on time and to the desired quality and specifications.

Fair Trade buyers, recognising the financial disadvantages producers and suppliers face, ensure orders are paid on receipt of documents and according to the attached guidelines. For Handicraft fair trade products, an interest free pre-payment of at least 50 % is made on request. For Food fair trade products, pre-payment of at least 50% at a reasonable interest is made if requested. Interest rates that the suppliers pay must not be higher than the buyers' cost of borrowing from third parties. Charging interest is not required.

Where southern fair trade suppliers receive a pre payment from buyers, they ensure that this payment is passed on to the producers or farmers who make or grow their fair trade products.

Buyers consult with suppliers before cancelling or rejecting orders. Where orders are cancelled through no fault of producers or suppliers, adequate compensation is guaranteed for work already done. Suppliers and producers consult with buyers if there is a problem with delivery, and ensure compensation is provided when delivered quantities and qualities do not match those invoiced.

The organisation maintains long term relationships based on solidarity, trust and mutual respect that contribute to the promotion and growth of fair trade. It maintains effective communication with its trading partners. Parties involved in a trading relationship seek to increase the volume of the trade between them and the value and diversity of their product offer as a means of growing fair trade for the producers in order to increase their incomes. The organisation works cooperatively with the other fair trade Organisations in country and avoids unfair competition. It avoids duplicating the designs of patterns of other organisations without permission.

Fair Trade recognises, promotes and protects the cultural identity and traditional skills of small producers as reflected in their craft designs, food products and other related services.

Principle Four: Payment of a Fair Price

A fair price is one that has been mutually agreed by all through dialogue and participation, which provides fair pay to the producers and can also be sustained by the market. Where fair trade pricing structures exist, these are used as a minimum. Fair pay means provision of socially acceptable remuneration (in the local context) considered by producers themselves to be fair and which takes into account the principle of equal pay for equal work by women and men. Fair trade marketing and importing organisations support capacity building as required to producers, to enable them to set a fair price.

Principle Five: Ensuring no Child Labour and Forced Labour

The organisation adheres to the UN Convention on the Rights of the Child, and national / local law on the employment of children. The organisation ensures that there is no forced labour in its workforce and / or members or homeworkers.

Organisations who buy fair trade products from producer groups either directly or through intermediaries ensure that no forced labour is used in production and the producer complies with the UN Convention on the Rights of the Child, and national / local law on the employment of children. Any involvement of children in the production of fair trade products (including learning a traditional art or craft) is always disclosed and monitored and does not adversely affect the children's well-being, security, educational requirements and need for play.

Principle Six: Commitment to Non Discrimination, Gender Equity and Women's Economic Empowerment, and Freedom of Association

The organisation does not discriminate in hiring, remuneration, access to training, promotion, termination or retirement based on race, caste, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation, HIV/Aids status or age.

The organisation has a clear policy and plan to promote gender equality that ensures that women as well as men have the ability to gain access to the resources that they need to be productive and also the ability to influence the wider policy, regulatory, and institutional environment that shapes their livelihoods and lives. Organisational constitutions and by-laws allow for and enable women to become active members of the organisation in their own right (where it is a membership based organisation), and to take up leadership positions in the governance structure regardless of women's status in relation to ownership of assets such as land and property. Where women are employed within the organisation, even where it is an informal employment situation, they receive equal pay for equal work. The organisation recognises women's full employment rights and is committed to ensuring that women receive their full statutory employment benefits. The organisation takes into account the special health and safety needs of pregnant women and breast-feeding mothers.

The organisation respects the right of all employees to form and join trade unions of their choice and to bargain collectively. Where the right to join trade unions and bargain collectively are restricted by law and/or political environment, the organisation will enable means of independent and free association and bargaining for employees. The organisation ensures that representatives of employees are not subject to discrimination in the workplace.

Principle Seven: Ensuring Good Working Conditions

The organisation provides a safe and healthy working environment for employees and / or members. It complies, at a minimum, with national and local laws and ILO conventions on health and safety.

Working hours and conditions for employees and / or members (and any home-workers) comply with conditions established by national and local laws and ILO conventions.

Fair Trade Organisations are aware of the health and safety conditions in the producer groups they buy from. They seek, on an ongoing basis, to raise awareness of health and safety issues and improve health and safety practices in producer groups.

Principle Eight: Providing Capacity Building

The organisation seeks to increase positive developmental impacts for small, marginalised producers through fair trade.

The organisation develops the skills and capabilities of its own employees or members. Organisations working directly with small producers develop specific activities to help these producers improve their management skills, production capabilities and access to markets - local / regional / international / fair trade and mainstream as appropriate. Organisations which buy fair trade products through fair trade intermediaries in the South assist these organisations to develop their capacity to support the marginalised producer groups that they work with.

Principle Nine: Promoting Fair Trade

The organisation raises awareness of the aim of fair trade and of the need for greater justice in world trade through fair trade. It advocates for the objectives and activities of fair trade according to the scope of the organisation. The organisation provides its customers with information about itself, the products it markets, and the producer organisations or members that make or harvest the products. Honest advertising and marketing techniques are always used.

Principle Ten: Respect for the Environment

Organisations which produce fair trade products maximise the use of raw materials from sustainably managed sources in their ranges, buying locally when possible. They use production technologies that seek to reduce energy consumption and where possible use renewable energy technologies that minimise greenhouse gas emissions. They seek to minimise the impact of their waste stream on the environment. fair trade agricultural commodity producers minimise their environmental impacts, by using organic or low pesticide use production methods wherever possible.

Buyers and importers of fair trade products give priority to buying products made from raw materials that originate from sustainably managed sources, and have the least overall impact on the environment.

All organisations use recycled or easily biodegradable materials for packing to the extent possible, and goods are dispatched by sea wherever possible.

Annex II – Participatory workshop report

**PARTICIPATORY WORKSHOP
STAKEHOLDER CONSULTATION AND FEEDBACK ON THE RWAFAT DRAFT
STRATEGIC PLAN 2017-2027**

Location: SOLACE MINISTRIES, Kigali

Thursday, 18th August 2016

Welcome: By Alice Umulisa and Jean Marie Nzeyimana

Introduction of Broederlyk Delen done by Brieke (B.D. Representative)

This Belgium organization has been created in 1961(55 years). Created in order to help the people who have the problems.

This organization is funded too by the Belgium government and its members.

It funds 12 countries (6 American countries and 6 African countries).

Their objectives are to help in development of the countries (development of countries societies)

In Rwanda, this organization helps in agricultural sectors.

The fund it gives Rwafat, it's like to help Rwafat to start up its activities(project) but little by little will increase its funds that will help Rwafat to perform well and have a development of the members.

After one year of project, it will examine how this fund has been used and how has been implemented.

It will be the good partnership with Rwafat and its improvement.

OUTLINE OF THE LONG TERM STRATEGIC PLAN

To this point, first of all, we have to know where we come from then where do we go? These questions are very crucial to help us to really know its meaning.

The important tool that has a force to help us to reach to this topic is SWOT (Strengths, Weaknesses, Opportunities, and Threats)

Because from 2017 to 2027 is a long term so why we have to wonder ourselves is it necessary to keep artisan sector only? How can be better to start and improve agricultural sector too?

To analyze this topic well and deeply, let us define what is Rwafat.

Rwafat is Non-Governmental Organization that has its members, those members are the cooperatives, is a legal organization approved by Rwanda government.

SWOT DISCUSSION IN GROUPS (RWAFAT MEMBERS)

The members of Rwafat(members from cooperatives) are grouping to share their ideas, opinions in order to specify the strengths, weaknesses, opportunities and threats of Rwafat. That will contribute more information from Rwafat members (their own sincere opinions, ideas).

THE OPINIONS FROM THE GROUPS RESULTS

1. STRENGTHS OF RWAFAT

- a. The members are qualified and skilled
- b. Strong Rwafat management
- c. The employees of Rwafat are qualified and skilled
- d. Has the funders(donors)
- e. The strong unit amongst the members
- f. The sacrifice of the stakeholders

2. WEAKNESSES OF RWAFAT

- a. Few trainings
- b. Few trade shows
- c. Few visits(to visit the members or cooperatives, is better to know their challenges,etc)
- d. Few employees(not enough) and materials
- e. Irregularity of members fees contributions because of their poor mentality
- f. Insufficiency of budget
- g. Poor office
- h. Lack of trips(members trips for studying)

3. OPPORTUNITIES OF RWAFAT

- a. Good governance and security(In country)
- b. Enough markets for Rwafat products(for its members)
- c. Rwafat is now known in country and outside of the country
- d. The volunteers to do partnership with Rwafat

4. THREATS OF RWAFAT

- a. Few stakeholders

3 KEY STRATEGIC QUESTIONS ANSWERED

1. Can Rwafat change from NGO to Company?
2. Is it logic to proceed in way of being approved by world fair trade organization in order to be known globally?
3. Is it logic to stay in artisan sector or can we add other such as agricultural sector?

It requires sufficient capital to be run as company

The comments of some amongst the members don't agree with this opinion or idea of changing Rwafat from NGO to Company, saying that is still early to change to company, continuing to say that not yet achieving their goals set.

But the problem or challenges Rwafat has is that once its funders or donors give up or stop their funds, what will do or what will happen to Rwafat? Yet Rwafat doesn't have any other financial resources, so why Rwafat rethinks where can get other financial supports in case the funders stop to finance or fund it.

Rwafat says that can imitate other NGOs from Swazland that called SWIFT acts as NGO and company because this helps it to get other financial resources or funds.

Finally the Rwafat members after understanding well the importance of Swift, they agree with the decision of Rwafat idea of changing.

They agree with the second suggestion of proceed or mixt with the second agricultural sector that is too very important. That means Rwafat will support artisan cooperatives and agricultural cooperatives too.

Even the Rwafat members agree with this decision but they request that the researchers must go to the fields for studying, analyzing deeply how agriculture is doing, the challenges related to it or including in agriculture to see if is feasible in order be profitable to Rwafat members.

LONG TERM STRATEGIC OBJECTIVES

This will be achieved when:

It certifies globally (World Fair Trade Organization)its members, to make known the products of the Rwafat members globally(locally and globally)

To help the Rwafat members to be skilled in their production in order to satisfy their customers' needs.

AGRICULTURAL SECTOR

To research about an appropriate agriculture (research of an appropriate agriculture)

Model project (deep research)

- Global certificate of this agricultural product
- Marketing that product
- Improving its power(innovation)

UPDATING OUR VISION AND MISSION STATEMENT

The vision and the mission of Rwafat: to be example or model in following (respecting) the principles of fair trade in Africa

New vision and mission statement was approved by participants.

LIST OF PARTICIPANTS

1. BERINA RACHEL
2. DUSABIMANA WINNY
3. DUSABIREMA IMMACULEE
4. IRAGENA ALEXANDRE
5. BIMENYIMANA JOSEPH
6. KANYANGIRA ERIC
7. MUREBWAYIRE ODETTE
8. NTAHOBARI JAPHET
9. MBUYE THEONESTE
10. UMULISA ALICE (Legal Representative)
11. NZEYIMANA JMV
12. WIM TROOSTERS
13. AMAHORO BENJAMIN