



REGIONAL ADVOCACY STRATEGY: 2023-2025

**Fairtrade Network of Asia and Pacific Producers
(NAPP)**

April 2023

TABLE OF CONTENTS

1. INTRODUCTION	1
1.1. Background	1
1.2. Fairtrade NAPP	1
1.3. The rationale for Fairtrade NAPP’s advocacy strategy	2
2. SITUATIONAL ANALYSIS	4
2.1. External context analysis	4
2.1.1. Economic context	4
2.1.2. Socio-environmental	8
2.1.3. Policy and political environment	10
2.2. Internal context	12
2.3. SWOT analysis	19
3. STRATEGIC FRAMEWORK FOR ADVOCACY	22
3.1. Strategic direction for advocacy at NAPP	22
3.2. Strategic framework for regional advocacy	24
3.3. Long term change	26
3.4. Strategic Objectives for advocacy 2023-25	26
4. IMPLEMENTATION ROAD MAP	31
4.1. Pre-conditions for strategy implementation	31
4.2. Implementation management	31
4.3. Implementation roadmap	32

LIST OF ACRONYMS

APAC	Asia and the Pacific
CC	Country Consultants
COVID-19	Coronavirus disease
CP	Contract Production
CSF	Critical Success Factor
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
ED	Executive Director
FI	Fairtrade International
FTAO	Fair Trade Advocacy Office
FLO	Fairtrade Labelling Organizations
GDP	Gross Domestic Product
GiZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLS	Gender Leadership School
HL	Hired Labour
ICA	International Coffee Association
IT	Information Technology
KPI	Key Performance Indicator
M-A&P	Manager – Advocacy and Partnerships
M-M&C	Manager – Marketing and Communications
M - MEL	Manager – MEL & IT
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Association
NAPP	Network of Asia and Pacific Producers

NGRBC	National Guidelines on Responsible Business Conduct
PN	Producer Network
PO	Producer Organisation
RGM	Regional General Manager
SDGs	Sustainable Development Goals
SPO	Small Producer Organisation
TNA	Training Needs Analysis
WTO	World Trade Organisation

1. INTRODUCTION

1.1. Background

In a global trade system unfavourably balanced against the well-being of small producer communities, Fairtrade offers an alternative approach to conventional trade.

“Fairtrade 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.

- Official definition of Fair Trade as per the International Fair Trade charter developed by the World Fair Trade Organization and Fairtrade International, together with other Fair Trade actors (2018)

[Fairtrade International](#) (FI), as the leading independent global movement for trade justice, gives small scale farmers and workers a strong collective voice. At its core are the Fairtrade standards which promote collective and inclusive governance plus decision making among producer cooperatives.

For farmers and workers, Fairtrade means:

- A vital safety net when market prices drop: prices that aim to cover the average costs of producing their crop sustainably;
- The Fairtrade Premium: an extra sum of money paid on top of the selling price to invest in business or community projects of their choice
- Decent working conditions and a ban on discrimination, forced labour and child labour;
- Access to advance credit ahead of harvest time;
- Being able to plan more for the future with more security and stronger relationships with buyers.

1.2. Fairtrade NAPP

The Fairtrade Network of Asia and Pacific Producers (NAPP) is a member of Fairtrade International Producer Networks (PNs), where producer networks are regional associations that represent Fairtrade certified Producer Organisations (POs), Small Producer Organisations (SPOs), Contract Production Organisations (CPs), Hired Labour organisations (HLs) and workers. Established in 2014, it is now registered as a legal entity and headquartered in Singapore.

Figure 1: NAPP services



As the official representative of Asia and Pacific Producers within Fairtrade Labelling Organizations (FLO), Fairtrade NAPP’s vision is **“A world in which all producers can enjoy secure, sustainable livelihoods, fulfil their potential and decide on their future”**.

To this end, NAPP supports and empowers Fairtrade certified farmers and workers across the Asia-Pacific region (APAC) to ensure that producers and producer communities benefit from the increased value of their commodities in global supply chains and earn a decent living income, particularly in the face of supply chain power imbalances, climate change and bio-diversity loss.

NAPP currently has 296 POs across 21 countries in APAC, which mainly produce export commodities, including coffee, tea, cotton, oil seeds and oleaginous fruits, cane sugar, fresh fruit, herbs, herbal teas and spices.

Figure 2: NAPP presence in the Asia Pacific region



NAPP supports more than 250,000 farmers and workers, towards fulfilling its mission **“To connect disadvantaged producers and consumers, promote fairer trading conditions and empower producers to combat poverty, strengthen their position and take more control over their lives.”** The producers share 50 percent ownership of the Fairtrade system and have an equal voice in all decisions that affect them.

1.3. The rationale for Fairtrade NAPP’s advocacy strategy

The Fairtrade Global Strategy 2021-25 prioritizes advocacy as a key tool to influence the field of sustainable income and wages for producers and workers.

Table 1: Excerpts from the Fairtrade Global Strategy 2021-25 – The Future is Fair

The Fairtrade global strategy is based on the tenet that ‘radical collaboration powers deep impact’. Through its ‘Advocacy and Citizen Engagement Pillar’, it aims to:

- Develop shared advocacy priorities that can be advanced on a regional and national level through member organizations;
- Deepen partnerships with civil society organizations in consumer and producer countries;
- Establish thought leadership on what a fair post-COVID economy should look like;
- Create policy proposals that incentivize fair business practices and producer representation;
- Mobilise and expand the network of Fairtrade Schools, Universities and Towns to build a grassroots movement.

NAPP channels its own advocacy actions guided by the global framework, but with its own contextualized approaches and goals.

Table 2: Excerpts from the Fairtrade NAPP Regional Strategy 2021-25

- The 'sustainable collaborations' category of Fairtrade NAPP's regional strategy aims to:
- Develop partnerships and funding channels with corporates linking to their CSR programs;
 - Facilitate access to friendly finance;
 - Build partnerships through liaison and advocacy to promote Fairtrade domestic markets;
 - Develop communication channels with impact stories to reach a wide audience;
 - Publish impact stories in global and local forums including media, aggressive promotional strategies including large scale offline and online campaigns (brand promotions);
 - Represent in national and international level seminars, talks, debates, trade fairs etc.;
 - Share knowledge with other partner agencies and leverage on their reach and network.

Fairtrade NAPP's Regional Advocacy Strategy 2023-25 provides a strategic framework for advocacy that will support NAPP's operations in the APAC region in the next three years.

It firstly reflects NAPP's commitment to undertake structured advocacy work at a regional and national level. It builds on the organisation's experience and work undertaken till date, to set out a focused and deliberate path for advocacy in line with its vision and mission.

It may be noted that advocacy is typically understood as influencing public policy or legislative processes, including public funding, to bring about socio-economic change. However, stakeholder interviews with the NAPP team, brought about the need to consider how and where functions such as commercial development and corporate fund-raising fit within the purview of advocacy.

Accordingly, the strategy development processes also considered the changing risk landscape in the APAC region within which NAPP operates, the range of development contexts in countries, and the evolving needs of its internal and external stakeholders.

However, the strategy is not meant to be exhaustive or prescriptive to every country within the region. It is well understood that NAPP is a diverse and complex organisation made up of countries which have largely different languages, political environments and policy processes, natural topographies and commodities, varying priorities and different actors. Advocacy work will naturally vary across countries in the Asia Pacific region, based on the specific national contexts. Nuanced approaches may also be required at sub-national levels, particularly for larger countries such as India or Indonesia, which have a significant level of diversity at state or province level.

This strategy serves to bring together the common elements of work that are required to be done across the region, to fulfil its mission. It also includes recommendations on where to prioritize advocacy efforts across five identified countries – India, Indonesia, the Philippines, Sri Lanka and Uzbekistan. These recommendations are expected to serve as a foundation for contextual in-depth country or product specific advocacy strategies.

2. SITUATIONAL ANALYSIS

This section provides a brief analysis of the APAC region that serves as a basis for understanding the priorities for advocacy and the positions of key stakeholders. While the analysis gives an overview of the region as a whole, it also highlights contextual differences in five identified countries – India, Philippines, Uzbekistan, Sri Lanka, and Indonesia.

The external context analysis is complemented by a brief internal assessment which assesses NAPP’s own capacities¹ to undertake effective advocacy. The section concludes with a SWOT analysis, which in turn, sets the basis for NAPP’s strategic framework presented in [section 3](#).

2.1. External context analysis

2.1.1. Economic context

Global demand for Fairtrade products has remained strong despite the Covid-19 pandemic: In 2018, the revenue generated from sales of Fairtrade products amounted to €9.8 billion. In 2021, despite the pandemic context, many Fairtrade producers achieved recovery and reached €190 million in premium generated worldwide. NAPP’s producers make up about 12% of the global total in the Fairtrade system.

Coffee, tea and cotton are the highest selling Fairtrade products from APAC, followed by fresh fruit, rice and oilseeds. 95% of Fairtrade cotton and 56% of Fairtrade tea comes from APAC.

Stakeholders within NAPP believe that the rapid growth in the numbers of POs in India and other countries reflect the growth in demand for Fairtrade products globally: In 2022, NAPP had 296 POs in 18 countries in the APAC region, with the highest number of POs in India, Sri Lanka, Vietnam, China and Indonesia.

POs in each country produce multiple products, including tea, cocoa, bananas, nuts and dried fruit, rice, flowers, and even sports balls. In 2020², India accounted for 79% of total cotton and cane sugar sales in the region in terms of volume, 68% of fresh fruit and 63% of tea. Indonesia accounted for 48% of all coffee sold. Philippines accounted for 15% of all oil seeds and oleaginous fruits sales.

Sri Lanka produced 81% of oil seeds and oleaginous fruits sold, and 41% of herbs, herbal teas and spices sold. Discussions with stakeholders brought out that the country has also become a hub for coconut producers, and 12 POs within NAPP in Sri Lanka already deal with coconut and related products.

No. of POs - 2022	
	113
	32
	29
	27
	27

NAPP’s initiatives to support POs are closely inter-related with their profile, the type of products produced, and their identified needs.

Products dealt in by NAPP (although not necessarily Fairtrade products) are also seeing increased demand within countries and across the region, particularly for organic products: India’s imports from Sri Lanka of oil seeds and oleaginous fruits in 2020 was valued at US\$ 17 million³; it is also one of the fastest growing export markets for cotton from Uzbekistan, along with Poland and Turkey. India also exports cane sugar to countries within the APAC region, such as Sri Lanka, China and Nepal.

¹ Based on information provided by NAPP and stakeholder interviews
² 2022 Fairtrade Monitoring Report for the Asia Pacific Region and
³ UN COMTRADE database on international Trade

Further, domestic demand is strong for products such as tea, coffee, cotton, etc. Indonesia's domestic coffee demand has almost quadrupled from 1990, fuelled by a younger generation switching over from tea to coffee, and a newfound appreciation for locally-produced coffee. India, which accounts for 25% of the total global cotton product, is also the second largest consumer of cotton in the world.

As Asian economies become richer and more urbanized, food demand is increasing and shifting in composition, including toward high-value crops such as fruits and vegetables.

The demand for organic produce is also on the rise. India had the largest share of organic agricultural land in the region, at 38.8%, followed by China, at 37.4%. Southeast Asia had 12.7%, mainly in Indonesia, Thailand, and the Philippines. India has also seen a rise in the exports of organic produce, which grew by 51% from 2019-20, to reach US\$ 1040 million in 2020-21.



Lessons learned: *Alignment with market trends – organic produce*

The 'organic' trend is evident among Fairtrade products as well, in terms of the volume of the top seven Fairtrade products sold by producers in 2021. 100% of flowers and plants, 61% of bananas, and 63% of coffee (green bean) sold in 2021 by Fairtrade producers were organic.

In Sri Lanka, 25 Small Producer Organisations are certified for organic Fairtrade products. Stakeholders noted that while the market for tea in the country was saturated, there was an increase in demand for organic and specialty teas.

Accordingly, NAPP has expanded its presence at trade shows to expand market opportunities, including for organic products. It also launched a pilot project in India in 2021, in which an additional 'organic differential' is paid in addition to the Fairtrade price for organic cotton.

Domestic demand and regional trade are expected to drive growth in the region: The APAC, which contributes 35 per cent of the world's GDP, is expected to dominate global economic growth in 2023. This growth will be driven by regional free-trade agreements, efficient supply chains, and competitive costs. Southeast Asia and India are expected to particularly benefit from trade diversification from mainland China.⁴

Trade among economies in Asia and the Pacific made up 58.5% of the region's total trade in 2020, the highest share since 1990. This bolstered the region's economic resilience amid the coronavirus disease (COVID-19) pandemic even as mobility restrictions and supply-chain disruptions hampered global trade.

Accordingly, NAPP's 2021-25 strategy prioritizes 'sustainable trade' – exploring new markets and expanding in existing ones. Thus far, the traditional model has been "production in the global south" for "consumers in the global north". However, growth in the global north is expected to be relatively slow, driven by factors such as a resurgent pandemic, tightening global financial conditions, headwinds from the war in Ukraine, and saturated markets. For example, sales of Fairtrade coffee in Indonesia have been decreasing due to increased production costs for Fairtrade farmers and higher prices as compared to the market reference price. Therefore, while NAPP continues to be primarily export-oriented, it recognises that it needs to develop a market for Fairtrade products in the global south through focused strategies.

⁴ S&P Global Market Intelligence



Stakeholder identified opportunities: *Advocacy to open new markets*

Stakeholders believed that an economic agenda or development of domestic / south-south markets and local value chains was a good position to sell to policy makers; it was believed that advocacy could help to open new markets.

However, regional markets can be developed, only when NAPP's vision of alternative commodity networks is understood by stakeholders and embedded in socialised market arrangements. As of now, India is the only country within the APAC region that has a marketing arm (Fairtrade India). Fairtrade India has undertaken some important initiatives to build a responsible consumer and business movement in the country. These include the Fairtrade schools and campus programmes, Fairtrade towns and workplace programmes. However, research⁵ indicates that while Indian consumers admired companies that led in being ethical and sustainable, it didn't necessarily convert into them buying ethical products, including Fairtrade products. Barriers for sustainable consumption were lack of awareness and information on such products; limited access; lack of choice and affordability. There is growing collaboration between NAPP and Fairtrade India, which can be leveraged for advocacy and communication initiatives.



Lessons learned: *Government support to develop domestic markets*

NAPP in Sri Lanka, with government support, has made successful inroads into domestic market development. It has created value chains for its products, and sells finished products in supermarkets in the country. Factors that contributed to Sri Lanka's success have been:

- *Strong Government relationships and support, particularly from the Export Development Board, which created and ran a campaign for Fairtrade*
- *The role of FTAO and the country network in Sri Lanka which are deemed critical to build partnerships at national government level.*
- *Focus on 'organic' which aligned with consumer need for safe and chemical-free foods.*

These factors helped to develop local value chains, so that the end product can be prepared by local players. The Government push also influenced the mindset of traders and brand owners in Sri Lanka, who contributed to ensure that they supplied the end product at competitive prices.

Uzbekistan, the 8th largest exporter of cotton in the world, has developed a strong value chain for ginning, spinning and yarn dyeing, fabric production and processing, offering a potential value chain for the neighbouring countries as well. While the main export markets constitute China, Russia, Iran, Turkey and Poland, the fastest growing export markets for cotton are India, Poland and Turkey.



Stakeholder identified opportunities for advocacy: *Public procurement*

Public procurement was believed to be a key opportunity for NAPP, with the government being possible the largest buyer of fresh produce. Stakeholders recommended that NAPP's initiatives could include advocating for smaller cooperatives to access the government bidding system.

An example was provided of a recent study released in the Philippines by a federation of agricultural cooperatives, which provided recommendations for smaller farmers to tap into public procurement systems through compliance support, buddy systems, etc.


⁵ Globescan, 2015

With regard to the ‘purpose’ of NAPP, stakeholders believed that NAPP’s social and economic objectives were closely interlinked, and must be considered in conjunction when developing advocacy objectives. While stakeholders within NAPP identified multiple parameters for measuring growth and success for the organisation, the generation of premiums for producers and workers – often the weakest link in the fairtrade value chain – was believed to be the primary indicator for gauging NAPP’s success.

This was based on the understanding that greater economic freedom and social development are closely interlinked; producers and workers can only be empowered, when equitable proceeds go back into their hands to use or invest as they wish.

India, Indonesia and Papua New Guinea were the top premium generating countries in the APAC in 2020, accounting for almost 70% of total premiums generated (34%, 28% and 7% respectively).

Producers currently get certified, primarily based on buyer demand, as they are naturally trade and business oriented.

 **Stakeholder identified opportunities for advocacy: *Internal capacity building***

Stakeholders recommended that advocacy initiatives begin by creating awareness among internal stakeholders such as producer groups and workers. For, example, tea estates get certified in order to be eligible to export their products to specific buyers. The socio-environmental aspects of compliance are therefore often superficially addressed and influencing social or environmental change within producer groups, is challenging. Further, farmers across the region typically have a ‘wait and watch’ attitude to advocacy.

NAPP is already taking steps to address this. For example, a two-day ‘Environment Development’ Policy Training’ held in the Philippines, producers were made aware that they remain at the frontline of the environment and climate crisis and therefore, they needed to act proactively and come together to create one voice that echoes globally through the Fairtrade system.

In the region, corporates are therefore perceived to be not only potential buyers of commodities, but also collaborators and funders in the specific areas of climate change, youth and gender. Fundraising from corporates, however, does not have a natural fit with advocacy in the region. While there is no common ‘Asian Corporate Social Responsibility (CSR)’ model, studies⁶ showcase distinctive patterns of CSR behaviour, driven by the national business systems. Broader themes within CSR include community involvement, socially responsible production processes, and socially responsible employee relations. In terms of CSR issues, the dominant themes are community development (particularly in India and the Philippines), education and training, health and disability, and the environment. Other than in India, philanthropy appeared to dominate social investment.

Reflective of the impact of globalization on CSR, it was found that companies operating internationally were more likely to adopt CSR than those operating only in their home country. It was also noted that the CSR of the multinational companies operating in Asian countries tended to reflect their host rather than their home countries, reinforcing the national distinctiveness.

In India, Schedule VII of section 135 of the companies act provides an overview of activities that companies may include as part of their CSR expenditure: these include eradicating hunger and poverty, promoting gender equality and empowering women, ensuring environmental sustainability

⁶ CSR in Asia: A seven country study of CSR website reporting

and rural development projects among others. In the Philippines, while several networks of corporate funds exist, these funds are primarily granted for activities such as scholarships, etc.



Lessons learned: Fundraising from corporates

It may be noted that in these countries, CSR funds are typically used to support direct service programmes, rather than initiatives related to advocacy. Fundraising from corporates does not therefore, have a natural fit with advocacy in the region.

2.1.2. Socio-environmental

There is wide variance between countries in the APAC in terms of their economic and demographic parameters, such as their populations, GDP / capita, the share of the world’s GDP, the contribution of agriculture to the economy and the workforce in agriculture. This necessitates contextual approaches to advocacy within countries based on their topographies, economies, government priorities, societal constructs and requirements of POs,

Figure 3: % contribution of agriculture to GDP and workforce in the sector

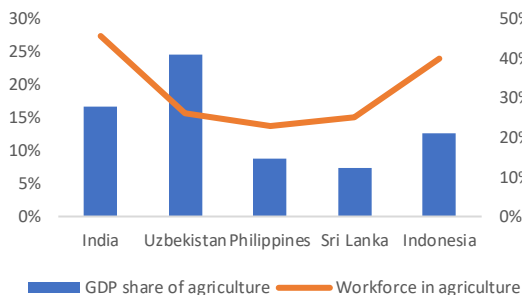
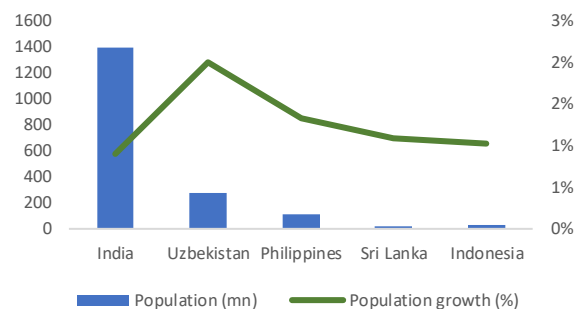


Figure 4: Population and population growth



Agriculture has played a critical role in the region’s development and structural transformation. Although agriculture still remains a major employer in many developing economies in Asia, the overall contribution to the GDP has declined over the years. Uzbekistan has the highest percentage contribution from the agriculture and allied sectors to its GDP (25%), followed by India (17%) and Indonesia (13%), the Philippines (9%) and Sri Lanka (7.2%). The decline in agriculture’s share of GDP has been especially steep in India, where the decline was from 40% in the 1970s to 17%, currently.

The agricultural workforce in the region now operates within a changing and fragile environment. Despite rapid urbanization, more than half of the population in the region still lives in rural areas, and most are engaged in agriculture. More than 80% of the world’s smallholders and family farmers live off the land in the Asia-Pacific region. India and Indonesia have over 40% of their workforce in agriculture and allied industries. In Philippines, Uzbekistan and Sri Lanka, the percentage of workforce in the agriculture sector ranges between 23% and 26%.

Simultaneously, markets for agri-food products have developed at a tremendous pace, driven by an increasingly open global market, new distribution channels, and demand driven by international tastes and performance requirements for levels of quality, packaging and safety. Consequently, developing countries are facing an inexorable shift toward more industrialized models of farming systems which have raised new challenges for small and medium farmers in terms of their access to markets and their ability to compete. Small farm businesses across the region are struggling in the face of rural-urban migration, land and water degradation, and economic, institutional and political constraints.

The sector faces challenges arising from climate change, unsustainable agricultural practices, feminization of agriculture, youth migration, access to markets and worker rights; aspects aligned with NAPP's certification standards and support programmes.

- **Extreme weather events have exposed many people and vast agricultural areas in Asia to climate-related disasters**⁷. Given its reliance on weather and climate, agriculture is especially vulnerable to risks posed by climate change. Six of the world's 10 climate-related disasters most damaging to agriculture from 2003 to 2013 were in Asia⁸. They include Typhoon Haiyan (2013) in the Philippines costing US\$ 1.4 billion, a tsunami (2004) in Indonesia costing US\$ 0.9 billion, and Cyclones Ondoy and Pepeng (2009) in the Philippines costing US\$ 0.8 billion.

Climate change is expected to further exacerbate water shortages by changing rainfall patterns. FAO (2020a) estimated that 500 million rural people globally are subject to high water stress in the case of irrigated areas, or very high drought frequency affecting rainfed cropland and pasture. Among them, 91% are in Asia, though only 21% of the affected agricultural land is in this region. In Asia, 77% of affected areas and 87% of affected rural populations are in four economies: India, Indonesia, Pakistan, and China.



Stakeholder identified opportunities for advocacy: *Business continuity support*

Stakeholders revealed that support interventions also often go to waste because of natural disasters. Aside from the negative agricultural production impacts of these events over the short and medium term, these events have negative long-term impacts as they damage natural resources and the ecosystem services of land and water that sustain agriculture.

In the Philippines particularly, business continuity planning and support was identified as a potential area for advocacy with the Government.

- **Unsustainable environmental practices continue to be a threat to maintaining food security in the APAC region.** In both Indonesia and the Philippines, average nitrogen fertilizer used per hectare of cropland in 2010–2019 was more than double average use in 1970–1989. Nitrogen use has likewise intensified in other Southeast Asian economies and in South Asia, especially Bangladesh, India, and Pakistan. Uzbek farms use the highest amount of nitrogen per hectare and produce the lowest amount of output per kg of nutrient after Pakistan.
- **Production is also challenged by rural populations that are shrinking, as many people migrate to cities, leaving older workers and women on the farm.** According to Indonesia's National Development Planning Agency, by 2063 there will be no professional farmers in the country, as young people are not joining the sector, farming is becoming more expensive, and farmers are treated unfairly in food production's long supply chain. In the Philippines as well, experts estimate that the country may reach a shortage of farmers in 15 years⁹. Farmers in the country also bring the mentality that they don't want their children to take on, farming work as it is a hard life. They prefer to invest in their children's education so they can seek employment and have job security.

Pertinently, NAPP in the Philippines launched an Advocacy Framework in 2022, with the objective of encouraging and increasing youth participation in agriculture.

⁷ FAO 2015a

⁸ FAO 2017

⁹ Advocacy framework on how to engage youth and young people among Fairtrade communities in the Philippines

The UN Decade for Family Farming has provided lots of organisations an opportunity to advocate with government, however the agenda is centred around asset reform and how to make farming more productive.



Stakeholder identified opportunities for advocacy: *Youth development*

Across regions, stakeholders identified youth as important stakeholders for advocacy, from the following points of view:

- Key stakeholders to ensure food security, particularly in the Philippines and Indonesia
- Youth as advocates to represent the Fairtrade agenda to Government
- Youth development as leaders and ambassadors for Fairtrade through education, skill building and entrepreneurship
- Youth as potential consumers of Fairtrade products

- **Ensuring women's access to land and other resources is increasingly important in the context of feminization of agriculture in many Asian economies.** Despite the active role of women in agriculture and their invaluable contribution to global food security, women have limited access to resources, especially land. Women face discrimination in access to land, capital, inputs, information, and training. However, women in Southeast Asia face less of a gender gap than their counterparts in South Asia in access to agricultural extension services and control over farm income and resources¹⁰. They also exercise more decision-making power and autonomy.

2.1.3. Policy and political environment

The overall political stability in the region facilitates trade. The APAC region, with stepped up intra-regional cooperation, maintains political stability in general, despite factors such as the Russia-Ukraine war, civil unrest in Sri Lanka, and regional conflicts in Indo China. For land-locked Uzbekistan particularly, reliable political and trade relations with neighbouring countries are essential for agricultural development and trade.

Despite the focus on rapid industrialization, governments in the region are also prioritizing food security and the transformation of agriculture in their national agendas. The Government of Indonesia, for example, has designated food systems transformation as a national priority and has targeted doubling agriculture productivity and income by 2030, through production capacity enhancement, diversification, logistics, agriculture modernization, and export promotion.

The strategy for the development of agriculture in Uzbekistan for 2020-2030 calls for annual growth of 5% by 2025, an ambitious but feasible target if reforms are maintained. The country has also underlined its commitment to making rapid progress in its WTO accession talks as part of an overall programme to implement large-scale reforms of its trade and economic regimes.



Stakeholder identified opportunities for advocacy: *Fundraising from government (Philippines)*

As per stakeholders, a new law is expected to be passed in the Philippines on agricultural services, where local government agencies will have greater power and resources for agricultural services. This is considered to be an important opportunity for NAPP in the Philippines to partner with other civil society organisations to identify how the law could impact Fairtrade, and to advocate for specific positions based on the new law.

¹⁰ Akter et al. 2017; Akter et al. 2016; Malapit et al. 2020

Taking positions on such national level issues is also expected to garner national-level attention for NAPP and its partner organisations.

Much of the region lacks the policy environment, infrastructure and market linkages to promote Fairtrade. None of the countries in the region have specific legislation that regulates or recognises Fairtrade and its principles.

The exception is Sri Lanka, where a unique framework of cooperation between the government of Sri Lanka and international Fair-Trade networks is currently awaiting parliamentary approval. The framework follows an inter-governmental approach and involved WFTO as well as Fair Trade representatives and networks across supply chains. The objectives of the framework relate directly to Fair Trade and have great potential to enhance the development of Fair Trade in Sri Lanka by creating an enabling policy environment to support Fair Trade enterprises and producer organizations.

Most of the other countries have programmes and schemes that align with some of the principles of fairtrade. For example, Uzbekistan has taken recent measures to eliminate the use of forced labour in the cotton industry, crucial for improving market access for other Uzbek exports.



Stakeholder identified opportunities for advocacy: *Implementation of central labour codes in states (India)*

Oftentimes countries have laws which are aligned to Fairtrade principles, but are not implemented properly, particularly at state or province levels. For example, in India, most states have not issued final rules on any of the Central Labour Codes.

Stakeholders believed that NAPP should advocate for implementation of state rules in the states where it works.

However, NAPP is attempting to create awareness around the concept of Fair Trade. For example, in 2022, NAPP hosted a webinar for Indonesian business leaders, government representatives and civil society on fair trade as an opportunity in the local and global market.

Raising funds from Government was also expressed to be a challenge. Stakeholders across the region expressed the importance of working with government on the schemes and programmes that align with Fairtrade's focus areas. However, it was considered to be challenging to access government funds, particularly in areas such as youth inclusion, which are not very well understood by the government. Further, local government funds and their allocation are typically determined ahead of time.

A number of strategic multi-stakeholder projects in the region have developed that align with aspects of fairtrade principles; these are representative of enhanced cooperation in the sector. In Indonesia, USAID's 'Resilient Coffee' programme collaborates with Root Capital and Keurig Dr. Pepper to provide smallholder coffee farmers with the skills and resources to strengthen their businesses and increase sales.

In India, the Spices Board and UNDP India's Accelerator Lab recently signed a Memorandum of Understanding (MoU) to develop blockchain-powered traceability Interface for Indian spices to enhance transparency in supply chain and trade. This traceability interface is to enhance consumer confidence and facilitate sourcing of spices for exports as well as for local value addition and use.

Most countries have strong industry coalitions, with mandates on policy advocacy for the development of the sector, as well as knowledge sharing on market developments and promoting

trade. Regional alliances such as the Asian Tea Alliance, an MoU between the main industry and policy organisations in five countries, are also gaining prominence.

They are representative of the trend towards cooperation as critical to the future of the commodity sector, an era of climate change, global overcapacity, and labour shortages, disappearing operating profit margins, and social turmoil.



Lessons learned: *Multi stakeholder partnerships*

NAPP is also working with coalitions and important stakeholder groups across countries, which provide access and entry-points to promoting the Fairtrade agenda. For example, it is working on a climate change project in Sri Lanka, with important government stakeholders such as the Department of Agriculture, the Coconut Research Institute and Tea Research Institute of Sri Lanka among others.

In the Philippines as well, NAPP collaborates with civil society organisations on multiple areas involving youth. Its 2022 advocacy strategy aims to partner with different segments of society to increase the impact of its projects.

The semi-open political environment in the region necessitates a cautious approach to advocacy. While there often are no legal limitations placed on media and the advocacy activities of civil society, some countries in the region have seen a rise in authoritarian governance. For example, Uzbekistan's new regulations for NGOs allow for government control and interference in the implementation of projects funded by foreign organizations or individuals¹¹. India's Foreign Contribution Regulation Act regulates access to foreign funds and prohibits their receipts for activities that may be detrimental to the national interest; these include activities related to advocacy.

This has necessitated a more cautious approach towards developing relationships with government stakeholders, particularly in countries such as India and Indonesia. However, efforts are being made to network with, and engage with government stakeholders at local levels.

Press freedom has also deteriorated across the region, particularly in India (ranked 150th of 180 in the RSF World Press Freedom Index), the Philippines (147th) and Sri Lanka (ranked 146th). This is primarily attributed to political pressure and the growing control of large industrial groups.



Stakeholder identified opportunities for advocacy: *Developing advocacy positions on specific issues*

NAPP does not currently have a media strategy or 'positions on the critical issues that it works on; the NAPP team is also typically wary of interacting with media groups. Stakeholders believed that developing such positions and stakeholder engagement guidelines would be an important first step to building its advocacy capabilities in the APAC region.

2.2. Internal context

NAPP has its registered office in Singapore, and works through its consultants in most of its countries of operations in the APAC. This offers both benefits and challenges. Prior to the current structure, most services offered by NAPP were managed from Bonn. Contextualisation of services was often missing due to a limited on-ground understanding of the Asian context.

¹¹ <https://lex.uz/acts/10863>; www.thediplomat.com/2022/08/new-regulations-in-uzbekistan-effectively-impose-government-control-on-ngos/

The new regional identity and governance structure has provided the team with more ownership over NAPP's services. They also have more opportunities and additional resources to work on different projects and services, which they deliver to producers.

NAPP services most countries through a consultancy model, without registered entities. In countries such as India, Indonesia and Uzbekistan, this hinders advocacy activities with the government, which typically tend to question the legitimacy of NAPP's operations and its intent. In some cases, dependent on the political environment, civil society may be wary of working directly with organisations perceived as 'foreign', and not registered in the country. This has also limited the potential to enhance the visibility of NAPP's brand or its agenda.

However, in countries such as the Philippines, NAPP's registration is not a hindrance to undertaking operational, advocacy and communication activities.

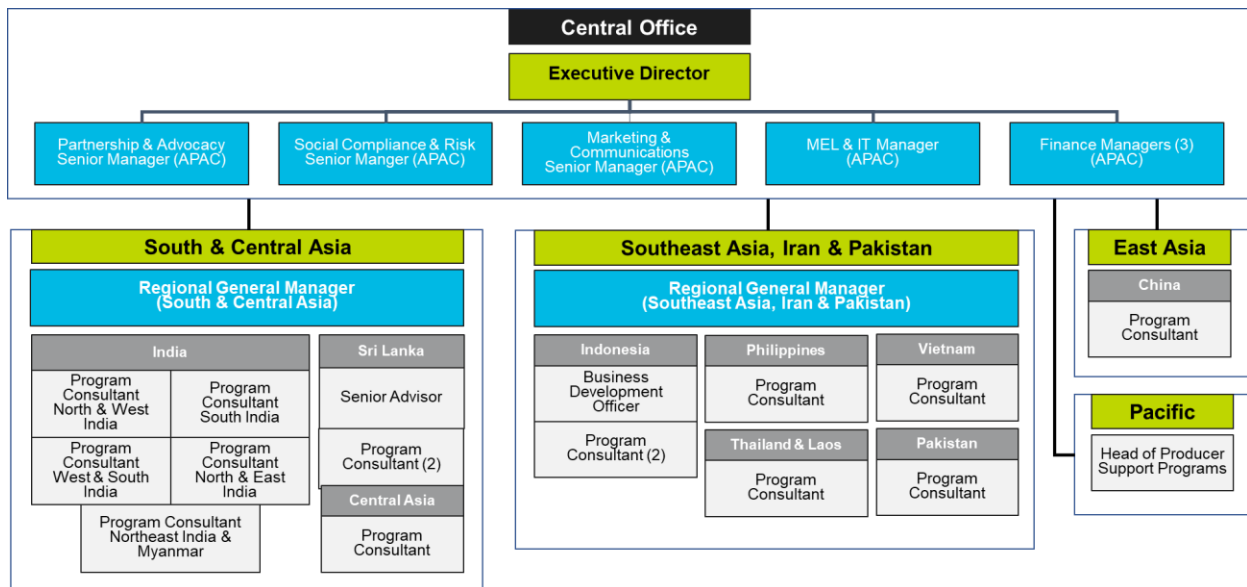


Stakeholder identified opportunities for advocacy: Enhance NAPP's visibility as a regional / country representative of the Fairtrade movement

Both internal stakeholders and NAPP's partners believed that if NAPP aimed to prioritize advocacy and influencing, it needed to do more to build its position in individual countries, as a regional representative of the Fairtrade movement

NAPP operates with a lean workforce in the APAC region, with 24 staff. The operational team is led by two Regional General Managers who report into the Executive Director (ED). One Regional General Manager oversees South and Central Asia, while the other oversees South East Asia, Iran and Pakistan. Country consultants report to the Regional General Managers.

Figure 5: NAPP's organisational structure



Sixteen country consultants are responsible for managing operations in those countries and undertaking initiatives related to advocacy, partnerships, etc. The number of country consultants are typically related to the number of POs in the country. India, which has the highest number of POs (113) has five country consultants, followed by three country consultants in Indonesia who manage 27 POs, and two country consultants in Sri Lanka who manage 32 POs. However, China with 27 POs is overseen by just one country consultant, as is Philippines (10 POs) and Uzbekistan, (2 POs).

The core operations team is supported by a central office based out of India, which comprises Senior Managers for the functions of Partnerships & Advocacy, Marketing & Communications; Social Compliance & Risk. It also includes a Monitoring, Evaluation & Learning (MEL) & Information Technology (IT) Manager and three Finance managers.

Over the last few years, the NAPP team has undertaken several notable advocacy initiatives aligned with its global and regional strategies, based on the unique challenges of each country, and considering local sensitivities: The challenges faced by different countries are unique and bespoke. For example, Philippines and Indonesia are most affected by natural disasters, while south Asian countries, or regions within them may face greater issues in terms of gender disparities.

Advocacy interventions are decided, keeping in mind contextual requirements and local sensitivities. For example:

- The Philippines faces a decrease in agricultural productivity, and limited youth engagement in agriculture, impacting the future of farming in the region. Accordingly, the local team, with the support of FI has launched an advocacy strategy on how to engage young people in agriculture. They also undertook a literature review on existing policies on youth in agriculture that led to the development of the youth strategy.
- In Indonesia, the NAPP team has undertaken a study on the usage of agro-chemicals in coffee production: the results have been shared with local government and stakeholders with the objective of regulating the use of agro-chemicals in coffee production.
- Across countries, the adoption of 'living income' is a priority. In Indonesia, the results of a study undertaken by the team, have been shared with local government stakeholders and potential buyers. Several buyers have now begun undertaking Living Income studies and requesting Fairtrade for technical expertise to support them. Simultaneously the Government of Indonesia and the International Coffee Association (ICA) are implementing a similar study in the Aceh province, offering opportunities for collaboration. Sri Lanka has also undertaken a Living Wage benchmark study for tea estates in the country.
- NAPP's gender leadership school was launched in central Asia and the second in south-east Asia, to provide equal "Opportunities, Access and Benefits" for both women and men in the supply chain. The third school was launched in India in 2019.

For each country, the advocacy priorities are decided in a collaborative manner between the country consultants and the regional senior manager for partnership and advocacy. Proposals and budgets are typically made by the country consultant, based on regular interactions with producer groups, as well as an annual needs assessment. The proposals are then sent to the regional senior manager for partnership and advocacy, and are finalized.

It was recommended by stakeholders that budgets should be allocated based on country needs. For example, in Sri Lanka, work on gender is not a key requirement; accordingly, the budget may be allocated for other activities, based on actual requirements.

It was observed that in certain cases, programmes are individual driven - conceptualized and planned based on the individual's skill sets and key interests.

The teams meet on a monthly or bi-monthly basis to report on the work done.

Flagship programmes such as the Gender Leadership School (GLS) are planned centrally out of the NAPP central office and designed as per the needs assessment undertaken by country consultants. The flagship programme saw success, particularly in Kyrgyzstan and the Philippines.



Lessons learned on Flagship programmes

Some learnings from the implementation of the flagship programme are as follows:

- Flagship programmes are seen as important to build the credibility of NAPP across the region, and to showcase results at a regional level.
- Flagship programmes saw greater success when there was involvement of local government officials, as well as buy-in and support of the country consultants.
- The programmes were community driven, which is a pre-requisite for most successful programmes in Asia.
- When implementing regional programmes, it was deemed more effective to initiate the process programmes in each country, as opposed to consolidated programmes for all countries in south east Asia / south Asia / central Asia.
- Country consultants require guidance and support on how to convert their active relationships with government into resources for lobbying and networking.

Interventions are also influenced by the partnerships developed by FI. In a notable example, a framework of cooperation was developed between the government of Sri Lanka and Fairtrade NAPP and is currently awaiting parliamentary approval. The objectives of the framework have great potential to enhance the development of Fair Trade by creating an enabling policy environment supporting enterprises and producer organizations. FTAO and FI will also be co-signatories of this partnership.

Partnerships have also been facilitated with international organisations such as GiZ, that support in-country work, without domestic GiZ offices being involved. Further, 'Nespresso', a corporate buyer has adopted the living income price reference, built on a partnership between FI and Nespresso, and implements a number of local projects to support living incomes for producers.

Research, baseline and impact assessment studies, are also commissioned by FI in specific countries, such as the study on Fairtrade's impact for tea plantations in India and Sri Lanka, in advance of a review of the product-specific Fairtrade Standard for Tea.



Stakeholder identified opportunities for advocacy: *Role of FI and FTAO in creating partnerships and networks*

Internal stakeholders stated that Fair Trade International and the FTAO can play an important role in networking and connecting key stakeholders within the APAC, from the perspective of advocacy, particularly with national government stakeholders.

The implementation of advocacy initiatives is challenging due to a dearth of human resources, and in some cases, limitations related to relevant skill-sets for advocacy. The team is currently short-staffed, with single people handling multiple roles. For example, the senior manager for advocacy also handles the functions of partnerships and fund-raising. There was a stated need for country-level staff to build on-ground relationships, who have the requisite skills to undertake advocacy work with sensitive stakeholders in each country, such as government and media. Capacity building for the country-level consultants and staff emerged as a key requirement, particularly in terms of providing guidance on how to approach advocacy in their regions.

As the team is currently very lean, any attrition means that the knowledge and work of people leaving the organisation leaves with them. In Uzbekistan particularly, it is difficult to find English speaking people who are willing to work in the country within this sector. Stakeholders believed

that NAPP should actively prioritize the development of partnerships that can help the organisation fulfil its mandate and grow.

NAPP has a new board of 12 people, who represent different regions with APAC, and bring their own networks and areas of expertise. NAPP’s producers co-own the Fairtrade system, shaping strategies and running operations across the region. NAPP’s board, based on the recommendations of an audit undertaken in 2018, has reduced from 19 to 13 people. Board members are elected in a participatory manner and typically represent different regions within APAC, apart from the three regions of Central Asia, China, and Pakistan, which are represented by a single person.

Coffee, tea and cotton, the highest selling Fairtrade products from APAC are well represented in NAPP’s Board. The Board has a single woman representative, who is also its vice-chair.

Figure 6: NAPP Board

Pravakar Meher NAPP Chair (India, Cotton Contract Production)	Rosemarie Gonzales NAPP Vice-chair (Philippines, SPO - Coconut)	Shailesh Patel Board member (India, SPO – Cotton)	Raghavendra Shastry Board member (India, SPO – Coffee)	Edirisinghe Nandakumara Board member (Sri Lanka, SPO – Tea)	Birman Board member Indonesia, SPO – Coffee)
Rattapraseud Nhouyvanisvong Board member (Laos, SPO – Coffee)	Mitchell Ricky Eno Board member (Papua New Guinea, SPO – Coffee)	Bahadur Singh Bajwal Board member (India, Contract Production – Rice)	Nguyen Huu Ha Board member (Vietnam, SPO – Coffee)	Jayaraman Thangavelu Board member (India, Hired Labour – Tea)	Xinrong Zhao Board member (China, SPO – Tea)

Board members represent Small Producer Organisations, Contract Producers and Hired Labour Management. India is represented by five board members (for specific products such as cotton, coffee, tea, rice). The Philippines, Indonesia, Sri Lanka, Lao People’s Democratic Republic, Papua New Guinea, Vietnam and China are represented by one board member each.



Stakeholder identified opportunities for advocacy: *Involvement of Board Members*

Board members are influential, and bring expertise in specific commodities. While their current mandate does not include advocacy, their diverse networks, especially related to their commodities, can be leveraged to build stronger relationships with government and industry associations.

NAPP’s levels of engagement with different stakeholders vary, based on internal guidelines, risk factors involved and access to these stakeholders:

- **Government:** Most conversations that NAPP has with national / sub-national governments are done informally. However, in Sri Lanka, NAPP has a close relationship with important government stakeholders such as the department of agriculture, the export development board, the tea research institute, the coconut research development board, etc.



Lessons learned: *Relationships with local government stakeholders*

Across countries, however, there is a high level of engagement with local government stakeholders, with relationships that withstand changes in political regimes. For example, in Indonesia, the team works directly with local government agricultural extension officers, who in turn, impart their knowledge to farmers. Fairtrade Indonesia also participated in the ‘Coalition for Sustainable Livelihoods forums’ which contributed to include coffee in the sustainable investment plan for Aceh. This is expected to drive increased government expenditure and corporate investment in coffee.

- **Civil Society and Academia:** Most countries have partnerships with civil society organisations and academic institutions for research, implementation and capacity building projects.
- **Media:** As a highly sensitive group, all country consultants did not engage with media due to potential misinformation risks.
- **International organisations:** Most partnerships with international organisations are based on agreements made with the global office, and not with their country-level counterparts.
- **Corporates:** The teams are keen to approach corporates, to support specific products, e.g. weather-based insurance, and to build local demand, leading to local value chains.
- **Producer groups:** Organised producer groups can serve as a powerful base for advocacy and lobbying. As of now, capacity building workshops are held for producer groups on specific issues or themes, although it is unclear whether such groups are connected to sector coalitions, or empowered to identify issues for change and lobby for the same.
- **Trade Unions (tea):** NAPP has limited its work with trade unions, based on previous negative experiences, as well as the view that such work may be viewed as politicized.

Streamlining communication among different players within the Fairtrade system was perceived to be an important priority, in general and specifically for advocacy.



Stakeholder identified opportunities for advocacy: *Greater collaboration within the Fairtrade system*

Specific requirements stated by stakeholders were:

- More fluid communication channels between FTAO and POs, to get producer views and feedback on aspects such as new laws that may impact them, or developing positions for global events such as COP 28.
- Communication between NAPP and FI to determine what roles they can play in enhancing their advocacy capacities, through partnerships or capacity building for example.
- FI also believed that NAPP could provide their team with:
 - o Perspectives on how to undertake advocacy in the APAC region and the critical issues that needed to be influenced.
 - o Inputs on what kind of support measures producers need, particularly in terms of the requirements from the United States and the European Union.
- Opportunities for learning and interaction between the different producer networks, as well as producers themselves.

Discussions with stakeholders within NAPP, brought out several issues as potential thematic and functional areas of advocacy work, listed in table 3.

Table 3: Stakeholder perspectives on priorities for advocacy

India	<ul style="list-style-type: none"> - Build visibility of Fairtrade and create 'entry-points' for networking with government by leading key sustainability dialogues that are firmly rooted in national priorities and the SDGs – e.g. climate change, green finance, gender, youth development. - Influence implementation of state labour codes (as per revised central labour codes) in states where NAPP works - Expand the definition of forced labour within the plantation context
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	<ul style="list-style-type: none"> - Worker rights: <ul style="list-style-type: none"> o Build the capacities of government officials to support workers' rights within the existing legal framework o Build awareness among internal stakeholders along the value chain on fair practices - Build capacities of workers to understand how premiums can be used, and to assert control over the usage of their premiums - Create awareness among youth on Fairtrade, and build trust among these potential consumer segments. - Influence policies on living wages (tea) - Greater collaboration between NAPP and Fairtrade India.
Indonesia	<ul style="list-style-type: none"> - Regulate the use of agro-chemicals in coffee production - Influence policy on living income
Sri Lanka	<ul style="list-style-type: none"> - Influence policy on living income - Build capacities of SPOs to advocate for minimum price
Philippines	<ul style="list-style-type: none"> - Increase youth participation in agriculture through training, investment, mentorship, networking and enterprise expansion, and continuous support. - Collaborate with other NGOs on how to promote sustainability standards within the framework for commodity - Map potential suppliers that meet standards - Influence government to support small-holder business continuity plans in the face of climate change.
Uzbekistan	<ul style="list-style-type: none"> - Create entry points for government networking, and create awareness among youth through youth education, agricultural entrepreneurship and community programmes. Creating awareness programmes among youth will be particularly useful in the long-term, considering that many young people are being groomed for national positions in government. - Collaborate with international organisations such as the GIZ and UN agencies to initiate conversations with the government - Collaborate with existing and active certifications in the market.
Regional	<p>THEMES</p> <ul style="list-style-type: none"> - Youth development – youth participation in agriculture, agricultural entrepreneurship, etc. - Influence living wage and living income policies - Educate and empower producers / workers - Create value chains within domestic markets - Tax exemption on premiums <p>PARTNERSHIPS</p>

	<ul style="list-style-type: none"> - Undertake advocacy work through coalitions and in collaborations with other NGOs, particularly with NGOs who have specific functional expertise in undertaking advocacy work. - Collaborate with international organisations, as entry points into government programmes <p>INTERNAL ALIGNMENT</p> <ul style="list-style-type: none"> - Build internal alignment on the issues of living wages and living income - Build consensus and alignment among producer groups on key issues and strategies. - Work in collaboration with commercial directorate (a vacant position for now), as social justice is closely linked with the economic empowerment of producers and workers. - Provide guidance to country consultants and teams on advocacy priorities and build their capacities / support them to carry out advocacy work. <p>BUILD VISIBILITY AND CREDIBILITY</p> <ul style="list-style-type: none"> - Increase visibility and credibility by leading and representing on key sustainability dialogues.
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With a lean team, NAPP also needs to identify how it will undertake strategic work:
Stakeholders identified three potential methods of undertaking advocacy work:

- The NAPP team itself would undertake strategic advocacy work
- Producers, who have primary legitimacy, could be capacitated to understand and advocate for issues that could potentially impact them
- NAPP could build partnerships with potential influencers such as other civil society organisations, industry associations, etc.

2.3. SWOT analysis

This section draws from the context analysis to provide a snapshot of NAPP’s current state, that will serve as an input to develop the strategic framework for advocacy.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ The Fairtrade global strategy and NAPP’s regional strategy 2021-25 provide direction and guidance for advocacy work. ▪ NAPP’s management and teams across the region believe that advocacy is required and are receptive to undertaking focused work, based on a regional or country specific mandate. ▪ The team has undertaken research, created awareness around issues important to NAPP, and built relationships with local government authorities, which provides a solid foundation for focused advocacy work. 	<ul style="list-style-type: none"> ▪ Consistent markets in the global north have limited an active exploration and penetration of domestic and regional markets (Sri Lanka is an exception); advocacy work with government has therefore been limited. ▪ Varied understanding of the purpose of advocacy across the organization – often also linked to market development and fund-raising. ▪ Lack of position messages on issues related to Fairtrade / specific products / themes. ▪ NAPP’s registration status makes it difficult to position advocacy work and build credible relationships, particularly with government and media, in certain countries.

<ul style="list-style-type: none"> ▪ Across regions and teams, there is a deep belief in the Fairtrade mission and a willingness to put in extra effort and take on additional responsibilities, including related to advocacy. ▪ The team takes pride in being part of, and being recognised as part of the Fairtrade International system. ▪ The current internal processes related to advocacy are flexible and collaborative – budgeting, inter-departmental coordination with communications, opportunities to share learnings on a monthly /bi-monthly basis ▪ Committed Fairtrade partners ▪ The organisation’s experience in the global north has provided lessons and practical partnerships with international organisations, governments and corporates that are being leveraged in the APAC regional context. ▪ NAPP has consistent market for its products in the global north; this diminishes the need for urgent or ‘large-leaps’ advocacy work with government in the global south. 	<ul style="list-style-type: none"> ▪ The team is wary of working with important stakeholders such as trade unions and media due to previous negative experiences. ▪ As NAPP typically partners with other organisations there is a risk that advocacy work done will not add credibility or visibility to the Fairtrade brand. ▪ The team is short-staffed and it is difficult to replace employees. This is aggravated in Uzbekistan, particularly when looking for English speakers. This limits the ability to scale up country-specific and contextualised advocacy and communications work. ▪ There is dependence on country consultants to identify areas for advocacy work; country consultants come with strong thematic / functional expertise, but may require capacity building in undertaking advocacy work or identifying specific windows of opportunity. ▪ General perception that centralized functions (e.g. advocacy, communications) being based out of India, limits contextualised understanding of advocacy and related solutions. ▪ Lack of a unified APAC voice; or country specific positioning messages for NAPP. ▪ Limited clarity on roles and responsibilities related to advocacy. ▪ Need for greater alignment and communication strategies between different players in the Fairtrade system. ▪ POs are naturally business oriented; they typically have little interest in social / environmental components of compliance. ▪ It is difficult to consolidate reporting on work done at a regional level; processes for reporting into the global MEL system are weak.
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Strong domestic and regional markets for specific commodities, including organic commodities. Advocacy (along with the presence of a commercial directorate that serves in building value chains and domestic / regional markets) is expected to help in positioning Fairtrade favourably with governments focused on pursuing economic growth agendas. ▪ In Sri Lanka and the Philippines, inroads have already been made into developing 	<ul style="list-style-type: none"> ▪ Semi-open political environment, along with the rise in protectionism and nationalism across countries, may limit the actions of international organizations in the country due to perceived foreign political interference. ▪ Events such as some international NGOs shutting down in India (non-renewal of license), as well as NAPP’s previous experiences with trade unions and media,

<p>credible government relationships; this offers an opportunity for pure advocacy work.</p> <ul style="list-style-type: none"> ▪ Governments across the region have a strong focus on youth development, a priority for NAPP. Climate change has also regained its importance with government and media, offering opportunities for alignment, particularly in countries which are not open to advocacy. ▪ Uzbekistan has the highest dependence on agriculture and the government is heavily invested in cotton production. At the same time, government is becoming more open to the rest of the world; this offers an opportunity to increase awareness about Fairtrade and sustainable farming. ▪ Social media and developments in technology can help to influence public opinion and visibility and better predict and cater to niche segments. ▪ CSR is estimated to be an important funding tool for implementing programmes and building local value chains. ▪ Organisations with similar mandates have indicated interest in partnering / continuing partnerships with NAPP - Strategic collaborations / alliances / coalitions with like-minded organisations, can build a sustainable platform for advocacy work. ▪ Fairtrade India's experience in campaigns and initiatives such as Fairtrade Towns can be leveraged to build greater awareness and credibility of the Fairtrade brand. ▪ FTI and the FTAO can play important roles in networking and connecting key government stakeholders within the APAC. ▪ Potential for greater involvement of Board Members in Advocacy. 	<p>have naturally made the team cautious and fearful about such interactions.</p> <ul style="list-style-type: none"> ▪ Government's increased focus on economically lucrative sectors, may lead to de-prioritization of issues on the Fairtrade agenda. ▪ Sensitivities vary across the region and may require re-framing of advocacy messages and approaches from country to country. ▪ Competition from other certification labels in domestic markets require either collaborative approaches to working or quicker decisions on building regional / domestic markets through a commercial directorate. ▪ Access to final products with the Fairtrade label is low across the region, limiting its visibility with end consumers. ▪ Corporate / donor funds typically support programmatic (as opposed to advocacy) activities.
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3. STRATEGIC FRAMEWORK FOR ADVOCACY

3.1. Strategic direction for advocacy at NAPP

Stakeholder inputs and the situational analysis provide a direction for NAPP’s advocacy:

- 1) NAPP’s advocacy shall align with its global advocacy goals, and support the strategic pillars of its regional strategy 2021-25, namely:
 - *Advocacy and citizen engagement*: This pillar takes from Fair Trade’s global strategy 2021-25, which aims to develop shared advocacy priorities, deepen partnerships with civil society organisations, establish thought leadership and build a grassroots movement to promote Fairtrade.
 - *Empowerment of farmers and workers*: This pillar reflects Fairtrade’s global strategy which aims to shift the balance of power to producers and workers. NAPP must therefore strengthen their abilities to effect change in their communities through advocacy.
 - *Digitalization for fairer supply chains, through greater transparency, traceability and data sharing with stakeholders*: This pillar reflects Fair Trade’s global strategy 2021-25 which aims to build the capacities of POs to respond to requirements and support them to effectively utilize, own and leverage their data to improve their position in trade negotiations.
 - *Growth and innovation via market retention and expansion*: This pillar requires NAPP’s advocacy to align, support and draw from its commercial strategy.
 - *To serve as a launchpad for the future via strategic partnerships, innovation, digitalization, and fund-raising*: This pillar recognises partnerships as critical to scale-up and amplify NAPP’s advocacy agenda forward, in a sustainable manner.
- 2) NAPP recognises that the organisation can consolidate its influence and gain more credibility and power as a regional player with regional priorities. As agreed upon by most stakeholders, NAPP will prioritize key issues common across the region, that will bind the different countries together, and reinforce its commitment to undertake strategic advocacy work. Defining these priority areas for advocacy was deemed to be important, to avoid doing superficial work across many different regions.
- 3) Regional advocacy priorities that emerged from internal stakeholder interviews are as follows:

Table 4: Regional advocacy priorities

Issue-based	Producers / workers	NAPP team
<ul style="list-style-type: none"> - Living income - Living wage - Youth (as producers / workers, potential consumers, and potential influencers). 	<ul style="list-style-type: none"> - Educate workers about their rights within the current legal framework - Develop PO capacities to identify issues that impact the sustainability of their livelihoods and advocate for them 	<ul style="list-style-type: none"> - Build internal capacities for policy advocacy - Develop alliances, partnerships and collaborations for advocacy - More fluid communication within the Fairtrade system

Cross-cutting:

- Increase NAPP's visibility and credibility with relevant stakeholders
- Support the creation of domestic markets

- 4) At the same time, it is well understood that the APAC region comprises diverse countries with differing economies, political environments and priorities.

Accordingly, NAPP will take two broad approaches for advocacy:

- a. *Pro-active*: Pro-active approaches include:

- i. Interventions planned for the region – e.g. Flagship programmes that serve to bind the organisation and build its credibility and influence.

Regional priorities for advocacy will be shared, and will flow down to the country – level. Each country may have a different starting point, which will be reflected in the annual advocacy action plans prepared by the country team.

- ii. Country-specific initiatives based on need assessments, on a case-by-case basis. These will be reflected in the annual action plans

- b. *Reactive*: As the external environment keeps shifting, it's critical for NAPP to shift its advocacy tactics as well. For example, in a specific year, a country team may be working on youth or climate issues, however, at the same time they may be required to respond to something completely different such as a new piece of legislation. NAPP will need to have the capacities to respond to such unplanned priorities.

- 5) Strategic objectives for NAPP's advocacy will be centred around the premises below:

- a. As evidenced in multiple cases within NAPP itself, government support is critical to promoting the Fairtrade agenda. Now more than ever, governments in the region must affirm their commitment to promote fairer trading conditions and empower producers to combat poverty and unsustainable farming practices. NAPP's primary long-term advocacy goal, therefore, is to influence Government authorities and decision-makers. These stakeholders have the power to introduce and implement policies and regulations that address the specific needs of farmers & workers and advance a fair distribution of value.

Influencing public policy will require long-term and sustained commitment, and internal capacities. NAPP is a young organisation, with limited resources that operates in an uncertain political environment. In the shorter term, NAPP will therefore focus on supporting government priorities that align with its own agenda. In the process, it will also establish its credibility with government authorities.

In countries such as India and Indonesia where NAPP is yet to build strong relationships with governments at the national level, NAPP will align its initiatives with areas of government focus such as economic development, entrepreneurship, youth, and climate change, to build credibility, visibility and relationships. The commercial directorate can play an important role in building relationships with government stakeholders on domestic value addition and the building of new value chains.

In countries such as Sri Lanka and the Philippines, where NAPP has already made inroads into building government relationships at a national level, it will leverage its relationships to advocate on critical issues related to living income, living wage, youth, and commodity-specific issues. Across countries, it will aim to access and mobilize resources from government schemes and programmes relevant to Fairtrade's mission.

- b. NAPP's advocacy derives its legitimacy from the direct and daily experience that its staff has in working with almost 300 POs and over 252,000 farmers and workers across South and Central Asia, South-East Asia, China and the Pacific. While NAPP's positions and messages are derived from this experience, it recognises that producers and workers have primary legitimacy.

To this end, a core component of NAPP's strategy will be to organise active communities of producers and workers, build their capacities to understand and identify policies / regulations that affect their future, and actively advocate for them. This aligns with NAPP's vision and mission to empower producers to fulfil their potential, strengthen their position, take more control over their lives, and decide on their future.

- c. As the APAC region grows and transitions, and as more stakeholders compete for attention in an increasingly information-saturated environment, it will be critical to ensure that Fair trade remains a topmost concern of decision-makers and partners.

NAPP has multiple priorities in the region and does not have the resources to build dedicated advocacy teams in each country. It will therefore partner with like-minded organisations and work in coalitions to amplify the voices of producers and workers.

- d. These approaches will also require NAPP to build its internal capacities.

This will include capacity building of the NAPP team to identify policy windows, make accurate and sensitive political judgements, build position papers and messages on key issues, generate timely evidence, and build the capacities of POs to effectively advocate. It will also require flexible and fluid communication streams within the Fairtrade system, along with opportunities for peer-to-peer learning.

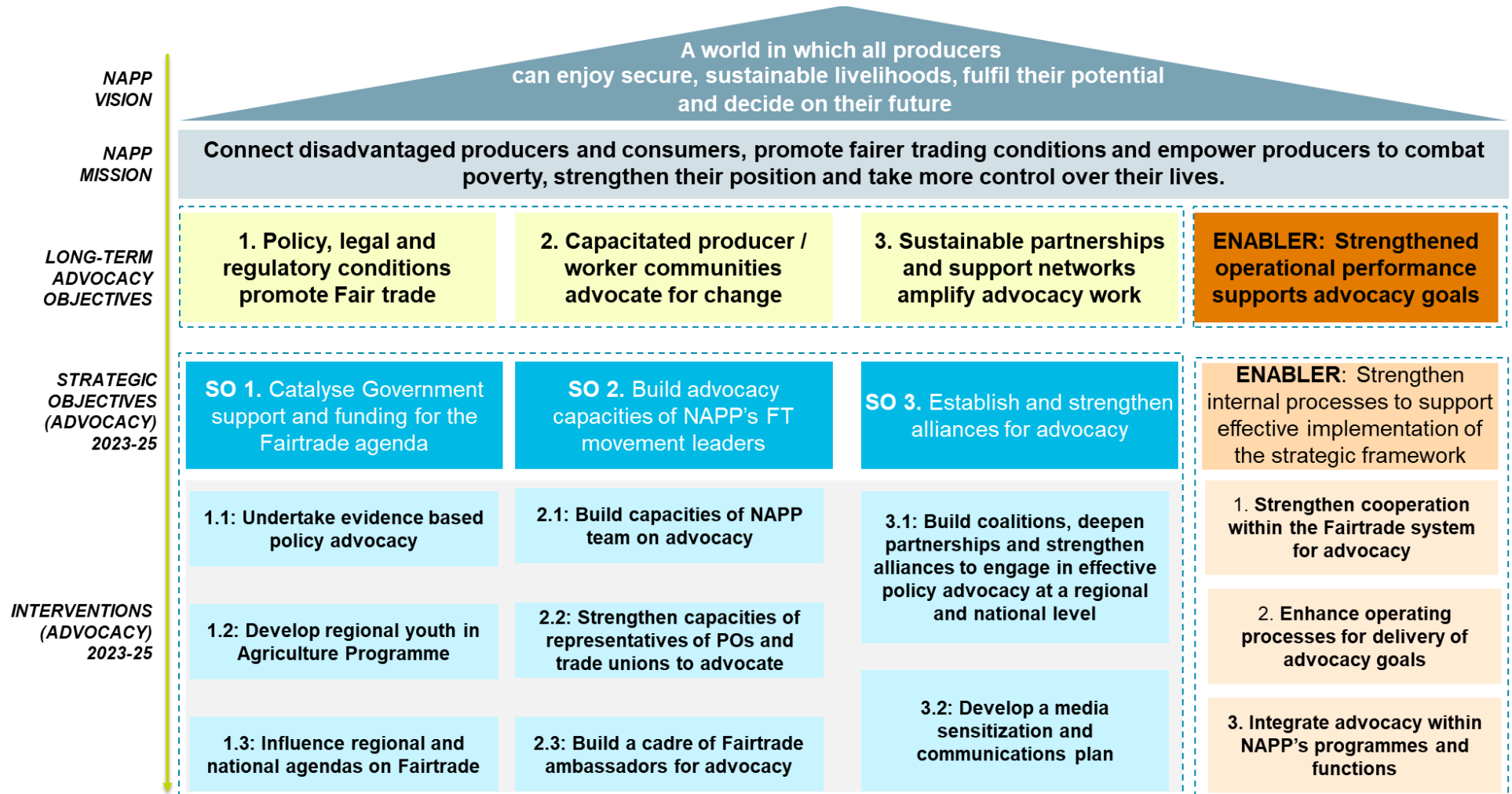
NAPP will also leverage internal stakeholders within the Fairtrade system (FI, FTAO, Fairtrade India and other Producer Networks) to:

- i. Seek greater synergies between NAPP's contributions to the actions taken by the global system and other regional PNs, where applicable, by ensuring that the demands and interests of its own membership are represented in the global system.
 - ii. Identify specific priorities, political alliances and technical assistance requirements to develop the Fairtrade movement in the APAC region, to which FI / FTAO / Fairtrade India and other PNs can contribute.
- 6) NAPP operates with a limited budget and resources for advocacy. Resources will therefore need to be carefully allocated to interventions which can create the most relevant and impactful outcomes. The strategy will be developed taking an incremental approach that builds on previous work done.
 - 7) NAPP's advocacy can be effective only when NAPP identifies clear and measurable goals, carefully selects its target audiences for advocacy and communicates their position through clear and simple messages. The strategy must be supported by high level strategic indicators which will facilitate implementation across countries and measure NAPP's contribution to global goals.

3.2. Strategic framework for regional advocacy

NAPP's strategic framework for advocacy, depicted in figure 7, is underpinned by the direction provided by NAPP's management and staff, consultants and partners, captured through interviews and consultations.

Figure 7: Strategic Framework for Advocacy



3.3. Long term change

Four interconnected long-term objectives or Critical Success Factors were identified to support the achievement of NAPP's mission. These are the long-term changes that NAPP aims to bring about through advocacy and are critical to accelerate progress on the Fairtrade agenda.

1. Policy, legal and regulatory conditions promote Fairtrade

Governments are mobilized to promote fairer trading conditions and make sustainable livelihoods for producers and workers, central to their develop agendas.

2. Capacitated producer / worker communities advocate for change

Producer and worker communities, which are the foundation on which NAPP exists, actively advocate for change on public policies and practices that impact their work and sustainable livelihoods.

3. Sustainable partnerships and support networks amplify NAPP's advocacy work

Collaborative actions are undertaken to influence the Fairtrade agenda, through partnerships, alliances, support networks and deepened engagement with key stakeholders.

4. ENABLER: Strengthened operational performance supports advocacy goals

The implementation of coherent and timely advocacy interventions is supported by strengthened advocacy capacities within NAPP, strong processes and systems for advocacy, along with fluid communication streams between players within the Fairtrade system at global, regional and national levels.

3.4. Strategic Objectives for advocacy 2023-25

The organisation's Strategic Objectives (SOs) for the period 2023-25 are the stepping-stones for the long-term changes that NAPP wishes to bring about in advocacy. As the organisation continues to grow and evolve, the SOs will be re-visited periodically and updated.

Based on these common SOs for the region, the NAPP team will develop country-level annual action plans for advocacy to achieve these objectives, within their countries, as per their own contexts and local sensitivities. This will include a deep-dive into identifying any specific products they wish to advocate for based on current and emerging opportunities.

They will also identify opportunities for collaboration, and joint action across countries.

SO 1: Catalyse government support and funding for the Fairtrade agenda.

Rationale and approach:

NAPP's core advocacy objective is to influence change in public policies and practices, in ways that will have a positive impact on *"connecting disadvantaged producers and consumers, promoting fairer trading conditions and empowering producers to combat poverty, strengthen their position and take more control over their lives."* This will include leveraging government funds to meet these objectives.

In the next three years, NAPP will build its visibility and credibility with Government stakeholders at national, state / province and local levels by participating in relevant national and local forums. It will support access to government programmes and resources, and initiate evidence-based political advocacy work on key themes.

Key interventions:

Intervention 1: Evidence-based political advocacy on Fair trade

NAPP will undertake evidence-based political advocacy work towards government recognition and use of Fairtrade schemes in the design and implementation of public policies, national and state / province development strategies, initiatives and action plans.

Proactive: In the next three years, NAPP will primarily focus on the issues of living income and living wage. It will also begin sensitizing national and state authorities on the mechanisms of access to public procurement from POs.

The 'starting-point' for such advocacy work may range from research and evidence-building to awareness-raising, to developing positions on key issues for active engagement and lobbying with the government, based on the progress each country has made so far.

The advocacy team will also support the Commercial Directorate to enable POs to access government schemes related to organic agriculture, business continuity planning, processing and local markets, including online marketplaces.

Reactive: Engage board members to garner political support for NAPP, and identify opportunities for 'reactive' advocacy, particularly related to the commodities they represent. Supported by the NAPP team, they will:

- i. Identify opportunities for advocacy and potential threats at a national and regional level;
- ii. Identify potential sources of funding from government agencies and regional blocs;
- iii. Leverage their influence and networks to provide access to relevant government stakeholders
- iv. Identify and cultivate potential champions for the Fairtrade agenda;
- v. Actively participate in NAPP's advocacy efforts.

Intervention 2: Regional youth in agriculture programme

Across countries, NAPP will collaborate with, and mobilize resources from the government on schemes and programmes aimed at attracting youth in agriculture and agri- entrepreneurship. It will also participate in high-level policy dialogue and consultations at regional and national levels, on issues relating to youth and agriculture.

This may be supported by youth mobilization activities, and creating networks of youth advocates at the state and province levels.

Intervention 3: Influence regional and national agendas on Fair trade

NAPP will ensure that its knowledge and experience inform regional, national and state / province processes and platforms, that could benefit the Fairtrade agenda.

NAPP will also continue to increase its visibility at local levels by participating in local level workshops and consultations on the SDGs, youth, gender, sustainable agriculture and livelihoods of farmers.

SO 2: Build advocacy capacities of NAPP's Fairtrade Movement Leaders

Rationale and approach:

For NAPP to effectively meet SO 1, it will need to prepare and strengthen the capacities of Fairtrade movement leaders – which will include PO representatives, union leaders, NAPP consultants and staff – to effectively advocate for policy / programme needs that benefit producers and workers.

In the next three years, NAPP will focus on building an inclusive culture of advocacy within the organisation, with diffused responsibilities. It will further build the technical capacities of the Fairtrade movement leaders, as well as their capacities to engage and network with key government stakeholders.

Key interventions:

Intervention 4: Build advocacy capacities of the NAPP team

Enhance the abilities of the NAPP team and consultants to identify policy windows, generate evidence and policy proposals that are required to support decision-making, and develop strategies for advocacy at a thematic or product level, if required. Efforts will also be made to improve on external communication and positioning strategies.

It will also build the adaptive capacity of NAPP's staff – the extent to which they will be able to respond to changing issues, adjust their tactics and develop alliances – to respond to uncertain and changing political environments and priorities.

It is recommended that NAPP collaborate with FTAO, FI and key training partners to develop and implement capacity-building modules for the NAPP team.

Intervention 5: Develop advocacy capacities of representatives from POs and worker unions

NAPP will strengthen the capacities of representatives from POs and worker unions, and support them to:

- i. Understand more about market conditions, trends, and the political environment
- ii. Develop the knowledge, skills and resources required to exert more influence on public and private sector actors and on decisions that impact their products and sustainable livelihoods.
- iii. Participate in key debates, workshops and consultations.

Under this initiative, NAPP will:

- Develop a training handbook and system providing know-how on how to effectively engage with relevant stakeholders, and advocate for change.
- Provide data and information to equip producer organizations and networks to understand and advocate for removal of key barriers to effective agriculture and trade

Intervention 6: Build a cadre of Fairtrade Ambassadors for advocacy

Through its programmes such as the GLS and Youth Ambassadors programme, NAPP is already building a cadre of Fairtrade ambassadors. In the next three years, it will focus on strengthening the capacities of these Fairtrade Ambassadors to organise and advocate for change in their own communities.

It will also seek to collaborate with Fairtrade India on the Fair-trade Towns initiative, particularly from a consumer and youth awareness perspective.

SO 3: Establish and strengthen partnerships, alliances and networks for advocacy

Rationale and approach:

NAPP's vision imagines a world radically different from what it is right now, where all producers and workers can enjoy secure and sustainable livelihoods, fulfil their potential and decide on their future. Through advocacy, NAPP seeks to influence and collaborate with its key stakeholders, to achieve impact at a greater scale and degree of sustainability than that can be achieved through its direct services alone. Based on this understanding that active partnerships are crucial to achieving its mission, NAPP will seek to collaborate with partners and allies on advocacy initiatives, to promote long-term, sustainable change.

When undertaking initiatives in partnerships with other organisations, NAPP may take either of two approaches: It may lead advocacy under its own brand, or support advocacy work through coalitions or alliances. When NAPP supports, rather than leads advocacy initiatives, it will subsume its brand unless there is a justification for not doing so.

Key interventions:

Intervention 7: Build coalitions, promote partnerships and strengthen alliances to engage in effective policy advocacy at a regional and national level

NAPP will establish and support partnerships that advance common goals, connect work plans in common areas, combine resources and expertise to help deliver on advocacy objectives, across countries.

These partnerships may differ in size, scope of purpose. For example, NAPP may partner with an organisation for the specific purpose of research, or they may work in a larger coalition to advocate with government stakeholders for specific issues. Such partnerships and alliances may range from dyads to multi-commodity and multi-stakeholder partnerships, from local to global levels and with short-term to long-term time frames.

This will include strengthening relationships with regional blocs such as ASEAN, Civil Society Organisations, INGOs, local NGOs, research institutions and media to amplify NAPP's advocacy work in the APAC region.

NAPP will also work with the private sector to use Fairtrade as a tool for sustainable sourcing.

Intervention 8: Develop a media sensitization and communications plan

NAPP will develop a media sensitization and communication plan, where it will identify and undertake planned work with mass media, including traditional and social media to influence the public agenda and consumer decision making. This is based on the understanding that media can help shape discourse on Fairtrade, and raise the prominence of issues relevant to Fairtrade.

From an advocacy perspective, it is important that media and communications work should be coupled with advocacy toward decision makers who will act upon issues that have risen on the public agenda.

The plan must account for tactical strategies such as issue framing (or re-framing) based on country contexts and evidence generated, message development and targeted communications.

Enabler: Strengthen organisational performance to support advocacy goals

This enabler responds to the transformative change called for by the advocacy strategy which requires a collaborative and coordinated approach to address structural aspects that will serve to promote advocacy action.

1. Strengthen cooperation within the Fairtrade system (NAPP with FI, FTAO, Fairtrade India, other PNs), to bring about transformative change through:
 - a. Peer-to-peer learning
 - b. Capacity building
 - c. Development of partnerships and alliances with national governments and multilateral bodies to promote the Fairtrade agenda
 - d. Consumer awareness and development of domestic value chains
2. Strengthen operating processes and systems for high quality, effective and efficient delivery of advocacy goals at NAPP, including:
 - a. Fluid communication streams between stakeholders within the Fairtrade system
 - b. Strong processes and systems for initiative design and implementation, monitoring and evaluation, knowledge dissemination and organisational learning, communications with internal and external stakeholders.
 - c. Allocation of roles and responsibilities for advocacy.
3. Integrate advocacy actions in NAPP's programmes to support market access, value chain development and fundraising strategies.

4. IMPLEMENTATION ROAD MAP

This section provides a high-level implementation road map to operationalize the advocacy strategy during the period 2023–2025.

4.1. Pre-conditions for strategy implementation

The strategic refocus in NAPP's approach towards advocacy generates a range of pre-conditions for the successful implementation of the strategy.

Pre-conditions therefore include:

- Support is generated from the board, leadership and management of the organisation for effective implementation, as well as critical supporting functions, for example, communications, HR, compliance, and partnerships.
- Effective governance and management structures are in place to implement the strategy and initiatives; assigned roles and responsibilities are adhered to.
- Human and financial resources needed to operate advocacy initiatives are mobilized.
- Capacity building of staff to provide the range of services needed;
- Development of a strong baseline across countries, that can be used to develop yearly targets for a detailed implementation plan.
- Strong and effective internal communication to socialize the strategy.
- Setting up of a commercial directorate for market development, and development of domestic / regional value chains

4.2. Implementation management

Implementation of the advocacy strategy will be led and managed by the Central Office (Manager – Advocacy and Partnerships), supported by country consultants, under the overall guidance of NAPP's leadership (the CEO and Regional General Managers). The NAPP team shall be kept informed on the progress made on strategy implementation at regular intervals.

Each country in the APAC region will develop its annual advocacy plans based on the overall direction provided by this road map. However, they have the flexibility to make contextual and specific adjustments, after accounting for work already undertaken and for changes in the external environment, that may necessitate variations to the proposed plan.

While developing annual advocacy plans, each country may consider the note below:

Note

1. The implementation roadmap offers NAPP the flexibility to decide 'how' it wishes to undertake certain activities or milestones, as long as the key purpose is met.

For example, the milestone "*Build internal capacities to generate and roll out timely research and evidence*", leaves NAPP with the flexibility to decide how and what sort of internal capacities it needs to build to generate and roll out timely research and evidence. It may recruit new people to undertake research and evidence-building activities, build skills of existing staff, or work through partnerships to deliver on this milestone.

2. The implementation milestones laid out, are mapped against each SO, in no particular order or sequence. For example, the milestone "*Develop regional and country level*

advocacy outcome indicators, in line with FTAO indicators for advocacy” may be required as a preliminary step in implementation.

Similarly, NAPP may wish to undertake certain activities / milestones together. For example, the milestone *“stakeholder mapping to identify target audiences in government”* and the milestone *“stakeholder mapping to identify potential allies and collaborators”* may be undertaken as part of one exercise.

NAPP will also need to consider that certain activities may be undertaken sequentially. For example, *milestone 17 (development of advocacy indicators)*, may be undertaken first, followed by *milestone 20 (defining roles and responsibilities for advocacy)*, followed by *milestone 9 (defining KPIs for advocacy leads and consultants)*.

3. The proposed timeline for foundation building and implementation is proposed as a general guideline and may be adjusted as per regional or specific country requirements.

For example, the foundation-building phase extends through to Q2, 2024 and includes the milestone *“Consolidate existing national level policies on youth in agriculture and shortlist specific policies, schemes and programmes.”* Certain countries such as the Philippines, which have already developed youth advocacy strategies, may commence with their interventions in 2023 itself, ensuring that they are mapped with regional indicators for advocacy.

On the other hand, the milestone *“Consolidate, review and generate an evidence base on applicable policies, regulations and stakeholder positions on living income / living wage for specific products”*, may in some cases, extend beyond Q2 2024. For example, the board and the NAPP team may identify ‘reactive’ opportunities for advocacy, which may require revising or modifying the product focus annually, and continuing the review of applicable policies.

4. Accordingly, the roadmap provides the country consultants, in consultation with the RGMs, flexibility to identify specific products for advocacy milestones, based on current and emerging market opportunities.
5. Acronyms used in the implementation plan are as follows:

ED	Executive Director
RGM	Regional General Manager
M-A&P	Manager – Advocacy and Partnerships
M-MEL	Manager – MEL & IT
M-M&C	Manager – Marketing & Communications
CC	Country Consultants

4.3. Implementation roadmap

NAPP’s implementation roadmap comprises two major phases:

Phase 1: Foundation-building

Timeline: 2023 (Q3, Q4), 2024 (Q1, Q2)

Overview:

This phase sees NAPP setting in place the foundations for a strategic and robust advocacy function. The organisation will socialise the strategic framework at regional and country levels, and embed a culture of accountable advocacy across the region.

During this period, NAPP will review its current initiatives to assess their fitment under the strategic framework. It will continue implementing advocacy initiatives that align with the strategic goals, or modify them, as required.

During this period, each country will map out its key stakeholders for advocacy and develop positions on the issues it will advocate for. Concurrently, it will build its capacities and leverage on existing partnerships to progress its advocacy work.

Based on identified opportunities for collaboration within NAPP itself and across the Fairtrade system, processes and systems will be strengthened to deliver advocacy initiatives effectively.

Implementation milestones are laid out in the table below:

Strategic Objective 1: Catalyse Government support and funding for the Fairtrade Agenda			
Milestones		Responsible	Accountable
<i>Intervention 1.1: Undertake evidence-based political advocacy</i>			
1.	Conduct stakeholder mapping (at regional, national, state province and local levels) to identify specific target audiences in government that NAPP aims to influence based on identified issues.	CCs, RGMs	M-A&P
2.	Build capacities within NAPP to generate and roll-out timely research and evidence*.	M-A&P	ED
3.	Consolidate, review and build an evidence base on applicable policies, regulations and stakeholder positions on living income / living wage for specific products. <i>This shall be undertaken from the perspective of developing evidence-based positions papers on these issues.</i>	CCs	M-A&P
4.	Review public procurement legislations across countries for specific products and benchmarking with 'good practice' countries such as Italy. <i>This shall be undertaken to identify entry-ways / potential channels to access public procurement opportunities.</i>	CCs	M-A&P
5.	Review and prioritize government schemes related to organic agriculture, business continuity planning, processing and local markets, including online marketplaces. <i>This shall be undertaken to support producers to access relevant government schemes and simultaneously build NAPP's visibility with Government</i>	CCs	RGMs
6.	Put in place structured mechanisms to actively engage the board in advocacy for specific commodities.	M-A&P, RGMs	ED
<i>Intervention 1.2: Regional Youth in agriculture programme</i>			
7.	Consolidate and review existing national level policies and programmes on youth in agriculture and shortlist specific	CC, RGMs	M-A&P

	<p>policies, schemes and programmes for collaboration and fund-raising.</p> <p><i>This shall be undertaken to identify specific 'entry points' in each country to collaborate with government on 'youth in agriculture' programmes</i></p>		
Intervention 1.3: Influence Regional and national agendas on Fairtrade			
8.	Identify specific opportunities at regional and national level, where NAPP can drive regional and national discourse that can influence decision making on the Fairtrade agenda.	M-A&P, RGMs	ED

**Certain responsibilities and accountabilities may shift, as NAPP builds internal capacities for generating and rolling-out research and evidence*

Strategic Objective 2: Build advocacy capacities of NAPP's FT movement leaders			
Milestones		Responsible	Accountable
Intervention 2.1: Build capacities of NAPP team on advocacy			
9.	Create and include Key Performance Indicators (KPIs) for advocacy leads and consultants, as a component of their performance indicators, in line with MEL indicators for advocacy.	M-A&P, RGMs, M-MEL	ED
10.	Define roles and responsibilities for advocacy performance, which are diffused and allocated to staff and consultants across the organisation.	M-A&P, RGMs	ED
11.	Undertake baseline Training Needs Analysis (TNA) for capacity building based on KPIs	M-A&P, RGMs	ED
Intervention 2.2: Strengthen capacities of representatives of POs and trade unions to advocate			
12.	Undertake an assessment (or leverage on assessments conducted by partner organisations) to pinpoint advocacy requirements among POs, strengths and weaknesses, which may be repeated year on year, as part of need assessments conducted by NAPP	CCs	M-A&P
13.	Develop country / product networks for advocacy.	RGMs, M-A&P	ED
Intervention 1.3: Build a cadre of Fairtrade ambassadors for advocacy			
14.	Identify capacity needs of Fairtrade Ambassadors (aligning with existing programmes such as GLS, youth Ambassadors programme, Fairtrade towns) and support mechanisms required to advocate in their own communities.	CCs	M-A&P

	<i>This shall be undertaken from the perspective of designing specific capacity building modules or interactive sessions on advocacy.</i>		
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Strategic Objective 3: Establish and strengthen alliances for advocacy			
Milestones		Responsible	Accountable
<i>Intervention 3.1: Build coalitions, promote partnerships and strengthen alliances to engage in effective policy advocacy at a regional and national level</i>			
15.	Conduct stakeholder mapping (at regional, national, state province and local levels) to identify potential allies that NAPP can work with for policy advocacy.	CCs, RGMs	M-A&P
16.	Support the commercial directorate in mapping and prioritizing corporates for procurement.	CCs, RGMs	M-A&P
17.	Develop a structured mechanism for assessment and management of partnerships for advocacy. <i>For each partnership, indicate whether NAPP or partners will be at the forefront of advocacy efforts, with a rationale for the same.</i>	M-A&P	ED
<i>Intervention 3.2: Media Advocacy</i>			
18.	Develop a media advocacy, sensitization and communications plan. <i>The plan should include leveraging media to influence decision makers and end consumers.</i>	M – M&C, M-A&P	M-A&P

Enabler: Strengthen internal processes to support effective implementation of the strategic framework*			
<i>*It may be noted that all the milestones related to the enabler should be completed by the end of the foundation-building stage.</i>			
Milestones		Responsible	Accountable
<i>Intervention 1: Strengthen cooperation within the Fairtrade system for advocacy</i>			
19.	Map stakeholders within the Fairtrade system (Fair trade International, FTAO, other PNs, Fairtrade India, etc.) and identify specific areas of support required to achieve advocacy goals	M-A&P, RGMs	ED
20.	Identify planned engagement mechanisms, for ongoing networking and dialogue to reinforce this cooperation within the Fairtrade system and turn them into practical actions.	M-A&P	ED
<i>Intervention 2: Enhance operating processes for delivery of advocacy goals</i>			
21.	Develop regional and country level advocacy outcome indicators, in line with FTAO indicators for advocacy	CCs, RGMs, M-MEL	M-A&P

22.	Establish processes for knowledge dissemination and organisational learning on advocacy	M-A&P	M-A&P
23.	Establish processes for fluid communication between stakeholders in the Fairtrade system	M-A&P, RGMs	ED
24.	Finalise roles and responsibilities for design of initiatives, implementation, building partnerships monitoring and evaluation	M-A&P, RGMs	ED
25.	Develop country-level annual action plans for advocacy. <i>It may be noted that each country may not have the requirement or capacities to meet each SO. Each country's advocacy plans will be reviewed according to its own needs. Consolidated annual regional plan will ensure that the SOs are being met, in line with defined indicators.</i>	CCs	M-A&P

Phase 2: Implementation

Timeline: 2024 (Q3, Q4), 2025 (Q1 – Q4)

Overview:

This phase sees NAPP leveraging the foundational work undertaken in Phase 1, to undertake structured and planned advocacy work across countries in the APAC, as per their annual action plans.

Implementation milestones are laid out in the table below:

Strategic Objective 1: Catalyse Government support and funding for the Fairtrade Agenda			
Milestones		Responsible	Accountable
<i>Intervention 1.1: Undertake evidence-based political advocacy</i>			
1.	Build country-wise evidence and policy proposals (for issues of living income / living wage / public procurement) showcasing positions, key messages, collaborators, and decision makers with a supporting advocacy calendar for 2024-25, based on public policy cycles	CCs, RGMs	M-A&P
2.	Train and promote Information about FT public procurement among institutions in charge of those policies.	CCs, M-A&P	RGMs
3.	Generate research and evidence to support the development of policy proposals for important 'reactive' issues identified by the board.	CCs, M-A&P	M-A&P
4.	Active engagement with potential champions in government, as identified by the Board	M-A&P	ED

5.	Raise awareness with identified 'champions' or decision makers in government on duly identified scenarios, based on research and policy proposals generated	RGMs, M-A&P	ED
6.	Support POs to access government schemes related to organic agriculture, business continuity planning, processing and local markets, including online marketplaces.	CCs, M-A&P	RGMs
7.	Establish regional (cross-country) advocacy working groups for different products, led by Board members where country and product networks can engage	M-A&P, RGMs	ED
Intervention 1.2: Regional Youth in agriculture programme			
8.	Initiate and undertake identified programmes on youth in agriculture, based on review conducted and government priorities in each country.	CCs, M-A&P	RGMs
9.	Create networks of youth at state and province level, that can be mobilized for advocacy within their own communities.	CCs, RGMs	M-A&P
10.	Lead and participate in consultations at national and local levels, on issues relating to youth and agriculture. <i>Participation could include regional and country level staff at NAPP as well as representatives from POs, youth cadres, etc</i>	-	M-A&P
Intervention 1.3: Influence Regional and national agendas on Fairtrade			
11.	Participate in identified high-level policy dialogue and consultations at regional and national levels, on aspects relevant to the FT agenda. <i>Participation could include regional and country level staff at NAPP as well as representatives from POs, youth cadres, etc.</i>	M-A&P, RGMs	ED

Strategic Objective 2: Build advocacy capacities of NAPP's FT movement leaders			
Milestones		Responsible	Accountable
Intervention 2.1: Build capacities of NAPP team on advocacy			
12.	Collaborate with FTAO, FI and key training partners to develop capacity building modules, based on TNA conducted.	M-A&P, RGMs	CEO
13.	Collaborate with FTAO, FI and key training partners to undertake regular trainings of the NAPP team	-	M-A&P
14.	Develop and share quarterly 'good practice' case studies on advocacy initiatives undertaken across APAC countries, and lessons learnt.	CCs	M-A&P

15.	Set an annual virtual forum with FTAO, advocacy leads from FI and other PNs, to share actions undertaken, reflections and learning.	-	M-A&P
Intervention 2.2: Strengthen capacities of representatives of POs and trade unions to advocate			
16.	Develop a training system / handbook on advocacy providing know-how on how to effectively engage with relevant stakeholders, and advocate for change.	CC	M-A&P
17.	Collate research and evidence to equip producer organizations and networks to understand and advocate for removal of key barriers to effective agriculture and trade	-	M-A&P
18.	Undertake regular trainings of representatives of POs and trade unions, and particularly the focal points of the advocacy working groups	-	M-A&P
Intervention 2.3: Build a cadre of Fairtrade ambassadors for advocacy			
19.	Mobilise and expand NAPP's FT ambassadors to build its grassroots movement.	M-A&P, RGMs	ED
20.	Integrate advocacy component across programmes conducted by NAPP, Fair trade India, and partners	-	M-A&P
21.	Run an advocacy Internship programme, where FT ambassadors have the opportunity to work on aspects related to research and evidence building, proposal making and communications for advocacy	-	M-A&P

Strategic Objective 3: Establish and strengthen alliances for advocacy			
	Milestones	Responsible	Accountable
Intervention 3.1: Build coalitions, promote partnerships and strengthen alliances to engage in effective policy advocacy at a regional and national level			
22.	Undertake collaborative actions with regional government bodies, Private Sector, Trade Unions, CSOs, INGOs, Research Institutions, Media, and other key partners to amplify NAPP's policy advocacy work in APAC. <i>NAPP will continue building cross-commodity and interdisciplinary partnerships, as per requirements.</i>	CCs, RGMs	M-A&P
23.	Support country and product networks to establish working collaborations with like-minded CSOs, trade unions, and other stakeholders at their country level on different advocacy priorities such as climate change, women and youth's inclusion, decent work, and workers' rights, living income and access to markets among others.	CCs, RGMs	M-A&P

24.	Support the commercial directorate to work with the private sector to use Fairtrade as a tool for sustainable sourcing building, as per their requirements	CCs, M-A&P	M-A&P
Intervention 3.2: Media Advocacy			
25.	Based on the media sensitization and communication plan, work with traditional and social media channels to drive the Fairtrade agenda, shape emerging debates and advance emerging issues.	-	M-M&C
26.	Develop communication materials to be communicated through different channels like radio, TV, social media, press conferences and bulletins.	-	M-M&C
27.	Support country and Product networks to develop petitions, memoranda and IEC materials that clearly outlines their advocacy asks and identify convenient platforms of disseminating the communication materials.	-	M-M&C

4.4. Monitoring, evaluation and budgeting

It is expected that the Manager – Advocacy and Partnerships, will have a leading role in the monitoring of the strategy at country level. S/he will be supported by the Manager – MEL & IT, who will ensure that data is collected at country level based on regional indicators identified for advocacy. It is recommended that for this period, MEL indicators include both quantitative and qualitative information, which can demonstrate the more immediate impacts of advocacy actions.

S/he will provide at least one yearly report to the ED, and one biannual report to NAPP's Board of Directors of actions undertaken, challenges and future opportunities. Any recommended actions will be led by the advocacy function. NAPP may undertake an external evaluation at the end of the strategy period, to evaluate progress made and identify areas for course-correction.

The budget for advocacy will include those resources allocated for Pillar 3 (Advocacy and Citizen engagement) of NAPP's regional strategy 2021-2025. This may require modification on the basis of country level action plans for advocacy.