



This project is co-funded



## **INVITATION TO TENDER FOR CONDUCTING AN EVALUATION OF NEW GOVERNANCE STRUCTURE OF FAIRTRADE NETWORK OF ASIA&PACIFIC PRODUCERS (FTNAPP)**

### **1) INTRODUCTION**

The Constitution of Fairtrade NAPP was established in 2014. The organization is a member of Fairtrade International. Producer Networks are regional associations that Fairtrade certified producer organizations may join if they wish. They represent small-scale producers, workers and other producer stakeholders.

Fairtrade NAPP supports and empowers Fairtrade certified farmers and workers across the Asia Pacific region. In 2014, the company was registered in Singapore and In 2024 , the organization got registered as a Company limited by Guarantee in Singapore. The producers share 50% ownership of the Fairtrade system and have an equal voice in all decisions that affect them. As a Producer Network, FTNAPP ensures their voice is heard in the system. Currently FTNAPP has 270 Producer Organizations across 20 countries in Asia and Pacific Region supporting more than 260000 farmers and workers.

FTNAPP's mission is to facilitate the incorporation of more producers to be able to join the Fairtrade movement in Asia and the Pacific through an existing wide range of products and services. For more information please visit: [www.fairtradenapp.org](http://www.fairtradenapp.org).

The Fairtrade Network of Asia & Pacific Producers (FTNAPP) seeks to evaluate the effectiveness of its newly implemented governance structure. This evaluation will provide insights into the system's efficiency, inclusivity, and alignment with organizational objectives, ensuring that it continues to empower and represent producers effectively across the region. The current board of FT NAPP was elected in the year 2023 and it includes 13 Board of Directors representing producer organizations from different region. In 2023, FTNAPP established 4 Regional Conferences (a formal association of members). Each Regional Conference will have its Regional Coordinator & Dy. Coordinator. The 4 regions includes:

1. South Asia (India, Srilanka and Bangladesh)
2. Southeast Asia (Philippines, Vietnam, Indonesia, Thailand, Myanmar & Lao People's Democratic Republic)
3. Central Asia, China and Pakistan ( China, Pakistan, Iran, Tajikistan, Uzbekistan, Kyrgyzstan)
4. Pacific (Papua New Guinea, East Timor, Fiji, Samoa, Solomon Islands, Tonga)

The activity is co-funded by the European Commission Funding Framework Partnership Agreement (EC FPPA) program. This program is a strategic partnership initiative aimed at strengthening Fairtrade as a representative, member-based regional, EU, and global civil society umbrella organization. The program empowers over 1,900 Fairtrade Producer Organizations globally by amplifying their voices.

Within this framework, Fairtrade NAPP (Network of Asia and Pacific Producers) focuses on improving the organization's governance. One of the proposed projects involves evaluating the new governance structure, with the goal of adapting recommendations to enhance and refine governance practices.



This project is co-funded



## 2) PURPOSE AND OBJECTIVES OF ASSIGNMENT

### **Governance Structure Evaluation:**

- Assess the effectiveness and efficiency of the new governance structure in achieving its objectives – with a view to uphold Fairtrade core values and principles.
- Evaluate the inclusivity and representativeness of the governance system for all stakeholders, particularly the producers.

### **Impact of Governance Structure on Organizational Performance:**

- Identify strengths, weaknesses, opportunities, and threats in the new governance structure.
- Evaluate its impact on leadership effectiveness, organizational management, and strategic alignment with FTNAPP's mission and vision.
- Assess its role in risk identification, management, and mitigation

### **Alignment of Governance Structure with organisational policies and their Compliances**

- Evaluate how well the governance structure aligns with internal policies, including HR, financial, and operational policies, ensuring they support the organization's goals.
- Assess the effectiveness of current policies in supporting and enhancing governance, decision-making, and operational efficiency.
- Review how well the governance structure adheres to Fairtrade's core principles, including fairness, transparency, and democratic processes.
- Ensure that the governance structure complies with established ethical standards and the Fairtrade Code of Conduct, promoting integrity and accountability.

### **Governance in Practice**

- Evaluate the clarity and accessibility of governance documentation and communication.
- Review the Board's efficiency in meetings, decision-making, and oversight.
- Assess the strength of the governance structure and its impact on the performance of the management.
- Assess integration of external audits into governance for transparency and improvement.
- Assess the inclusion of gender in current governance structure and to provide recommendations to enhance gender inclusivity and ensure equitable representation, ultimately contributing to a more robust and inclusive governance model.

### **Review of PEO Model Employment Framework**

- The evaluation scope should include a review of the PEO Model employment documents to ensure equitable rights, obligations, and protections for employees, with particular attention to termination processes, legal compliance, and alignment with principles governing NAPP-employee/consultant relationships.

### **Recommendations for Improvement**

- Propose steps to improve governance performance, ensuring alignment with Fairtrade's reputation and FTNAPP's vision and mission.
- Recommend enhancements for policy formation, terms of reference (TORs), and the implementation of established processes, including stakeholder engagement.
- Suggest improvements in the governance structure to build trust and enhance FTNAPP's credibility amongst its stakeholders.



This project is co-funded



- Provide actionable suggestions to strengthen governance practices effectively.

### 3) SCOPE OF WORK:

The selected consultant or organization will undertake the following:

- **Document Review:** Ensure compliance with organizational policies, TORs, framework and Fairtrade principles.
- **Stakeholder Engagement:** Conduct interviews, focus groups, and surveys with board members, producers, and other stakeholders.
- **Comparative Analysis:** Benchmark FTNAPP's governance structure against best practices in similar organizations.
- **Performance Evaluation:**
  - Assess key aspects of governance, such as decision-making processes, transparency, responsiveness, and fairness.
  - Evaluate accountability mechanisms, stakeholder engagement, role alignment with organizational goals, and resource allocation.
- **Inclusivity Analysis:** Evaluate the participation and representation of all stakeholders, particularly small-scale producers.
- Analyze the efficiency and inclusivity of the governance structure.
- Assess governance influence on leadership, performance, and risk management.
- **Actionable Recommendations:** Propose steps to enhance governance efficiency and credibility.
- **Final Report:** Deliver a comprehensive evaluation report with findings, analysis, and recommendations.
- **Develop a road map** for the action plans of implementation of the recommendations
- To present the FT NAPP Board/GA the report on the New Governance Structure Evaluation

### 4) EXPECTED KEY DELIVERABLES:

**Expected Key Deliverables:**

1. **Inception Report:** A comprehensive inception report/presentation summarizing methodology and work plan.
2. **The Interim Report** includes preliminary findings and key insights. It outlines the proposed methodology and work plan, along with an evaluation matrix to systematically assess proposed plans, initiatives, or recommendations.
3. **Final Report** including executive summary, detailed findings and actionable recommendations for enhancing governance efficiency, inclusivity, and alignment with Fairtrade principles.
4. **Comparative Analysis:** Benchmarking FTNAPP's governance structure against best practices, highlighting areas for improvement.
5. **Stakeholder Insights:** Summarized feedback from stakeholder engagement activities, including interviews, surveys, and focus groups.
6. **Action Plan Roadmap:** Develop and implement a prioritized roadmap to strengthen governance practices with focus on enhancing gender inclusivity to ensure equitable representation
7. **Presentation to FTNAPP Board/GA:** A detailed presentation of the evaluation report and roadmap, tailored for decision-making stakeholders.



This project is co-funded



## **5) ELIGIBILITY CRITERIA:**

The eligible consultant or the team of consultants/ consultancy agency should have the following:

1. Demonstrated expertise in governance evaluation and organizational assessments, particularly within cooperatives, producer organizations, or Fairtrade-related entities.
2. Strong understanding of participatory and inclusive evaluation methodologies.
3. Excellent communication and report-writing skills in English; knowledge of regional languages is an asset.
4. Ability to deliver within the specified timeframe and budget.
5. Good understanding of the local context of the Asia Pacific region as well as in-depth knowledge of the NGO sector, Agri & allied sector.
6. Excellent knowledge and extensive practice applying participatory approaches and methods to implementation, monitoring and evaluation.
7. Excellent interpersonal skills and ability to engage and network at various levels.
8. Good research, analytical, reporting, presentation and drafting skills; as well as excellent training /facilitation skills.

## **6) TIMEFRAME AND PAYMENT**

The assignment is expected to be completed within Three months from the date of signing of the contract by both parties, subject to adjustments as required and mutually agreed upon. The consultant, therefore, is required to prepare and submit a work and time plan that allows the achievement of all deliverables within the timeframe. The payment shall be based on approved deliverables and outputs and upon submission of the corresponding invoice.

## **7) REPORTING**

The consultant's work shall be reporting and closely working with a task force formed by the FT NAPP board. This task force will be set up to assist in the review of outputs as and when deemed necessary.

## **8) PROPOSAL SUBMISSION**

Consultants that wish to submit a proposal shall submit a technical proposal and a financial proposal.

**The technical proposal shall include:**

- Justification of why she/he/the organization is the most suitable consultant for the work, and a brief methodology on how the work will be conducted;
- Work and time plan including the scheduling of main activities and time inputs required per consultant/s.
- List of deliverables along with the detailed timeline.
- CV of the proposed consultant(s) highlighting the minimum qualification requirements above, and at least three (3) references.
- Submission of previous reports on similar projects or work in related fields( mandatory).

**The financial proposal shall be in EUR and include:**

- Fee rate excluding VAT/GST/applicable tax and time inputs required as presented in the work- and time plan. The total fee shall be broken down by specific deliverables and outputs;



This project is co-funded



- The financial proposal can be up to a maximum of 7000 Euro only inclusive of all cost .
- Financial proposal should include the payment terms & schedule.
- The financial proposal should also include all the cost to be paid to the consultancy firm.
- Please note that the consultancy firm will enter into contract with Fairtrade International, Germany

**The proposal shall also be accompanied by:**

- Company profile/Profile of Consultant (clearly stating full contact details, physical address and telephone lines);
- Declaration of relationships – describe if your organization/employees have any business or personal relationships connected to FTNAPP; and
- A statement of availability of key consultant/s during the timeframe of the assignment period; and
- Certificate of incorporation or registration.
- Technical Proposals (with credentials) and a financial quote should be two different pdf files. Files to be named as Technical Proposal and Financial Quote.

Please apply by email only, in English, with a subject line: “CONDUCTING AN EVALUATION OF NEW GOVERNANCE STRUCTURE OF FAIRTRADE NETWORK OF ASIA&PACIFIC PRODUCERS to “kavita.ramesh@fairtradenapp.org”

- Deadline for submission of RFP is on or before 27<sup>th</sup> January 2025.