



World Fair Trade Organization - Europe (WFTO-Europe), asbl,
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WFTO-Europe Interim Strategic Plan 2023-2025

WFTO-Europe's current Strategic Plan is coming to an end in the middle of 2023. Much has changed since it was passed by vote of the European WFTO membership, though the COVID-19 pandemic has abated in Europe and freight prices and delays are slowly stabilising, inflation is still making the future less reliable. Since the current Strategic Plan was introduced at the beginning of the COVID-19 pandemic, part of the work in the plan was obstructed for a longer time than initially expected. At the same time, many changes have occurred at WFTO Global, who will introduce a new Strategic Plan in 2024. The WFTO-Europe Board considers it important for the regional offices of the WFTO to be closely aligned with Global, in particular in terms of strategy, to make sure the entire WFTO speaks with one voice and our efforts all contribute to the same goals. Therefore, the WFTO-Europe Board decided that this new Strategic Plan should be 1) an interim strategy lasting until 2025, when the following Strategic Plan will be drafted to align closely with the Plan that Global adopts in 2024; and 2) composed mainly of extensions of the goals and tasks in the current one (2020-2023).

On the basis of a consultation of the membership, by the WFTO-Europe secretariat, one additional mission relating to climate has been included in the new Plan (highlighted in blue). Further, the new Plan follows the *Objectives-Key Results* (OKR) framework: This means that the strategy is translated into a range of objectives, which are overarching goals we want to achieve. Under each objective a number of Key Results are then defined, which are all measurable or quantifiable, and achieving these will (in theory) lead to the attainment of the given objective. This is to better operationalise the plan and make it easier to measure and track progress on the tasks.

OUR SPECIFICITIES AS THE GLOBAL WFTO MOVEMENT

- The only global network which represents the entire supply chain from the production to sales.
- A membership organization of producers, retailers and importers organisations 100% committed to FT and fully involved in the governance of the network.
- A network that advocates for more equity in trade and supports FT market development. WFTO is not only a label but also a political movement.
- The owner of a credible, sustainable and affordable FT Guarantee System.

OUR SPECIFICITIES AS WFTO-EUROPE

- The representative of European Fair Trade Enterprises, including importers, retailers, world shops and national platforms/networks. A European network that speaks out for Fair Trade Principles and values.
- A raising awareness movement directly in contact with European citizens.
- A European Fair Trade movement aimed at influencing EU institutions and policies.
- A network that works with other like-minded movements to make Fair Trade principles more included in other sectors and vice versa.
- A network that cooperates with innovative business practices and models to foster systemic change.



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Vision

WFTO-Europe has a vision of a world in which trade structures and practices have been transformed to work in favour of small and economically marginalised producers and artisans, working according to the 10 Fair Trade principles, and to achieve sustainable development and justice within the planetary boundaries. WFTO-Europe aims at building a fairer world for everyone, where fair trade and trade justice are the keystones for the transformation into a fair and sustainable economic model.

Mission

- To advocate for social equity and environmental justice in trade policies and practices at European level.
- To strengthen Fair Trade in and beyond Europe through a strong representation, communication and integration in broader discussions and networks, in order to push for the transformation towards a fair and sustainable economic system.
- Guarantee FT standards and values through the implementation of a credible and sustainable Fair Trade system.
- Contribute to increase and facilitate the market access in Europe for WFTO-members.
- [Promote nature-inclusive and climate-mitigating practices throughout supply chains \(emphasising the role of climate action in FT as part of promoting social and environmental sustainability\)](#)

- Objectives:

- To become a leading and robust umbrella organisation for the committed Fair Trade Organisations (FTO) and entrepreneurs in Europe (members network support, FT Guarantee system, communication, campaigns)
- Make Fair Trade more attractive: by upscaling Fair Trade practices in Europe and create (together with the members) more market access for Fair Trade producers (capacity building, advocacy)
- To advocate for more trade justice within other sectors, like environmental, social-economy and cooperative federations (external networking, research, communication)
- To take an active role in tackling climate change within the Fair Trade community



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- Strategy:

1. Network: Promote
2. Outreach
3. Advocacy

Objectives and Key Results are ordered by descending order of priority. Those with a lower number will be prioritised first in case capacity of the secretariat does not suffice to work on all of them. Naturally, the three areas of Network, Outreach and Advocacy are prioritised equally, so O.1, O.5 and O.9 have, in principle, the same level of priority (as an example).

	Objective	Key Result		
		#1	#2	#3
1. Network				
O.1	Reinforcing the WFTO-Europe network that helps its members strengthen their fair trade activities	Organisation of Biennial Conference: Physical space for members to exchange, network and discuss key topics for the future of the organization (in 2023 and in 2025)	Introduce WFTO members to at least 3 other movements that have common goals and may be interesting for collaborations between their members and our members	Identify key challenges for members through a survey, and set up a working group if there are 5 or more members with the same or similar challenges so they can help each other in finding solutions
O.2	WFTO-Europe will be the network that best represents European enterprises engaging in Fair Trade	Growing European membership by 10% per year	Increase no. of members that engage with/are Northern Producers (partially or fully) by 5 per year	Present about the added value of WFTO membership at three social enterprise networking events
O.3	WFTO supports its members to make their businesses (more) climate friendly	Annually, at least 2 members who are leaders in climate friendliness share their best practices on this topic (e.g. by webinar)	Support members in reinforcing the messages that Fair Trade is essential to combat climate change with research (internal or external) that supports this	



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2. Outreach				
O.5	Our members are our ambassadors and communicate strongly about WFTO and the GS	Produce at 4 newsletters per year to update members on relevant news and developments	On World Fair Trade Day (or during that week), at least 25% of European members will communicate about the importance of the movement on their channels.	Emphasise the message about the added value of the WFTO label and the unique aspects of the GS and why they are relevant to consumers, include this in the toolkit and share a strong message on this topic on our social media every quarter
O.6	Reinforce members' capacities for awareness-raising activities	3 written materials for members co-created with (WG of) members (e.g. on occasion of IWD, WFTDay, etc.)	33% of members participating in/providing input for Global campaigns (e.g. IWD or WFTDay)	
O.7	Promote how FT has positive impact on SDGs	Publish Members' Review once/year with at least 6 members for each publication	Showcase best practices of WFTO(-Europe) members of relevance for the HREDD/CSDDD debate (at least 5 targeted communications/smaller publications)	
3. Advocacy				
O.9	Be a meaningful participant in promoting trade justice and SDGs at European level	Participate in 5 joint position papers/publications on WFTO or FT movement's demands on HREDD and/or climate justice	Participate in 5 meetings with EC/EU-related bodies/officials on SEAP, Green Deal, F2F, or CSDDD	
O.10	Play a more active role in debates on FT-related topics by cooperation with Global and FTAO	Collaborate with the FTAO on 5 events targeting EU policy-makers/EC	Collaborate with FTAO on 3 publications highlighting best practices of WFTO(-Europe) for implementing HREDD	