



Toward New Horizons:
Fair Trade Federation Strategic Plan
2008-2013

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Fair Trade Federation Strategic Plan

Table of Contents

I.	Executive Summary	3
II.	History of the Federation	4
III.	Process Overview	4
IV.	Mission and Visions	5
V.	Values	6
VI.	Goals and Objectives	7
VII.	Activities	8
VIII.	Acknowledgements	15
IX.	Appendix One: Guidelines for the Strategic Planning Process	16

Executive Summary

Over the course of its history, the Fair Trade Federation (FTF) has enjoyed ever-increasing awareness of its work and a growing willingness by entrepreneurs to commit to fair trade principles. The past few years in particular have brought remarkable growth in the Federation's membership and enhanced capabilities to serve members' needs. In its first 15 years, the Federation remained challenged by insufficient internal systems and widely varying concepts about the most effective role for the organization. Looking toward the future, FTF expects to be a recognized trade association of member organizations who share the values of, and investment in, fair trade. To craft this Vision and determine how best to achieve these Goals, the Federation embarked on a Strategic Planning Process between January and August 2008.

During the Process, FTF debated the merits of a variety of roles, including that of a business bureau, a certification body, a public education organization, and a home to the wider movement. By choosing the mission of a trade association that strengthens and promotes North American organizations fully committed to fair trade, FTF seeks to complement the work already done by organizations focused on agricultural product certification (TransFair USA, TransFair Canada, and other Labelling Organizations) and consumer education (Fair Trade Resource Network), and take its place among international fair trade organizations.

With limited financial and human resources, the Federation cannot fulfill all of the roles asked of it. FTF has committed to the role of a trade association as its most effective way to add value to the work of fully committed organizations in North America and to build a strong community among trading organizations.

Between January and August 2008, FTF collected a broad spectrum of information about the opportunities open to the Federation through electronic surveys of 163+ members, six in-person meetings with a total of 75 individuals, and interviews with 32 external stakeholders. Through its analyses, FTF gradually focused on four Goals needed to create its desired type of positive change:

1. Create and Sustain a Collaborative Community of Members
2. Strengthen Fair Trade Organizations
3. Promote Member Organizations and Differentiate Fully Committed Businesses
4. Build and Maintain Strong Organizational Infrastructure

Through its Values, Goals, Objectives, and Activities, the Federation articulates and seeks to spread a theory of change distinct from other organizations both within and outside the fair trade movement:

- The importance of a deep commitment to the principles of fair trade in creating sustainable positive change
- The strength of a community working together throughout the supply chain, and
- The need to continually ask questions and improve one's work.

At the end of this Strategic Planning Period in 2013, FTF hopes that key actors, including consumers, buyers, partner organizations, artisans, farmers, producers, and others, will look beyond labels or introductory commitments to responsible business behavior and find a community of viable FTF members, supported by a fully functional FTF central office, who clearly demonstrate the ways that trade can help to alleviate poverty, reduce inequality, and create opportunities for people to help themselves. As a result of FTF's work, fully committed fair trade organizations in North America will significantly and continually increase their sales of products from the most marginalized artisans, farmers, and producers.

FTF has always been and will continue to be strengthened by the diversity of its members and partners. Through the combined efforts of staff, board members, the general membership, and partner organizations, the Federation will contribute to the creation of a world in which all people have viable economic options to meet their own needs and in which the practice of trade that values the labor and dignity of all people has expanded significantly.

History

The Fair Trade Federation (FTF) traces its roots to the late 1970s when alternative trading organizations began holding yearly conferences. In 1994, the group incorporated formally as the North American Alternative Trade Organization; and, the following year changed its name to the Fair Trade Federation. Between 2000 and 2006, the Federation contracted Co-op America to handle its administrative and programmatic functions until, in October 2006, FTF had the capacity to hire a full-time staff member to reestablish independent operations.

Process Overview

Over the course of its 15-year history, the Federation has been called upon to play many roles. Today, as its membership grows and awareness of fair trade expands, FTF finds itself in a rapidly changing landscape.

In order to thoughtfully create a future direction that will enjoy widespread support among members and other stakeholders, FTF embarked on its Strategic Planning Process in January 2008. Guiding principles for the Process were designed so that it would not only answer key questions, but also develop deeper levels of trust among the membership, board, and staff and create more effective systems of information-gathering and decision-making (see Appendix One). The Process sought to capitalize on the opportunities created by this new landscape and to answer core questions with which FTF has been wrestling for many years, including:

- What is the core identity of FTF as an organization? What should it stand for?
- What should FTF's role be in the fair trade movement?
- What should FTF membership mean?
- How can FTF be of greatest use to its members?

In December 2007, Ora Grodsky of Just Works Consulting was engaged to facilitate and help guide the Planning Process. In January 2008, a Strategic Planning Committee (SPC)¹ was convened. The role of the committee was to develop a Process by which to determine FTF's strategic direction, outline the critical questions to be answered, determine stakeholder involvement, interpret data, and draft FTF's Mission, Vision, Values, Goals, Objectives, and other elements for Board approval, while seeking maximum engagement and input from members.

The first stage of the Process analyzed FTF's Strengths, Weaknesses, Opportunities and Challenges. Between January and February 2008, data collected through an online membership survey (163 respondents), six membership meetings (75 participants), and interviews with 32 external stakeholders.²

Using this information, the SPC crafted Guiding Ideas (Values, Purpose, and Identity) for FTF. Then, a second survey collected members' opinions on these drafts. At the annual FTF conference in April, the revised Ideas were presented and 73 people from 46 member organizations considered possible Goals and Objectives that could be derived from these Ideas. Based on the suggestions generated at the conference, the SPC drafted three-to-five year Goals and Objectives. A third members' survey in May gathered feedback on the Goals and Objectives and offered members the opportunity to suggest activities to achieve these Goals. The SPC met one last time in June to finalize the proposed elements of the Strategic Plan, including one, two, and three-to-five year Activities, which were submitted to the membership for feedback in July and August 2008 via a final electronic survey. On August 21, 2008, the Fair Trade Federation Board adopted the Strategic Plan at its meeting in New York City.

¹ The Strategic Planning Committee consisted of Board Members Marcie Boyer of Flavours of Life, Doug Dirks of Ten Thousand Villages, Seth Petchers of Oxfam America, and Kevin Ward of Global Crafts and non-board members Monika Firl of Cooperative Coffees, Carrie Hawthorne of Partners for Just Trade, and Kristin Johnson of Global Mamas, as well as FTF's executive director, Carmen K. Iezzi

² Interviews included representatives of the International Fair Trade Association, Fair Trade Labelling Organization, Fair Trade Resource Network, TransFair USA, TransFair Canada, Catholic Relief Services, Lutheran World Relief, Heifer International, Comparte, Levi Strauss, Green Mountain Coffee, CRECER, Root Capital, CEPICAFE, the Business Alliance for Local and Living Economies, the British Association of Fair Trade Shops, CoOp America, Specialty Coffee Association of America, Asia Fair Trade Forum, Cooperation for Fair Trade in Africa, Social Venture Network, Oxfam America, members of the FTF Screening Committees, former staff and members of the FTF Board, and others.

Mission

The Fair Trade Federation is a trade association that strengthens and promotes North American organizations fully committed to fair trade.

The Federation is part of the global fair trade movement, building equitable and sustainable trading partnerships and creating opportunities to alleviate poverty.

Long-Term Vision

The Fair Trade Federation envisions a just and sustainable global economic system in which purchasing and production choices are made with concern for the well-being of people and the environment, creating a world where all people have viable economic options to meet their own needs. We seek to alleviate poverty by continually and significantly expanding the practice of trade that values the labor and dignity of all people.

Organizational Vision (3-5 Years)

The Fair Trade Federation (FTF) is a trustworthy, credible, and recognized trade association of members who share the values of and investment in fair trade. As a result of FTF's work, fully committed fair trade organizations in North America significantly and continually increase their sales of products from the most economically marginalized artisans/farmers/producers.

The Fair Trade Federation is a valuable tool for members to strengthen their businesses and inspire others to commit to fair trade. FTF is a collaborative community whose members and partners support each other, learn together, and harness their power to grow.

Values

The Federation holds the following as its organizational values:

- **Trade as a Force for Positive Change**

We value trading relationships that distribute power, risks and rewards more equitably. We believe that trade should be used as a tool to help alleviate poverty, reduce inequality and create opportunities for people to help themselves. Trade should promote fair compensation, safe and healthy conditions, direct and long-term relationships, transparent business practices, and workplaces free from discrimination and forced child labor. When trade encompasses these practices, the lives of all people and their communities improve.

- **Respectful Partnerships**

We celebrate the contribution and value of all people in the supply chain and recognize the dignity of each person and organization in our interactions and relationships. We believe that people have a right to participate in the decisions that affect their lives based on open sharing of information.

- **Community**

We value communities grounded in trust, moral support, cooperation, and a sense of belonging, making us stronger individually and as a whole. We value the global fair trade movement, recognizing that we are intrinsically interdependent, and believe that our unified voices convey a powerful message.

- **Sustainable Practices**

We value continuous improvement and application of economic, social, cultural, and environmentally sustainable practices. We embrace the United Nations' definition of sustainability "to meet the needs of current generations without compromising the ability of future generations to meet their own needs."

- **Fullest Commitment**

We believe that credibility comes from demonstrating, through open and transparent interactions, the promises we make. We have a responsibility to maintain the highest standards and expectations of ourselves; and, we value organizations that aspire to fully embrace fair trade principles.

- **Consumer Knowledge**

We value the impact that comes from empowering consumers with knowledge. We believe that when people understand that trade can be a force for positive change they will use their purchasing power to improve the lives of people and communities.

Goals and Objectives

Goal One – Create and Sustain a Collaborative Community

- 1.1 Develop and maintain clear criteria for FTF membership
- 1.2 Create clearer and more thorough systems for screening and re-screening members and addressing member grievances
- 1.3 Assemble members through national conferences and regional gatherings
- 1.4 Support the enhancement of a global network of fair trade organizations and the international standardization of fair trade expectations through strategic partnerships with other organizations
- 1.5 Facilitate methods for members to share information, ideas, and best practices

Goal Two – Strengthen Fair Trade Organizations

- 2.1 Facilitate access to business skills training and financing for members' businesses
- 2.2 Sponsor national and regional programming and publications on key topics
- 2.3 Provide information for businesses to move toward a full commitment to fair trade
- 2.4 Provide a benefits package for members through strategic partnerships

Goal Three – Promote Member Organizations and Differentiate Fully Committed Businesses

- 3.1 Increase market share of FTF members
- 3.2 Facilitate collaborative marketing campaigns toward key audiences
- 3.3 Strengthen and promote the FTF brand
- 3.4 Illustrate the impact FTF members have on producer communities
- 3.5 Illustrate the impact FTF members have on broader initiatives (such as the Millennium Development Goals and climate change)

Goal Four – Build and Maintain Strong Organizational Infrastructure

- 4.1 Develop a robust membership base that increases significantly each year while maintaining our commitment to our standards and values
- 4.2 Secure diverse sources of revenue to meet the programmatic and administrative needs of the Federation
- 4.3 Build and maintain robust operational systems and physical infrastructure
- 4.4 Continually evaluate and adjust staffing requirements to support the needs of the Federation
- 4.5 Have effective governance structures and operations including a vibrant Board and engaged membership

Goal One - Create and Sustain a Collaborative Community of Members

1.1 Develop and maintain clear criteria for FTF membership

Year One Activities: Summer 2008 – December 2009

- 1.1.1 Develop a committee to review overriding principles for membership
- 1.1.2 Develop a committee to propose clear criteria for four membership categories: retail, wholesale, commodity, cafés

Year Two Activities: January 2010 – December 2010

- 1.1.3 Develop and reach out to new categories of membership (if appropriate)
- 1.1.4 Conduct rigorous evaluations of current members

Year Three+ Activities: January 2011 – December 2011 and Beyond

TBD

1.2 Create clearer and more thorough systems for screening and re-screening members and addressing member grievances

Year One Activities: Summer 2008 – December 2009

- 1.2.1 Develop a committee to recommend clear and transparent systems to Evaluate membership categories and principles (retail/wholesale/commodity/cafés)
 - Review current screening/rescreening processes
 - Develop clear and transparent rescreening criteria and processes for each category (see above)
 - Develop procedures for handling appeals for applicants and challenges of current members
 - Solicit membership input/feedback on criteria/categories.
 - Create a feedback form/scorecard for applicants

Year Two Activities: January 2010 – December 2010

- 1.2.2 Develop programs to support applicants and members in their efforts to meet membership requirements

Year Three+ Activities: January 2011 – December 2011 and Beyond

TBD

1.3 Gather members through national conferences and regional gatherings

Year One Activities: Summer 2008 – December 2009

- 1.3.1 Host annual meeting as a celebration through which members feel deep sense of community and have an opportunity to learn and network
- 1.3.2 Increase conference attendance by 100 attendees over 2008
- 1.3.3 Host regional gatherings for members to discuss what they can do to make the strategic plan successful

Year Two Activities: January 2010 – December 2010

- 1.3.4 Host annual meeting as a celebration through which members feel deep sense of community and have an opportunity to learn and network
- 1.3.5 Increase conference attendance by 100 attendees over 2009
- 1.3.5 Host regional gatherings in the Eastern, Western, and Midwestern regions of the US or Canada

1.3.6 Increase collaboration with existing non-FTF members groups through gatherings in the Eastern, Western, and Midwestern regions of the US and Canada

Year Three+ Activities: January 2011 – December 2011 and Beyond

1.3.7 Host annual meeting as a celebration through which members feel deep sense of community and have an opportunity to learn and network

1.3.8 Increase conference attendance by 100 attendees over 2010

1.3.9 Host gatherings in every region of North America

1.4 Support the enhancement of a global network of fair trade organizations and the international standardization of fair trade expectations through strategic partnerships with other organizations

Year One Activities: Summer 2008 – December 2009

1.4.1 FTF representatives participate strategically in international fora about the fair trade movement in order to unify our message, strengthen the impact of our work, and avoid the duplication of efforts

1.4.2 Determine future relationship/affiliation w/IFAT

1.4.3 Identify other strategic allies and enter into communication with them

Year Two Activities: January 2010 – December 2010

1.4.4 Deepen collaboration with strategic partners

Year Three+ Activities: January 2011 – December 2011 and Beyond

TBD

1.5 Facilitate methods for members to share information, ideas, and best practices

Year One Activities: Summer 2008 – December 2009

1.5.1 Increase the opportunities for formal/informal mentoring at the annual conference

1.5.2 Create talking points and common language about fair trade, FTF, products, and other key issues

1.5.3 Increase use of technology to encourage member-to-member interaction

Year Two Activities: January 2010 – December 2010

1.5.4 Pilot small group mentoring

1.5.5 Create a clearinghouse for members with basic fair trade information and practices

1.5.6 Compile information about key fair trade topics and developments in fair trade

1.5.7 Create an open-source knowledge database for members' best practices

Year Three+ Activities: January 2011 – December 2011 and Beyond

1.5.8 Conduct and publish strategic analyses of the fair trade supply chain, including information on how to improve key hinge points in the chain

1.5.9 Expand small group mentoring

Goal Two - Strengthen Fair Trade Organizations

2.1 Facilitate access to business skills training and financing for members' businesses

Year One Activities: Summer 2008 – December 2009

- 2.1.1 Increase the number of skills-based seminars at conference for all levels
- 2.1.2 Pilot web-based seminars for intermediate level businesses
- 2.1.3 Cultivate strategic alliances with alternative finance organizations for member financing

Year Two Activities: January 2010 – December 2010

- 2.1.4 Cultivate strategic alliances with those who could manage a revolving member loan fund
- 2.1.5 Increase the number of web seminars over 2009 numbers
- 2.1.6 Increase the number of skills-based seminars at conference for all levels

Year Three+ Activities: January 2011 – December 2011 and Beyond

- 2.1.7 Increase the number of web seminars per year over 2010 numbers
- 2.1.8 Increase the number of skills-based seminars at conference for all levels

2.2 Sponsor national and regional programming and publications on key topics

Year One Activities: Summer 2008 – December 2009

- 2.2.1 Host annual meeting as a celebration through which members feel deep sense of community
- 2.2.2 Regional gatherings for members to discuss what they can do to make strategic plan successful
- 2.2.3 Revive published market information (ex. Trends Report)

Year Two Activities: January 2010 – December 2010

- 2.2.4 Host annual meeting as a celebration through which members feel deep sense of community
- 2.2.5 Enhance the training provided in conjunction with annual conference
- 2.2.6 Host regional gatherings (East, Midwest, and West in US and Canada)
- 2.2.7 Enhance the training provided in conjunction with regional meetings
- 2.2.8 Convene Fair Trade Leaders' Forum under FTF umbrella
- 2.2.9 Publish market information (ex. Trends Report)

Year Three+ Activities: January 2011 – December 2011 and Beyond

- 2.2.10 Host annual meeting as a celebration through which members feel deep sense of community
- 2.2.11 Host gatherings in every region of North America
- 2.2.12 Convene Fair Trade Leaders' Forum
- 2.2.13 Publish market information (ex. Trends Report)

2.3 Provide information for businesses to move toward a full commitment to fair trade

Year One Activities: Summer 2008 – December 2009

- 2.3.1 Develop and promote case studies demonstrating FTF principles through members' best practices

Year Two – January 2010 – December 2010

2.3.2 Create an information packet for potential members

Year Three - January – December 2011 and Beyond

2.3.3 Create database of fair trade-focused consulting services

2.3.4 Offer seminars at conferences for prospective members regarding how to move to a full commitment

2.4 Provide a benefits package for members through strategic partnerships

Year One Activities: Summer 2008 – December 2009

2.4.1 Analyze existing member benefits

2.4.2 Investigate the standard benefits which trade associations provide

2.4.3 Actively publicize member benefits to members

Year Two Activities: January 2010 – December 2010

2.4.4 Increase member benefit package by cultivating members-only access to sales channels and discounts

2.4.5 Investigate healthcare benefits for members and implement as appropriate

Year Three+ Activities: January 2011 – December 2011 and Beyond

2.4.6 Investigate (and, as appropriate, develop) additional member benefits, possibly including retirement plans and investment packages

Goal Three - Promote Member Organizations and Differentiate Fully Committed Businesses

3.1 Increase market share of FTF members

Year One Activities: Summer 2008 – December 2009

3.1.1 Collect mailing list for trade buyers

3.1.2 Collect mailing list for consumers

3.1.3 Produce and distribute monthly electronic communication to buyers

3.1.4 Produce and distribute monthly electronic communication to consumers

3.1.5 Identify the benchmarks to determine current FTF market share

3.1.6 Expand exposition at the annual FTF conference to more closely resemble a trade show

Year Two Activities: January 2010 – December 2010

3.1.7 Define inclusive and fair policy on advertising fees/opportunities

3.1.8 Build mailing lists of buyers and of consumers

3.1.9 Regularly send newsletters and updates to buyers and to consumers

3.1.10 Develop additional outreach materials for members to use

Year Three+ Activities: January 2011 – December 2011 and Beyond

3.1.11 Regular production of print and electronic publications

3.1.12 Regular advertising program in emails and publications for consumers and for buyers

3.1.13 Investigate (and if appropriate develop) web-based e-commerce site for member sales direct to consumers

3.2 Facilitate collaborative marketing campaigns toward key audiences

Year One Activities: Summer 2008 – December 2009

- 3.2.1 Modify the search function on the FTF website directory to more effectively group members
- 3.2.2 Run at least one cooperative advertising initiative at a non-FTF event

Year Two Activities: January 2010 – December 2010

- 3.2.3 Coordinate member co-operative advertisements

Year Three+ Activities: January 2011 – December 2011 and Beyond

- 3.2.4 Nationally coordinated member co-operative advertising campaign

3.3 Strengthen and Promote the FTF Brand

Year One Activities: Summer 2008 – December 2009

- 3.3.1 Lay preliminary groundwork for FTF marketing campaign
- 3.3.2 Effectively communicate logo policy, FTF branding, and Strategic Plan to members
- 3.3.3 Ensure all members link their websites to the FTF website
- 3.3.4 Ensure all members use the FTF member logo on their websites
- 3.3.5 Share best practices for differentiating FTF members within policy guidelines
- 3.3.6 Create general brochure for FTF

Year Two Activities: January 2010 – December 2010

- 3.3.7 Develop and pilot FTF marketing plan
- 3.3.8 Research outreach to other networks as appropriate
- 3.3.9 Conduct targeted and collected outreach to strategic multipliers
- 3.3.10 Develop and increase PR for FTF and members
- 3.3.11 Increase public awareness of the differentiation of fully committed fair trade
- 3.3.12 Work with key allies to produce consumer materials/education
- 3.3.13 Propose and host panels on fair trade at major conferences within the interior design and sustainable hospitality industries

Year Three+ Activities: January 2011 – December 2011 and Beyond

- 3.3.14 Run full outreach program to promote FTF
- 3.3.15 Run full marketing campaign to promote FTF
- 3.3.16 Consider celebrity spokesperson
- 3.3.17 Increase number of compatible networks with which we are connected

3.4 Illustrate the impact FTF members have on producer communities

Year One Activities: Summer 2008 – December 2009

- 3.4.1 Gather and promote available FTF member success stories and data on their impact on producer communities
- 3.4.2 Define key data needed to demonstrate members' impact on producer communities
- 3.4.3 Develop partnership with university departments to research the impact of members on producer communities

Year Two Activities: January 2010 – December 2010

- 3.4.4 Partner with outside researchers to collect data on the impact of members on producer communities

Year Three+ Activities: January 2011 – December 2011 and Beyond

3.4.5 Publish results of third party study on the impact of members on producer communities

3.5 Illustrate the impact FTF members have on broader initiatives (such as the Millennium Development Goals and climate change)

Year One Activities: Summer 2008 – December 2009

3.5.1 Gather and promote available FTF member success stories and data on their impact on broader initiatives

3.5.2 Define key data needed to demonstrate members' impact on broader initiatives

3.5.3 Develop partnerships with university departments to research the impact of members on broader initiatives

Year Two Activities: January 2010 – December 2010

3.5.4 Partner with outside researchers to collect data on the impact of members on broader initiatives

Year Three+ Activities: January 2011 – December 2011 and Beyond

3.5.5 Publish results of third party study on the impact of members on broader initiatives

Goal Four - Build and Maintain Strong Organizational Infrastructure

4.1 Develop a robust membership base that increases significantly each year while maintaining a commitment to FTF's standards and values

Year One Activities: Summer 2008 – December 2009

4.1.1 Regularly screen new applicants

4.1.2 Understand how much it costs us to maintain a member

4.1.3 Evaluate (and, as appropriate, revise) fee structures for categories of members

Year Two Activities: January 2010 – December 2010

4.1.4 Regularly screen new applicants

4.1.5 Actively recruit members through Leaders' Forum

4.1.6 Build up café network

Year Three+ Activities: January 2011 – December 2011 and Beyond

4.1.8 Regularly screen new applicants

4.1.9 Actively recruit members

4.1.10 Build up café network

4.2 Secure diverse sources of revenue to meet the programmatic and administrative needs of the Federation

Year One Activities: Summer 2008 – December 2009

4.2.1 Board will develop a fundraising plan

4.2.2 Investigate seeking 501c3 status

Year Two Activities: January 2010 – December 2010

4.2.3 Examine "Friends of" mechanism for individuals

4.2.4 Implement revenue generating activities

Year Three+ Activities: January 2011 – December 2011 and Beyond
TBD

4.3 Build and maintain robust operational systems and physical infrastructure

Year One Activities: Summer 2008 – December 2009
4.3.1 Evaluate physical infrastructure <Board>

Year Two Activities: January 2010 – December 2010
4.3.2 Evaluate physical infrastructure <Board>

Year Three+ Activities: January 2011 – December 2011 and Beyond
4.3.3 Evaluate physical infrastructure <Board>

4.4 Continually evaluate and adjust staffing requirements to support the needs of the Federation

Year One Activities: Summer 2008 – December 2009
4.4.1 Analyze HR needs and propose HR plan <Executive Director>
4.4.2 Add one staff person
4.4.3 Consistent support and evaluation of the Executive Director <Board>

Year Two Activities: January 2010 – December 2010
4.4.4 Evaluate levels of staffing and augment as appropriate
4.4.5 Consistent support for and evaluation of the Executive Director by the Board

Year Three+ Activities: January 2011 – December 2011 and Beyond
4.4.6 Evaluate levels of staffing and augment as appropriate
4.4.7 Consistent support for and evaluation of the Executive Director by the Board

4.5 Have effective governance structure and operations including a vibrant board and engaged membership

Year One Activities: Summer 2008 – December 2009
4.5.1 Govern by listening to membership and transparent communications
4.5.2 Hold annual governance training for board
4.5.3 Conduct annual board 360° evaluation
4.5.4 Evaluate and decide on proposal to increase the length of board term to three years and offer three seats up for election per year
4.5.5 Cultivate healing and closure around logo issue
4.5.6 Revise bylaws as needed to align with strategic vision and direction of FTF

Year Two Activities: January 2010 – December 2010
4.5.7 Develop producer advisory committee
4.5.8 Hold annual governance training for board
4.5.9 Conduct annual board 360° evaluation of the Federation

Year Three+ Activities: January 2011 – December 2011 and Beyond
4.5.10 Convene producer advisory committee
4.5.11 Hold annual governance training for board
4.5.12 Conduct annual board 360° evaluation of the Federation

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- *Our colleagues* within and outside the fair trade movement for their insights

Appendix One - Guiding Principles for Our Planning and Change Process

December 2007

The FTF Strategic Planning Committee has offered the following principles to guide all of our work and decisions moving forward. We strive to honor them at every step of the process.

1. The Process will hold both the needs of fair trade producer partners and fair trade merchants as important.
2. We value the diversity of opinions and circumstances within the Federation's membership and all of our stakeholders. We will seek methods and avenues of participation at multiple levels to gather input.
3. We will strive to honor the interests of FTF's membership both during the process and in the final plan.
4. We are committed to honest self-reflection regarding who we are and the impact of what we and FTF do.
5. We acknowledge this work requires the efforts, energies, and commitment of all of us and are dedicated to participating to our fullest ability.
6. We acknowledge that doing things differently can be hard and we strive to treat each other honestly and with care as we go through this process. We are committed to a process and results that are rooted in relationship and integrity.
7. We will strive to make recommendations that will advance the long-term organizational interests of FTF as a whole.
8. The committee strives for consensus, but will default to a 2/3 supermajority in cases where consensus cannot be reached.

Decision Making

The planning committee will draft proposals for board approval, based on the input of members and other stakeholders. The FTF Board will be the final decision-making body for the strategic plan.