



TRAINERS' MANUAL

ON PROJECT MANAGEMENT FOR

PRODUCER ORGANIZATIONS (POs)



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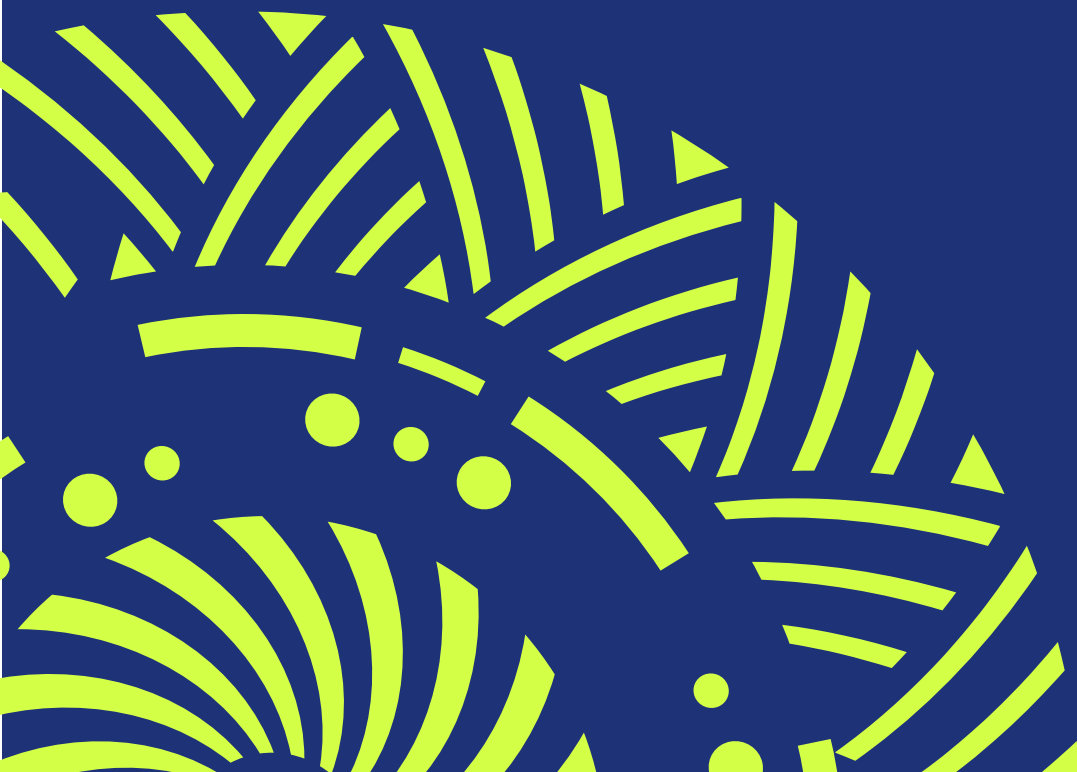
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List of Acronyms

FLO	Fairtrade Labelling Organization
FP	Fairtrade Premium
FPC	Fairtrade Premium Committee
GA	General Assembly
M&E	Monitoring and Evaluation
POs	Producer Organizations
SPOs	Small Producer Organizations



1.0 Introduction

1.1 What is this manual about?

This manual has been put together as standardised training material for training of Fairtrade Producer Organizations (POs) in Africa. This manual has been designed for use by trainers providing support services in strengthening and building effective POs.

The trainers reference material incorporates adult learning techniques that identify and build on experience in respect of knowledge, skills and attitudes. As in all adult training, the training would be practical, demonstrative and participatory. Mix training techniques such as presentations, structured discussions, group discussions and presentations, participatory exercises, case studies, assessment/course evaluations etc. have been incorporated into the training sessions to enable learning that is relevant, and applicable to the job situation and meet the standard requirement of Fairtrade certified Producer Organizations.

This trainer manual consists of all relevant content and information that the training wants to convey. This has been presented as a training kit providing guidelines on how to deliver the training. The content of this manual are;

- ➔ **Module 1:** Premium Management
- ➔ **Module 2:** How to choose and plan project
- ➔ **Module 3:** Writing project proposal
- ➔ **Module 4:** Action planning
- ➔ **Module 5:** Monitoring and Evaluation
- ➔ **Module 6:** Project Sustainability

1.2 How does this trainers manual work?

The trainers manual consists of three (3) modules while each of the modules contains a number of subtopics. Every topic contains the following sections;

- **Key information:** this provides an overview of the content that needs to be transferred to participants. It will not be shared with participants, but rather will serve for the trainer as an overview of what is important.

- **Additional information:** this will provide extra information that might be useful for the trainer to get a better understanding of the topic.
- **Fairtrade Standards and Compliance Criteria (if applicable):** this provides an overview of the requirements and guidance of the Fairtrade Standard and FLOCERT compliance criteria. This will ensure that all applicable requirements will be covered during the session.
- **Guidelines for the trainer:** this provides a step-by-step description on how to facilitate the session, including training methods to use, short evaluation to test learning and next step to start application.

The trainings sessions recommended for the training have been set up according to the Set up-Delivery-Finish (SDF) model. This approach is user-friendly model with a variety of training techniques to keep participants actively engaged. Training methods proposed to be used by the trainers are structured discussions, participatory exercises, peer-learning techniques, role plays, brainstorming, case study, etc. The SDF model consist of the following detailed steps:

SET UP

- Attention:** Get the attention of participants, for example by asking a question, showing something, telling a story related to the topic, etc. to gain their attention.
- Title:** The title of the topic.
- Objectives:** Explain what will be learned during this session.
- Benefits:** Explain the advantages when applying the knowledge (what is in it for them?).
- Direction:** Set the boundaries of session by explaining what will be discussed and what not

DELIVERY

- Explanation:** Provide details on the topic
- Demonstration:** Visualize the topic; use pictures, visuals, real materials but also examples and role plays. An activity to display or demonstrate knowledge or skill to be acquired by participants
- Exercise:** Get participants to do an exercise to learn through practice (doing). Learning by doing method

Guidance: Guide participants throughout the topic to ensure facilitator/trainer stay within the topic.

FINISH

Summary: Summarize the key information. The trainer just mentions the key points to participants. This can also be activity based where participants are asked to share key lessons learnt during the training.

Questions: Allow the participants to ask any question or provide additional comments.

Evaluation: Test the understanding of participants by asking questions about the key information.

Next step: Mention how the learning can be put into practice

1.3 Welcome, Opening and Introductions

Objectives:

By the end of this session, participants will:

- ☒ Introduce themselves to each other
- ☒ Be able to explain the objectives and set-up of the training
- ☒ Set objectives with respect to their own participation in the training
- ☒ Clarify expectations with respect to what the training will offer and demand
- ☒ Establish ground rules for their interaction as a group.

Time: 30 Minutes

Method: Individual presentations

Training materials: Flip chart, markers

Procedure:

1. Welcome all present to the training. Ask one person to pray
2. Trainer should introduce him/herself to participants and the name to be used during the training. Your organization, what it does, what you have been doing
3. Ask participants to introduce themselves and describe their background (apart from getting to know the participants, this will also allow a quick assessment of the level of knowledge, skills and experience of participants in terms of knowledge translation).
4. Trainer invites participants to share their expectation during the training. List them on the flip chart
5. Lead participants to set ground rules for the training and list them on the flip chart
6. Review the training programme with participants based on their expectations
7. Ask for questions about the training
8. Agree on the time schedules

2.0 Module 1: Premium Management

Module framework

Topics	Learning objectives	Time
- Understanding Fairtrade premium - Purpose of Fairtrade premium - Managing the Fairtrade Premium: The Case of Small Producer Organizations - Managing the Fairtrade Premium: The Case of Hire Labour Organizations - Uses of Fairtrade premium - Recommendations for premium use	- Understand Fairtrade premium - Manage Fairtrade premiums effectively - Explain how to use the Fairtrade premiums	2 Hours 50 Minutes

Key information to trainer:

Fairtrade certified Producer Organizations (POs) benefit from premiums once they trade their products on the Fairtrade market system with buyers on the international market. This extra price paid allows certified producers undertake lots of developmental project to the benefit of the producers and their respective communities. The projects are aimed at improving the living conditions of the marginalised producers in Africa. The ability of Producer Organizations to use the premium for its intended purposes is of much concern to the Fairtrade system.

Understanding Fairtrade premium

- The Fairtrade Premium is an amount paid to the Producer Organization in addition to the payment for their products (either at least the FLO minimum price or the relevant market price, whichever is higher). The levels of the Fairtrade Premium payments are set by Flo-cert and the amount payable is not negotiable.
- Amount:** The Fairtrade Premium is usually set somewhere between 5%-30% of the Fairtrade minimum price, and is paid per unit of Fairtrade product sold.
- Payment:** The Fairtrade Premium is paid to the Producer Organization (not to the individual members) by the Fairtrade payer (usually the exporter or the importer).

The amount of Fairtrade Premium paid to the Producer Organization must correspond to the volumes of Fairtrade product sold.

Fairtrade premium committee in the case of Small Producer Organizations (SPOs)

Large organizations are encouraged to have a Premium Committee. This is **not mandatory** but can help to improve member participation in the development of the Fairtrade Development Plan and decision making on Premium use.

The role of a Premium committee can include:

- Managing the Fairtrade Premium;
- Supporting or organizing member consultations and needs assessments;
- Developing proposals and budgets for Premium use based on these and presenting them to the General Assembly;
- Monitoring the implementing of the Premium use;
- Reporting back to the General Assembly on Premium use.



Purpose of Fairtrade premium

Fairtrade does not prescribe any specific use of the Fairtrade Premium. The decision to use the premium is left in the hands of the Producer Organizations to decide themselves on the most appropriate way to use the Fairtrade Premium.

However, Fairtrade standards do require that this decision-making and the management of the Fairtrade Premium be **accountable**, **transparent** and **inclusive** of the organization's membership. The decision making on premium use must be discussed at the General meeting and documented. The Minutes must be kept for auditors.

POs can invest the premium in economic, social or environmental development of their organization, its members and workers and their families, and the surrounding community. The Fairtrade Premium is a tool for development and empowerment.

Managing the Fairtrade Premium: The Case of Small Producer Organizations

Fairtrade producer organizations in deciding how to use premium received need to consider these basic steps as described below;



Fairtrade Premium Committee

A Fairtrade Premium Committee (FPC), with elected FPC worker members and appointed advisors from the management is created, with the purpose of managing the Fairtrade Premium (FP) for the benefits of all workers.

- The number of workers' members in the Fairtrade Premium Committee is significantly higher than the number of management advisors.
- For multi-estates, the central structure provides the certification body with an overview of the total Fairtrade

Premium income of the company, the distribution of the Fairtrade Premium to the local Fairtrade Premium Committees, and an aggregated version of the individual Fairtrade Premium Plans.

- All worker members on the Fairtrade Premium Committee (FCP) are **democratically elected** by workers. This process is in line with the terms of reference and properly documented. Management advisors **are appointed** by management.
- The composition of the Fairtrade Premium Committee reflects the composition of the workforce, taking into account gender, work areas, community membership, union membership, and where applicable, migrant, temporary/seasonal Year 3 and subcontracted workers.

Fairtrade Premium Committee terms of reference

The Fairtrade Premium Committee has and follows terms of reference, in accordance with this standard, defining:

- The aims of the Committee;
- The composition (who are the members);

- How workers' members of the Committee are elected;
- Procedures of the committee determining at least terms of office, frequency of meetings, how decisions are made, criteria for selection of Fairtrade Premium projects, documentation, and which reports should be delivered, what happens to the Committee if company is decertified or dissolved;
- Internal regulations, responsibilities, especially who is responsible for finances;
- That all decisions on Fairtrade Premium use are approved by the annual general assembly (GA) of all workers;
- The delegate system for the GA where applicable;
- How the interests of migrant and seasonal/temporary workers are taken into account;

In the case of multi-estates, there is a system for elected delegates to represent each affiliate plantation if a central FPC exists. The terms of reference **are approved** by the general assembly of workers and **made available** in appropriate languages to workers.



Fairtrade Standards and Compliance Criteria for Small Producers Organizations

Year of	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.1 You design and start implementing a process that collects and analyzes the development needs in your organization.	The intention is to ensure there is a process in place that informs your organization about the development needs. See requirement 4.1.2 on how the needs identification is connected to the Fairtrade Development Plan. **Organizations certified before 1 July 2019 have to comply with this requirement by 1 April 2021. Until then, the requirement 4.1.10 of the Fairtrade Standard for SPO Version 01.05.2011_v1.5 applies.	4.1.0.01	Written plan with all details.	Written plan with all details AND developed in participatory way (consultation) with members AND plan based on previous assessment of community needs
	2nd grade, 3rd grade			4.1.0.08	Written plan with all details.	Written plan with all details AND developed in participatory way (consultation) with members/affiliates AND plan based on previous assessment of community needs.
	2nd grade, 3rd grade			4.1.0.11	All members have an Individual Fairtrade development plan but it lacks some details	Written plans for all member organizations with all details AND developed in participatory way (consultation) with members/affiliates. AND plan based on previous assessment of community needs.

Year of	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.2 You plan and document at least one activity with the intention to promote the progress of your business, organization, members, workers, community and/or environment. The plan is called the Fairtrade Development Plan. The plan includes: • The description of the activity (what you plan to do); • The objective of the activity (why you plan to do it); • The timeline of the activity (by when you plan to do it);	Planning, implementing and evaluating the plan will stimulate and increase the participation of members in their own organization and community. Your organization has the right to choose any activities that your members agree on and are important for your particular situation, aspirations and priorities. In time you are encouraged to use the needs identification (see requirement 4.1.1) to measure the success or shortcomings of your plan and to guide your organization's planning in the future. Upon your request, Fairtrade International or Producer Networks can provide the List of Ideas for the Fairtrade Development Plan that includes activities that have been useful in other organizations. The list is only for guidance. You are encouraged to think of your own activities.	4.1.0.01	Written plan with all details.	Written plan with all details AND developed in participatory way (consultation) with members AND plan based on previous assessment of community needs.
1	2nd grade, 3rd grade	Fairtrade standard 4.1.3 You ensure that you have a Fairtrade Development Plan, which benefits all Fairtrade member organizations, and includes the total Fairtrade Premium income, the allocation system to the member organizations (if applicable), and the Fairtrade Premium decisions taken. If Fairtrade Premium is channeled to the member organizations directly, the member organizations need to develop their Fairtrade Development Plans and provide them to you	This requirement complements requirement 4.1.2	4.1.0.08	Written plan with all details.	Written plan with all details AND developed in participatory way (consultation) with members/affiliates. AND plan based on previous assessment of community needs.

Year of	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.4 You include all the activities that you plan to fund with the Fairtrade Premium in the Fairtrade Development Plan before you implement the activities.	The Fairtrade Premium is an amount paid to your organization, in addition to the payment for your products, for the realization of common goals. The Fairtrade Premium will help you implement the objectives in your Fairtrade Development Plan. It is considered best practice, when allocating Premium, to prioritize resources to strengthen your organization so it can effectively serve its members, workers and communities. Investing in the organizational sustainability can then be followed by investments to improve members' livelihoods and finally investments at community level. Please refer to the Fairtrade Premium guide for more information. Large organizations are encouraged to have a Premium Committee. This is not mandatory but can help to improve member participation in the development of the Fairtrade Development Plan and decision making on Premium use. The role of a Premium committee can include: • Managing the Fairtrade Premium; • Supporting or organizing member consultations and needs assessments; • Developing proposals and budgets for Premium use based on these and presenting them to the General Assembly; • Monitoring the implementing of the Premium use; • Reporting back to the General Assembly on Premium use.	4.1.0.05	The FDP includes all uses of the Premium according to expected income.	The FDP includes all uses of the Premium based on real income AND resources are prioritized to strengthen the organization so it can effectively serve its members, workers and communities.

Year of	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	1st grade	Fairtrade standard 4.1.7 Before you implement the Fairtrade Development Plan, you present it to the General Assembly for discussion and approval. You document the decisions. If you are a 2nd or 3rd grade organization, your General Assembly of members (or if delegate system, then of delegates) at the 2nd/3rd grade level decides on the use of the Fairtrade Premium. Delegates need to consult with the members from their respective organizations. If Fairtrade Premium is channeled to the member organizations directly, the General Assemblies of the member organizations decide on the use of the distributed Fairtrade Premium share. You ensure that the Fairtrade Premium received is channeled to the member organizations without delay according to the allocation system agreed.	The intention is to guarantee transparent and democratic decision making. Only the General Assembly is authorized to approve the content and form of the Fairtrade Development Plan. It is possible that the Fairtrade Development Plan may need to be changed in between General Assembly meetings. This might be necessary in situations where, for example, you receive more or less Fairtrade Premium money than planned or where members or the community are affected by an unexpected event and you wish to respond. If this happens, you will need to document the decisions to make the changes, and explain the changes and get ratification from the General Assembly retrospectively.	4.1.0.06	The plan was approved by the General Assembly and documented and later applied without changes or with justified changes that are approved ex-post.	The plan was approved by the General Assembly and documented and later applied without changes or with justified changes that are approved ex-post AND plenty of time was given during the General Assembly to discuss all details AND the plan was shared with members prior to the General Assembly.
1	2nd grade, 3rd grade			4.1.0.07	The Fairtrade Development Plan and Decision was approved by the General Assembly and documented and later applied without changes or with justified changes that are approved ex-post.	The Fairtrade Development Plan and decision was approved by the General Assembly and documented and later applied without changes or with justified changes that are approved ex-post AND plenty of time was given during the General Assembly to discuss all details AND details Were shared with (delegates of the) members prior to the General Assembly.

Year of	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.8 You have an accounting system that accurately tracks the Fairtrade Development Plan expenses, and in particular identifies the Fairtrade Premium transparently. You are able to prove that the Fairtrade Premium is used in line with applicable rules.		4.1.0.14	Any system that allows Tracking income and Expenditure and identify Premium but unintentional mistakes <1% found.	Up to date accounting system, possible to track Premium AND no mistakes.
				4.1.0.15	Any system that allows Tracking income and Expenditure and identify Premium but unintentional mistakes <1% found AND this holds for all Member organizations.	Up to date accounting system, possible to Track Premium AND no mistakes AND this holds for all member organizations.
1	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.9 When you complete your planned activities you update the Fairtrade Development Plan by planning at least one additional activity to be approved by the General Assembly of members	Longer term projects are encouraged. Any planned action may be extended over more than one year or may be repeated. Please refer to requirement 4.1.2 for guidance on premium use.	4.1.0.16	The activities in the plan have been finished and the organization included a new activity in the plan.	The activities in the plan have been finished and the organization included a new activity in the plan The organization included new activities in the plan AND these are chosen based on learnings from previous activities AND the organization decided on new activities in advance so the new ones are approved by the General Assembly and ready to be implemented by the time the previous one expires.

Year of	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.10 You report at least once a year on Fairtrade Premium use. You send the report on the Premium use from the previous year, three months after the General Assembly. You send the information to Fairtrade International / y Year 1 our respective Producer Network.	A template/email account will be made available close to the date of implementation.	4.1.0.33	Yes	
				4.1.0.34	Yes	
				4.1.0.35	Yes	
1	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.11 You and your members administer Premium funds responsibly. There is no evidence of favouritism or fraud in the management of the Fairtrade Premium or any activity that could jeopardize the business or certification of the company or have a demonstrable negative, structural, financial or social impact on the organization.	Examples of favouritism and fraud (deception intended for personal gain) include: special rewards for particular members, project bids that are prearranged, wasteful or not cost-effective, and favouritism for project selection.	4.1.0.23	Yes	

Year of	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
3	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.12 You report the results of the Fairtrade Development Plan to the General Assembly every year and document this presentation. In the report you answer the following questions: • Were the actions carried out yes/no? If not, why? • When? • At what cost? • Was the objective achieved or are further actions needed?	The intention of this requirement is that you and your members self-monitor your own performance against the original plan and evaluate the success of the plan. There can be several reasons why a plan was not carried out as originally planned or why it was not successful in reaching the objectives. Your members need to be informed about this	4.1.0.17	Written report presented to the General Assembly and approval is documented BUT report answers all the questions listed BUT there are small mistakes.	
				4.1.0.18	Written report answers all the questions listed BUT there are small mistakes.	Written report answers all the questions listed AND there are no mistakes AND the report makes a detailed analysis of the success of the activities carried out.
3	1st grade, 2nd grade, 3rd grade	Fairtrade standard 4.1.13 You ensure that workers also benefit from the Fairtrade Premium through at least one activity in your Fairtrade Development Plan.	The intention is that everyone involved in the production of Fairtrade products can benefit and demonstrate solidarity with their communities. Supporting workers is especially important in achieving this. Benefiting producers, workers and communities can mean any action that is directed at improving their living conditions, welfare or capacities. The actions do not need to be addressed to workers only, but can benefit workers and members alike, such as for example by addressing needs of the communities where members and workers live. Ideally, and if feasible, you would consult workers and communities annually to understand their needs and know their preferences.	4.1.0.19	The plan includes at least one activity where there is an evident and direct benefit for workers.	The plan includes at least one activity where there is an evident and direct benefit for workers AND activity defined in consultation with workers or workers' representatives AND the activity takes into consideration and caters for different needs of workers (migrant vs local, permanent vs temporary, etc.).

Fairtrade Standards and Compliance Criteria for Hire Labour Organizations

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0	Multi estate, Single plantation	Fairtrade standard 2.1.1 A Fairtrade Premium Committee (FPC), with elected FPC worker members and appointed advisors from the management is created , with the purpose of managing the Fairtrade Premium (FP) for the benefits of all workers. The number of workers' members in the Fairtrade Premium Committee is significantly higher than the number of management advisors. In the case of multi-estates there are FPCs at each affiliated plantation to the multi-estate. There may also be a central FPC at the head office.		2.1.0.01	An FPC has been created with elected worker members and appointed Advisors from management.	An FPC has been created with elected worker members and appointed advisors from management AND it is functional, well governed regular meetings take place FTP is managed transparently AND there is a good rotation system in place for FPC members
				2.1.0.02	The number of workers representatives in the FPC is higher than the number of management advisors.	The number of workers representatives in the FPC is higher than the number of management advisors AND the decision making process is transparent
	Multi estate			2.1.0.03	Either a FPC has been created at each affiliated plantation to the multi-estate or a central FPC exists at the head office.	
1	Multi estate	Fairtrade standard 2.1.2 For multi-estates, the central structure provides the certification body with an overview of the total Fairtrade Premium income of the company, the distribution of the Fairtrade Premium to the local Fairtrade Premium Committees, and an aggregated version of the individual Fairtrade Premium Plans.		2.1.0.06	An overview is available with all the required information.	An overview is available with all the required information AND includes data on Fairtrade Premium to be received.

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0		Sports Balls 2.1.2 (Sportsballs) When choosing a venue for Fairtrade Premium Committee (FPC) meetings, the needs of workers, including female workers, whose work is based away from factories and who would have difficulty travelling are taken into account.			Yes	

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
o	Multi estate, Single plantation	Fairtrade standard 2.1.4 The Fairtrade Premium Committee has and follows terms of reference, in accordance with this standard, defining: • The aims of the Committee; • The composition (who are the members); • How workers' members of the Committee are elected; • Procedures of the committee determining at least terms of office, frequency of meetings, how decisions are made, criteria for selection of Fairtrade Premium projects, documentation, and which reports should be delivered, what happens to the Committee if company is decertified or dissolved; • Internal regulations, responsibilities, especially who is responsible for finances; • That all decisions on Fairtrade Premium use are approved by the annual general assembly (GA) of all workers; • The delegate system for the GA where applicable; • How the interests of migrant and seasonal/temporary workers are taken into account; In the case of multi-estates, there is a system for elected delegates to represent each affiliate plantation if a central FPC exists. The terms of reference are approved by the general assembly of workers and made available in appropriate languages to workers.	Decisions should be made through consensus – see explanatory document for guidance.	2.1.0.08	The ToR has complete set of requirements.	The ToR has complete set of requirements AND that the requirements are clearly explained and understandable AND the ToR include a description on how consensus can be reached for decisions.
o	Multi estate, Single plantation			2.1.0.09	The ToR is followed.	
	Multi estate			2.1.0.10	Yes	
	Multi estate, Single plantation			2.1.0.11	Yes	
	Multi estate, Single plantation			2.1.0.12	Yes	

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0	Multi estate, Single plantation	Fairtrade standard 2.1.6 Fairtrade Premium payments are made directly into the established Fairtrade Premium bank account(s). If under justified circumstances Fairtrade Premium is received by your company, then you transfer it to the Fairtrade Premium account(s) as soon as possible or in justified circumstances within 30 days from the date received. Premium is adequately invoiced in a timely manner, and Premium receipts are monitored by the management representative on the FPC. For India only, this period may be extended with permission from the certification body.	A circumstance may be justified if it is preferred by the FPC or if there are legal restrictions to receiving money in a separate bank account for example. It is not justified if it is a matter of convenience to the company or trader.	2.1.0.16	FP has been transferred within the timeline.	FP is transferred immediately as soon as the company receives it AND management informs the FPC regularly on the Fairtrade Premium status.
				2.1.0.17	The management has Informed (invoiced, if it is required) the payer of the premium amount, premium account etc. within timelines and monitors Premium receipts.	RANK 4 AND management informs the FPC regularly on the Fairtrade Premium status.
				2.1.0.18	Yes	
1	Multi estate	Fairtrade standard 2.1.7 For multi-estates, the distribution principles of the Fairtrade Premium are transparent and documented in the internal regulations of the local Fairtrade Premium Committees. The distribution of Fairtrade Premium funds may be based on volumes sold or number of workers represented by the local Fairtrade Premium Committee.		2.1.0.19	All affiliate plantations receive their Fairtrade Premium shares BUT some are delayed OR some do not follow all details as defined in the distribution key.	All affiliate plantations receive their Fairtrade Premium shares on time and according to the distribution key agreed AND there is a clear procedure that allows for correct channelling of Fairtrade Premium shares.

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0	Multi estate, Single plantation	Fairtrade standard 2.1.9 All worker members on the Fairtrade Premium Committee (FPC) are democratically elected by workers. This process is in line with the terms of reference and properly documented. Management advisors are appointed by management.	All workers, regardless of nationality or residency status, including seasonal/temporary and migrant workers, are able to participate in the election of and can be nominated to the FPC. Worker members of the FPC can at any time invite external support (including union representatives) to assist in the election process and in the meetings of the FPC. If migrant or seasonal/temporary workers cannot practically be present for all meetings, then (an) elected permanent worker(s) may be chosen to represent their interests.	2.1.O.21	Yes	
				2.1.O.22	The election process is in line with the ToR and properly documented.	The election process is in line with the ToR and properly documented AND is carried out in a professional manner with adequate time provided for preparation and is well documented AND an independent observer validates the election process.
				2.1.O.23	Yes	

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
3	Multi estate, Single plantation	Fairtrade standard 2.1.10 The composition of the Fairtrade Premium Committee reflects the composition of the workforce, taking into account gender, work areas, community membership, union membership, and where applicable, migrant, temporary/seasonal and subcontracted workers.	With regard to the composition of the FPC, a fair gender representation and fair representation of the different interest groups, for example migrant or temporary workers, is crucial in order to manage the Fairtrade Premium in a way that benefits all workers without discrimination. 'Fair' should be understood to mean proportional, if possible. If seasonal/temporary workers cannot practically be present for meetings, then an elected permanent worker could be chosen to represent their interests.	2.1.0.24	The makeup of the FPC reflects the composition of the workforce.	The makeup of the FPC reflects the composition of the workforce AND is proportional AND representatives are present for those workers who cannot be present at the meetings e.g. seasonal/temporary/migrant.
0	Multi estate, Single plantation	Fairtrade standard 2.1.11 The Fairtrade Premium Committee meets regularly during working Hours. Minutes of the meetings are taken .	Frequency of meetings can take place once a month, once every 3 months, or twice a year, depending on amounts and flow of Fairtrade Premium received.	2.1.0.25	The FPC meets regularly.	
				2.1.0.26	Most Minutes can be found, even in loose sheets AND the decisions are recorded, even if not fully clear and signed.	All Minutes are found in book/file(s) and signed, decisions are recorded with total clarity and annexes are included in the book AND Minutes are registered before local authorities and/or notary public OR other situation considered best practise.

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0	Multi estate, Single plantation	Fairtrade standard 2.1.12 Your company gives information on the current Fairtrade sales to cross check against the Fairtrade Premium received at Fairtrade Premium Committee meetings. This is reflected in the Minutes together with the current Fairtrade Premium balance. All relevant books of the Fairtrade Premium account are available to all FPC members and the certification body. Your company can prove that the Fairtrade Premium is used in line with applicable rules (see 2.1.19).	High volume receipts are reported to FPC members without delay in between meetings. FPC members are made aware of commissions or other charges for the use of any bank accounts or trusts. A designated internal auditing committee is a best practice for checking relevant books of the Fairtrade Premium account. More details are provided in the Explanatory Document to this Standard.	2.1.0.27	Information on the Fairtrade sales is provided to the FPC.	
				2.1.0.28	The Fairtrade sales Information together with the Fairtrade Premium received and the Current Fairtrade Premium balance are reflected in the Minutes.	
				2.1.0.29	The relevant books are Made available and are Understand able.	The relevant books are made available and are understand able AND there is an internal audit committee in place AND the internal audit committee are active in reporting back to the FPC and the workers.

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0	Multi estate, Single plantation	Fairtrade standard 2.1.13 Management participates actively and responsibly in the Fairtrade Premium Committee through its advisors and assists and supports the workers in the administration of the Fairtrade Premium. Management advisors to the FPC have a nonvoting advisory role. They have the right to block expenditure that would violate rules for Fairtrade Premium use (2.1.17 and 2.1.19), if proposed Fairtrade Premium use is illegal, fraudulent or if it has a demonstrable negative structural, financial or social impact on the company.	Active and responsible participation of management means: • The management selects the advisors for the FPC; • Management FPC advisors attend the meetings regularly; • Management FPC advisors should facilitate but not lead the process and guide, assist, and support the workers, by sharing their know-how, experience and connections without imposing their views; • Management FPC advisors can monitor risks of favouritism and fraud and address any problems together with Fairtrade producer support. Examples of favouritism and fraud (deception intended for personal gain) include: special rewards for FPC members, project bids that are prearranged, wasteful or not cost-effective, projects that benefit one group over others, favouritism for project selection.	2.1.0.30	The management representatives in the FPC are regularly present in meetings and assist and support the workers in the administration of the Fairtrade Premium without leading the process and without imposing their views.	The management representatives in the FPC are regularly present in meetings and assist and support the workers in the administration of the Fairtrade Premium without leading the process AND the Management advisors demonstrate that while they facilitate, they do not lead the process AND management advisors proactively share their experience, knowledge and connections and monitoring risks of favouritism and fraud.
				2.1.0.31	There is evidence That management has not voted in the Fairtrade Premium plan approval.	There is evidence that management has not voted in the Fairtrade Premium plan approval AND this is clearly stated in the Meeting Minutes AND this is Clearly mentioned in the FPC ToR
				2.1.0.32	Yes	

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
3	Multi estate, Single plantation	Fairtrade standard 2.1.14 The Fairtrade Premium Committee meets and consults with the workers to understand workers' needs and to discuss project ideas regularly. These information and consultation meetings are held during working Hours and according to a meeting schedule previously approved by the management, but do not necessarily have to be held during a general assembly of all workers. The results of these meetings are recorded .	The needs of all types of workers are to be considered. In the case of migrant and temporary workers, a needs assessment of their home community should be considered to determine how best they can benefit from the Fairtrade Premium.	2.1.0.33	Meetings are held regularly during working Hours according to an Approved plan.	Meetings are held regularly During working Hours according to an approved plan AND the meeting plan ensures that all workers e.g. seasonal, migrant, are included in the consultations and discussions i.e. at different times of the year AND meetings are planned so that they are able to effectively capture and understand the needs of all categories of workers
				2.1.0.34	Most Minutes can be found, even in loose sheets AND the decisions are recorded, even if not fully clear and signed.	All Minutes are found in book/file(s) and signed, decisions are recorded with total clarity and annexes are included in the book AND Minutes are registered before local authorities and/or notary public OR other situation considered best practise

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	Multi estate, Single plantation	Fairtrade standard 2.1.15 The Fairtrade Premium Committee, as a result of the consultation with workers, prepares a yearly Fairtrade Premium plan that takes into account the needs of all the various groups of workers. The Fairtrade Premium plan contains a reasonable budget based on expected Fairtrade Premium income, which sets priorities for Fairtrade Premium use. In the course of the year the plan is adjusted if the Fairtrade Premium earnings are higher/lower than expected. The description of each project includes : • Purpose and objectives; • Target group(s)/beneficiaries (e.g. men, women or all workers, migrant and temporary workers, family members; community); • Activities: • Roles and responsibilities: • Project budget (total / annual);	The needs of all groups (e.g. including migrant and seasonal/temporary workers, women and men etc.) should be taken into account as far as possible, and the Fairtrade Premium Committee determines the best use for the Fairtrade Premium. Tools to select projects can include needs assessments, setting of priorities, feasibility studies and cost analysis. Further guidance can be found in the Explanatory Document to this Standard for the FPC.	2.1.0.35	A yearly Fairtrade Premium Plan is Prepared after Consultation with workers	
				2.1.0.36	The needs of all the various groups of workers are taken into account.	
				2.1.0.37	Budgets are there for all the projects in the Plan and are reasonably close to expected Fairtrade Premium Income and Priorities have been set.	
				2.1.0.38	The adjustment is appropriately done to reflect the change in Fairtrade Premium earning.	
				2.1.0.39	The project descriptions in the FPP include all the specified criteria.	

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	Multi estate, Single plantation	Fairtrade standard 2.1.16 Your company ensures that the Fairtrade Premium Committee leads a general assembly (GA) of all workers at least once a year. The purpose of the GA is to report on (see 2.1.18) and democratically approve the Fairtrade Premium plan (2.1.15).	It is possible that the Fairtrade Premium Plan may need to be changed in between GA meetings. This might be necessary in situations where, for example, more or less Fairtrade Premium money was received than planned, or where members or the community are affected by an unexpected event and workers wish to respond. If this happens, the FPC will need to document the decisions to make the changes, and explain the changes and get ratification from the GA of workers retrospectively. The GA should be held during the time of year when the majority of the workforce is present. A delegate system can be put in place where appropriate to ensure representation of all workers in the case of a large workforce, as defined in the terms of reference of the FPC (see 2.1.4).	2.1.0.40	The annual General Assembly took place (even if not recorded/ poorly called or recorded) OR postponed for understandable reasons.	The annual General Assemblies took place fully in line with the ToR AND the General Assembly is given plenty of time to discuss all matters.
				2.1.0.41	Yes	RANK 3 AND sufficient time is allotted for discussion on each agenda.
				2.1.0.42	Yes	
				2.1.0.43	Most Minutes can be found, even in loose sheets AND the decisions are recorded, even if not fully clear and signed.	All Minutes are found in book/file(s) and signed, decisions are recorded with total clarity and annexes are included in the book AND Minutes are registered before local authorities and/ or notary public OR other situation considered best practise.

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
1	Multi estate, Single plantation	Fairtrade standard 2.1.18 The Fairtrade Premium Committee monitors and reports annually on the activities carried out with Fairtrade Premium money and on the progress of existing projects to the general assembly of workers. The report is documented and includes at least the following information: • Details on overall Fairtrade Premium income received, expenditures and balance; • A description of each project that is planned, on-going, concluded within the last reporting cycle; • Were the activities carried out, yes or no? If not, why?	The intention of this requirement is that the FPC is accountable to the workers on the Fairtrade Premium plan, and the success of the plan can be evaluated. The report should be compiled based on the regular monitoring and evaluation of the Fairtrade Premium projects.	2.1.0.46	The annual report includes all the required details.	The report is able to demonstrate that the FPC are monitoring the projects on a regular basis AND the report goes beyond the required details and is a comprehensive document with detailed information on projects and their implementation, including photos.

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0	Multi estate, Single plantation	Fairtrade standard 2.1.19 The Fairtrade Premium benefits workers, their families and their communities through Fairtrade Premium projects that address their needs and preferences as decided and adequately justified by workers. The Fairtrade Premium is not used: • To meet any expenditure for which the company is legally responsible (e.g. health and safety requirements); • To replace existing social and environmental expenditures of the company • To cover the running costs of the company; • For costs of compliance with the requirements of this Standard or associated Fairtrade product Standards unless stated differently; • To be involved in any activity which is illegal, fraudulent, could jeopardize the business or certification of the company or have a demonstrable negative structural, financial or social impact on the company; • As salary supplements to individual workers.	Projects that involve individual disbursements of non-consumable goods are allowable when these are accessible to all workers equally. These are not payments to workers that can be seen as salary supplements.	2.1.O.47 2.1.O.50	Yes Yes	

Year of audit	Core requirement	Fairtrade standard	Standard Guidance	FLOCERT Compliance Criteria Number	FLOCERT Rank 3 (minimum needed)	FLOCERT Rank 5 (best practice)
0	Multi estate, Single plantation	Fairtrade standard 2.1.20 If workers so choose, up to 20%, and in exceptional circumstances up to 50%, of Fairtrade Premium money per year can be distributed equitably amongst all workers in cash as a Fairtrade bonus. In the case that workers choose the option to distribute some Fairtrade Premium money in cash to workers, the Fairtrade Premium Committee consults with trade union/workers' representatives to ensure that the collective bargaining process is not undermined	As with all Fairtrade Premium expenditures, cash distribution must satisfy requirement 2.1.19, be presented in the Fairtrade Premium plan (2.1.15), be democratically approved in a general assembly of workers (2.1.16), and be allowable under national legislation. Cash distribution is considered a major project and requires a risk assessment to be presented at the GA (2.1.17). The intention of the 20% limitation is to prevent that Fairtrade Premium is used to supplement regular wages, which can potentially undermine collective bargaining processes. The percentage of cash distribution may be increased to up to 50% of total Fairtrade Premium under exceptional circumstances only, such as where there is a majority of migrant workers in the work force that cannot benefit from Fairtrade Premium projects or in case of an emergency situation or other exceptional situation. In these cases, exception requests are submitted to and approved by the certification body before any additional cash distribution can take place.	2.1.O.51	Yes	
				2.1.O.52	Yes	
				2.1.O.53	Yes	
				2.1.O.54	Yes	



FAIRTRADE
AFRICA

Guidelines for the Trainer

Materials needed: Flip-sheets and markers

- ☒ LCD projector, Laptop, Projector screen
- ☒ Copies of Case study, Exercises and Templates
- ☒ Copies of assessments
- ☒ Copies of learners activities
- ☒ Copies of Fairtrade standards and compliance criteria for SPOs and HLOs

Time needed: 2 Hours 50 Minutes

Preparations: Carefully read the key information, Fairtrade Standards and Compliance guidelines in this manual, the trainees manual

- ☒ Print enough copies of supporting training materials
- ☒ Review the trainees manual and participants' materials
- ☒ Ensure that all materials required for the session are available



Note for the trainer:

Control the time especially during open discussions and try to work within time. The use of local languages is also recommended where necessary to facilitate learning, skills and knowledge acquisition. Make the training lively by engaging participants through open discussions, experience sharing, group exercises and presentations etc. Explain to participants that in an adult class there is no wrong answer to encourage them to share their views openly without any hesitation.

Session in Short

- **Set up:** 10 Minutes
- **Delivery:** 2 Hours 20 Minutes
 - ☒ Understanding Fairtrade premium
 - ☒ Purpose of Fairtrade premium
 - ☒ Managing the Fairtrade Premium: The Case of Small Producer Organizations
 - ☒ Managing the Fairtrade Premium: The Case of Hire Labour Organizations
 - ☒ Uses of Fairtrade premium
 - ☒ Recommendations for premium use
- **Finish:** 20 Minutes

Set up – 10 Minutes

Attention: Project pictures of different projects executed in a community. Ask participants to identify the projects and how it was funded. After several responses from participants ask them to identify projects in their communities that was funded by Fairtrade premiums. At this point record responses on a flip chart.

Title: Tell the title of the session: **Premium Management**

Objectives: Explain to participants that, at the end of the training session, they will be able to;

- Understand Fairtrade premium
- Manage Fairtrade premiums effectively
- Explain how to use the Fairtrade premiums

Benefits: Fairtrade certified Producer Organizations (POs) benefit from premiums once they trade their products on the Fairtrade market system with buyers on the international market. The premium is used to undertake lot of developmental projects to the benefit of the workers and their communities.

Direction: Discussions will be limited to the use of premiums to the benefit of proposed beneficiaries.

Delivery- 2 Hours 20 Minutes

Explanation, **Demonstration**, Case study, **Exercise**, **Guidance** and **Application**:

1. Write boldly on a flip chart –Premium. Ask participants the following questions
 - a. What comes to mind when you hear or see the terms?
 - b. Ask them to explain the terms in their own words
 - c. Does your organization receive premium?
 - d. Do you know what the premium is used for?

e. Do you have Fairtrade premium committee in your organization?

1. After several responses from participants, facilitate plenary discussions alongside PowerPoint presentation on understanding premium and the purposes of Fairtrade premiums. Tell participants that the Fairtrade premium is an extra amount of money received by the producers in addition to their product cost. Add that the level of premium received depends largely on the quantity of product sold to buyers in the Fairtrade system. Tell participants that the Fairtrade payer is required to pay the entire premium without any discount, and according to the payment terms and timelines as defined in the Generic Trade and product Standards. On the purposes of the premium, tell participants that Fairtrade does not prescribe any specific use of the Fairtrade Premium. The decision to use the premium is left in the hands of the Producer Organizations to decide themselves on the most appropriate way to use the Fairtrade Premium. However, Fairtrade standards do require that this decision-making and the management of the Fairtrade Premium be **accountable**, **transparent** and **inclusive** of the organization's membership. Tell participants that The Fairtrade Premium is a tool for development and empowerment and can be invested in economic, social or environmental development of their organization, its members and workers and their families, and the surrounding community.
2. Continue the lesson by telling participants that you are now going to look at how the premium is managed by Small Producer Organizations (SPOs) and Hire Labour Organizations. Tell participants that the case of SPOs will be considered first after which that of HLOs will be discussed into detail. Ask participants to share how the premium is managed in their respective SPOs. Ask them to share by using the following questions as a guide;
 - a. Who is in charge or responsible for managing premiums in your organization?
 - b. Are you satisfied how premium is managed in your organization?
 - c. Do you follow any lay down processes or procedures in managing the premium?

After several responses from participants, proceed with a presentation on the basic steps that need to be considered

to ensure that SPOs put to good use premium received. Tell participants that the process consists of needs identification, developing the Fairtrade development plan, decision making process, implementation and monitoring.

- **Needs identification** – at this stage the development needs are captured
- **Fairtrade development plan** -The Fairtrade development plan describes what producer organizations want to do, how they will do it, how much it will cost, and when it will be completed.
- **Decision making process**- Producer Organizations must consult their members on the use of the Fairtrade Premium. This is to help promote **transparency** and **democratic** processes as encouraged by the Fairtrade system.
- **Implementation**-Once the decision on proposed project is finalised the POs implement the proposed project. If the Producer Organizations do not have the requisite expertise to carry out the project, they get a service provider to carry out the project on their behalf. The selection of the service provider is done through a competitive tendering following procurement procedures.
- **Monitoring**- This involves regular checking on the status of a project and this will help to highlight problems with progress or spending that may need to be addressed.

After taking participants through the basic steps of the premium management processes for SPOs, tell them that another important aspect of premium management is accounting and reporting of how premium received were used as planned in the Fairtrade development plan. Make a presentation on this to enable participants understand what is required of them in accounting for premium used as required by Fairtrade standards and compliance criteria. After the presentations take participants through the requirements in the following standards;

- ☑ *Fairtrade standard 4.1.2*
- ☑ *Fairtrade standard 4.1.3*

- ☑ *Fairtrade standard 4.1.4*
- ☑ *Fairtrade standard 4.1.7*
- ☑ *Fairtrade standard 4.1.8*
- ☑ *Fairtrade standard 4.1.10*
- ☑ *Fairtrade standard 4.1.11*
- ☑ *Fairtrade standard 4.1.12*
- ☑ *Fairtrade standard 4.1.13*

Ask the following questions;

- a. Is your organization in compliance with these standards?
- b. Do you have any challenges in complying with these standards?

Give participants the opportunity to ask questions to clear any doubt and misconceptions about the requirements of the standards and compliance criteria's.

3. Guide participants in a group session to work on the exercise on how to conduct needs assessment using problem tree (Annex 8.1.1). The number of groups will depend on the number of participants' present using a well known approach of group formation. Go through the exercise with participants to make sure they understand what is required of them. Move round and guide participants through the process. Allow each group to present their results for discussion and clarification.
4. Review the session on how to manage Fairtrade Premium by SPOs with participants before the discussion and presentation on how HLOs manage Fairtrade Premium. Ask participants to share how the premium is managed in their respective HLOs. Ask them to share by using the following questions as a guide;
 - a. Do you have a Fairtrade premium committee in your organization?
 - b. Can you mention some of the functions of the Fairtrade Premium Committee in your organization?
 - c. Are you satisfied how premium is managed in your organization?
 - d. Do you follow any lay down processes or procedures in managing the premium?

- e. Do you know the standards and compliance criteria's regarding the use of premium in HLOs?
- f. Is your organization in compliance with the FT standards and compliance criteria's?
- g. What are some of the challenges?

After several responses from participants, proceed with a presentation on the Fairtrade Premium Committee, Fairtrade Premium Committee terms of reference, Fairtrade Premium payment terms and invoicing, Fairtrade Premium Plan and Fairtrade premium report. Give time to allow participants ask questions to clear doubt and misconceptions.

5. Proceed with a discussion and presentation on the uses of premium. Ask the following questions:
 - a. What can POs use the premium for?
 - b. What POs can not use the premium for?
 - c. Give examples of project that has been executed with premium funds

Record the responses on a flip chart for further review. Tell participants that premium should be spent in the form of projects, however a percentage of the premium funds can in times of extreme hardship and must be decided democratically.

6. Guide participants in a group session to do the exercise on the use of premiums (Annex 8.1.2). The number of groups will depend on the number of participants' present using a well known approach of group formation. Go through the exercise with participants to make sure they understand what is required of them. Move round and guide participants through the process. Allow each group to present their results for discussion and clarification.
7. Proceed the session with discussion and presentation on recommendations on how premium funds can be used for the benefit of the workers in their respective communities. Tell participants that Fairtrade premiums could be used to finance business development activities, Training and capacity building, community project and financial services to the benefit of members

of Producer Organizations and their respective communities as a whole.

8. Review the session with participants, asking them to share with the group what they have learnt during this session of the training.

Finish – 20 Minutes

Summary: Summarise the session by sharing some key lessons from the training. You can equally ask each of the participants to share what they have learnt from the training.

Questions: Ask if anyone has a question or comment.

Evaluation: Share copies of the assessment on the module with participants allowing them to take the assessment.

Next step: Tell participants to make good use of the Fairtrade premium to undertake developmental project to their benefit. Charge them to apply knowledge gained from the training to ensure good use of the premium as well as be in compliance with Fairtrade standards and compliance criteria with regards to premium management.



3.0 Module 2: How to choose and plan project

Module framework

Session	Learning objectives	Time
- Processes of choosing a project - Project beneficiaries - What are the problems - Defining objectives - How to achieve set objectives? - Planning - Budget - Assessing income generating project	- Describe the processes of choosing a project - Understand how to choose a project - Plan a premium project	2 Hours 30 Minutes

Key information to trainer

Processes of choosing a project

“A project is a planned undertaking that uses money and other resources to meet well-defined objectives through a list of necessary activities”. To select a project, Producer organizations must initiate a democratic process which involves active participation of members. The other important element is to have a formal plan to guide the implementation of the chosen project.

Who are the beneficiaries?

Fairtrade premium project are designed to benefit members, members and their families and the community. For each of the beneficiaries, there are a series of questions that can help to uncover areas that the project will make real impact in their lives.

Members



- It is good to know how many men and women will benefit, how many may need training or further education.
- It is especially good to know where members live so that selected projects really help them with their daily lives.

Members and their families



- Marital status, the number and age of the children, if these go to school or work, other family members in the household, etc.
- Housing situation; where they live (on farm, off farm), distance from the farm, in owned or rented houses, type of houses etc.

Community



- Places the members live, how many people live in each of these places and how distant they are from the farm and from each other. From this information, a map is drawn and it enables POs see who lives where and who will benefit from what.

What are the problems

Once producer organizations determine who their premium project will benefit, they move on to the next step where they identify the real problems and needs of the targeted beneficiaries. Different people have different needs and problems. There are several methods to identify problems; **the problem tree** and **the Chapatti Method**.

The Problem Tree method

Problem Trees are used to help analyze a situation and identify a core problem that needs to be addressed in the identified community. The problem tree method is ideal for gathering information about the needs of a community or what needs to be addressed in a participatory way. It helps among others to:

- Analyse a situation
- Identify issue to focus on
- Clarify the causes of a problem

Like a tree, the problem tree has three parts: the roots, a trunk, and branches.

- **The roots** represent the causes
- **The trunk** is the core problem
- **The branches** represent the effects (often the visible problem).

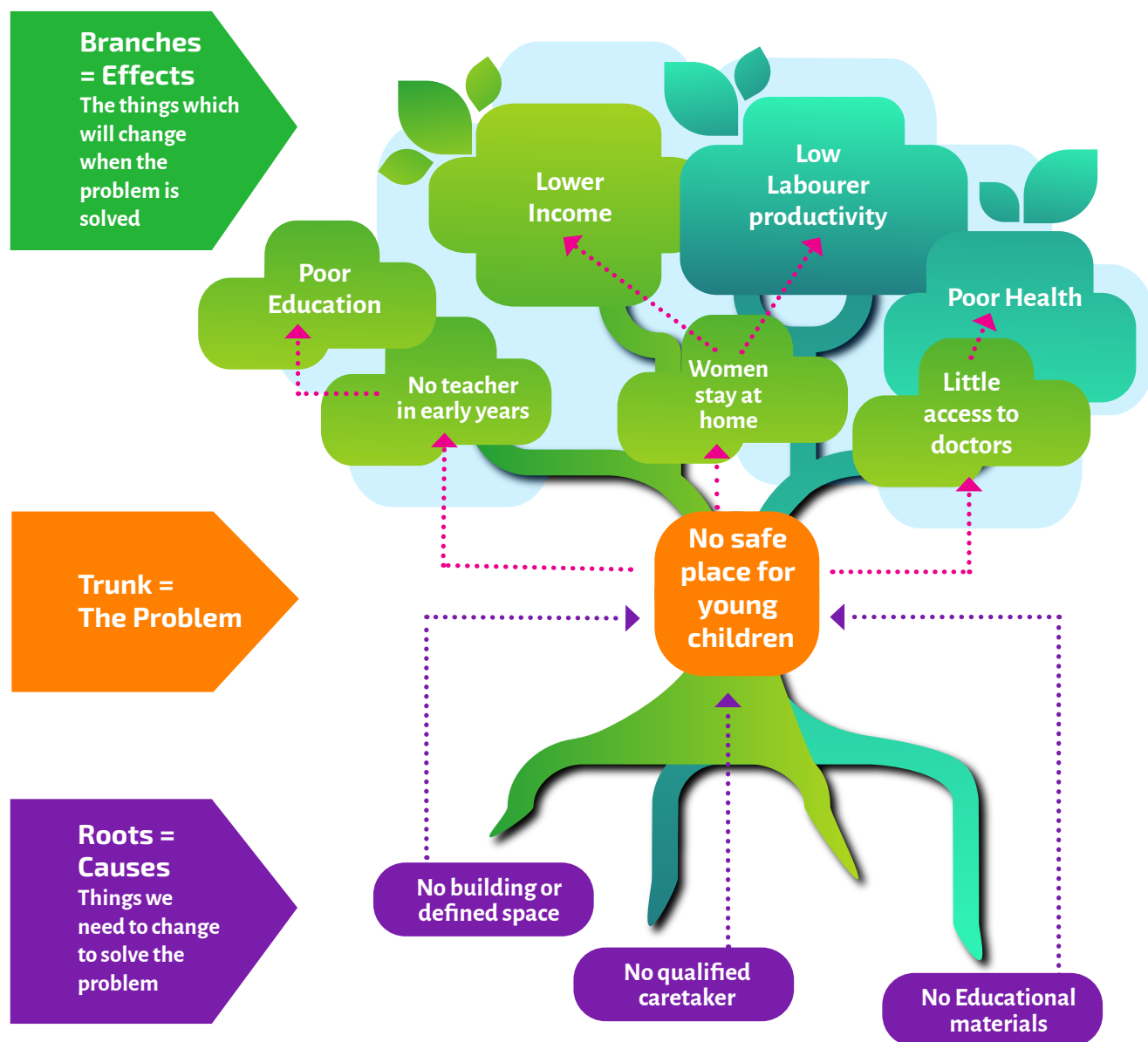
How it can be applied:

- Ask the group to state a **common problem** facing the community – this is the **trunk** of the tree (the core problem)
- Ask why this problem exists... get to the **roots** (the causes)
- Ask about how the problem impacts upon the community... understand the branches (**the effects**)

A typical example of how to identify problems using the problem tree method is described below;

- **The Problem** – No safe place to keep young children
- **The Causes** – No defined place to bring children, no qualified caretakers (teacher/nurse), no educational materials to give children
- **The Effects** – Poor education for the very young leads to poor education in later years, women having to stay at home to look after children means poorer labour productivity and household income, little access to nurse/doctor means poorer health in younger children





Chapatti Method

This is a useful participatory tool that helps to identify the needs of a community by bringing members in the community together to reflect on issues of major concern to them. With this method, community leaders, and members of the community are brought together to find out problems faced by people in the beneficiary community every day and design a suitable project in response to the identified problem that needs urgent attention.

How it can be applied:

- Get members of the community together
- Engage them in a conversation about problems they face every day in their community
- Ask them to choose a simple object to represent their problems.
- A piece of wood might represent the lack of fuel to cook with. The community may use any objects they wish; it helps them to think from their own perspective.
- Ask everyone to put their objects on the ground in front of them. Don't put them in a straight line, but in the middle of the group.

Provide participating members with “chapattis” (= round pieces of chart paper of different size). Let them place the chapattis

under these objects to represent the size of the problem. Larger chapattis will indicate larger problems and smaller chapattis, smaller problems. Follow this up with a discussion on each problem:

- What is the problem, the size and the urgency of the problem?
- Why is it considered to be a big/small/urgent problem?
- What is the cause of the problem?
- Who is affected by the problem and how?
- What actions have people taken to solve the problem?
- Where they successful, not successful? Why?
- Future plans to deal with the problem?
- The community's contribution?
- Support expected from outside?

Defining objectives

Once POs know the problem and understand its priority, it becomes important to define clear objectives. Producer organizations need to distinguish between;

- **The overall objective;** This is what POs want to improve. It can be fairly general and may not be achieved by this project alone. For example, aim at reducing child malnutrition in the community. This can just be one of the bigger picture.
- **The specific objective.;** This refers to the real goals the project is expected to achieve. It helps POs to define the activities that are necessary for the project. The objectives should be **Specific, Measurable, Achievable, Relevant and Time-bound**

How to achieve the objectives?

Deciding how to achieve set objectives is another important action in the project planning and implementation process. This activity is conducted by the premium committee on which project to finance with the premium. In achieving the objectives, POs should consider the following;

➤ Think about the alternatives

There can be many ways to “meet the objectives” of a plan (i.e. solve the problem). This is where POs compare the

different ways to see which ones are possible and the most appropriate and cost effective to use.

In thinking through the alternative, producer organization need to consider the following;

- **Effectiveness:** Which option will solve the problem best?
- **Cost:** How much money will you need for each option? Do you have the money?
- **Efficiency:** Is it a good use of the money?
- **Capacity:** Is the necessary knowledge and experience available?
- **Feasibility:** Is the project likely to succeed?



Planning

A plan is a list of actions

To get the right results you have to plan:

- **What:** Make a list of all the jobs you need to do to get to the right result.
- **Who:** Make a list of all the people who will be responsible for each activity. This can be individuals or committees.
- **When:** Make a calendar that tells you when each activity should start and how long it will take (end times)
- **Where:** Make a note of where each activity needs to be done.
- **How:** When you spend money, you need to make sure that it is done in such a way that anyone can easily check what was spent and what was bought.

A helpful method for planning activities is using a calendar in the form of a matrix, naming the

activities, the person(s) in charge of each activity and the timeframe in which each activity must be carried out.

➤ The Logical Framework Analysis

The logical framework shows the steps that must be taken in order to achieve a project's ultimate goal. It takes you through the project step by step. It makes sure that you don't forget anything. The following table shows a sample

logical framework for a computer training centre.

The terms of the top line of our table need an explanation:

- **How do I know if it has worked?** These are measurable indicators that will enable POs determine the success of the project
- **How can I prove that it worked?** These are sources of information that proves that the defined indicators have been achieved and that the project has been successful
- **Things that might help (+) or hinder (-).** At each stage, there are things that you don't always control that may affect its success. Even if you are not able to influence these things, it is good to be aware of them.

Budget

The budget is an estimate of the money needed to realize the project. It is directly linked to the list of inputs you have established. In each budget there should be a clear distinction between

- **One off expenses** cover the initial startup costs, mainly for buildings and equipment. These expenses occur only once. In the case of the computer training centre these are the costs for purchasing the computers and the furniture.
- **The recurrent expenses** are for covering the running costs of the project. They occur continuously, as long as the project is in operation. In the budget these costs are calculated on a regular basis. In our computer training example, the recurrent expenses would be for the instructor, the renting of the room, maintenance of the equipment, internet access, stationery (paper, printing ink, etc.) and administrative costs.

It is also very important to understand whether the project will generate some income. At this stage POs can distinguish between business project and social project.

- **Business projects** generate income and should pay their way. A good example of a business project is

a grocery shop. Although the main purpose of the shop is not to make a profit but to sell foodstuffs and other basic supplies at reasonable prices, it should always cover its full costs.

- **Social projects** provide social services to the community. They do not make profits. Typical social projects are health and child care projects, educational and cultural projects. You may, of course, charge a small fee for these services, just to make people aware of the value of the service (what is completely free is often not appreciated).

The budget for the running costs should help POs/Premium Committee to know how much money they must put aside every year for keeping the project going.



Assessing income generating project

- Some projects POs might want to do involve income generation. This means that POs need to budget for cash coming in and out of the project.
- Remember that income generating projects are allowed, as long as the extra money is put back into the premium fund. An example is giving loans to farmers to help them improve their farms or to allow the women to create a business, where the interest generated leads to a profit for the premium. POs can't just gift it for any purpose, but can give loans if the farmers/ workers have a good investment to make.
- It is very important that POs make income generation projects sustainable – that means that they cover costs with the income that get in. The project should be able to go on forever with no further cash input from the premium.
- POs need to create a budget and a business plan for every project that is going to bring in some income. The business plan helps to project the financial sustainability of the projects.

- Four key concepts are used to evaluate the financial sustainability of a project:

Cash flow	- The timing of cash flow is really important when planning an income generating project. - This shows the inflow and the outflow. - The cash flow also will enable POs know when money will be readily available to carry out projects.
Payback period	- This is the period of time required for the money coming in to repay the original investment - It is important to balance payback period and the amount of the initial investment
Inflation	- Inflation means that prices in the future are more than they are today - POs must think about inflation when you are assessing projects, or you will not be able to make a profit.
Net present value	- This helps to see what all the cash flows would be if money is received or paid the money today NOT when they actually occur - This means removing the effect of inflation on future cash flows, so that they can work out if profit will be made or not - It can also be used to calculate if a project is sustainable

Guidelines for the Trainer

Materials needed: Flip-sheets and markers

- ☒ LCD projector, Laptop, Projector screen
- ☒ Sample source documents: receipts, invoices etc.
- ☒ Copies of Exercises
- ☒ Copies of participants' templates
- ☒ Copies of assessments

Time needed: 2 Hours 30 Minutes

Preparations:

- ☒ Print enough copies of supporting training materials
- ☒ Review the trainees manual and participants' materials
- ☒ Ensure that all materials required for the session are available



Note for the trainer:

Control the time especially during open discussions and try to work within time. The use of local languages is also recommended where necessary to facilitate learning, skills and knowledge acquisition. Make the training lively by engaging participants through open discussions, experience sharing, group exercises and presentations etc. Explain to participants that in an adult class there is no wrong answer to encourage them to share their views openly without any hesitation.

Session in Short

- **Set up** :10 Minutes
- **Delivery:** 2 Hours
 - ⊕ Processes of choosing a project
 - ⊕ Project beneficiaries
 - ⊕ What are the problems
 - ⊕ Defining objectives
 - ⊕ How to achieve set objectives?
 - ⊕ Planning
 - ⊕ Budget
 - ⊕ Assessing income generating project
- **Finish:** 20 Minutes

Set up –10 Minutes

- Attention:** Engage participants with simple questions to test their understanding of financial management and whether they have participated in financial management trainings before. Allow participants to share for few Minutes
- Title:** Tell the title of the session: ***How to choose and plan a project***
- Objectives:** Explain to participants that, at the end of the training session, they will be able to
- Describe the processes of choosing a project
 - Understand how to choose a project
 - Plan a premium project
- Benefits:** Choosing and planning a project is an important aspect of project management. It ensures among others the selected project meet the felt needs of project beneficiaries as well as ensure value for money. The planning aspect ensure helps organizations to ensure that they have all what it takes to execute the project without causing interruptions and delay in implementation.
- Direction:** Discussions will be limited to how to choose a project after considering alternatives, planning, budgeting and assessing income generating activities that responds to the needs of producer organizations rather a total exposition of each of the topical areas.

Delivery- 2 Hours

Explanation, Role play, Demonstration, Exercise, Guidance and Application:

1. Ask participants to share what they understand by a project. Write the responses on a flip chart and facilitate plenary discussions alongside PowerPoint presentation on what is a project and the processes of choosing a project among several alternatives. Tell participants that the POs **must** select project through a **democratic process** that involves active participation of members. Add that POs must also have a **formal plan** to guide the implementation of the chosen project.
2. Continue to discuss who are the main beneficiaries of Fairtrade Premium funded Projects. Ask the following questions:
 - a. List the main beneficiaries of premium project?
 - b. Has your community or your family benefited from a premium funded project?

Record the responses on a flip chart. After several responses, present the content on the beneficiaries of premium project to them.

3. Facilitate discussions and presentation on how to identify the problems of project beneficiaries. Let participants understand that this is very crucial as it relates to the overall impact of the project on target beneficiaries. Take participants through the methods that can be used to identify problems; the problem tree and the Chapatti Method. Tell participants that the best way of finding out the needs of the project beneficiaries is to have a consultative meeting with the targeted beneficiaries and ask them questions about their needs and problems and how best producer organizations can help.
4. Guide participants to do an exercise on identifying a problem (Annex 8.2.1) using the problem tree method. Ask participants to select a problem of choice and solve it using the proposed method. Go round and guide participants through the exercise. Allow each group to present the outcome of the exercise. Use this moment to clarify participants' misunderstandings.
5. Continue the session with a discussion and presentation on how to define and achieve objectives. Ask the

following questions;

- a. What is an objective?
- b. What is a SMART objective?
- c. How do you set project objectives?

Tell participants that objectives must be SMART that is objectives should be **Specific, Measurable, Achievable, Relevant and Time-bound**.

6. Guide participants in a group session to work on the exercise on how to define objectives (Annex 8.2.2) The number of groups will depend on the number of participants' present using a well known approach of group formation. Go through the exercise with participants to make sure they understand what is required of them. Move round and guide participants through the process. Allow each group to present their results for discussion and clarification.
7. Facilitate a discussion and a presentation on planning. Ask participants the following questions;
 - a. What is planning?
 - b. How do you plan projects in your organizations?
 - c. Do you have any challenges in planning projects?
 - d. How has your organization been able to deal with the challenge?

Take participants also through how to develop the project activity matrix and the logical Framework Analysis.

8. Continue with a discussion and presentation on budgeting for a project. Ask participants the following questions:
 - a. What is a budget?
 - b. Do you know how to prepare a budget for a project?
 - c. Do you have any challenges in preparing a budget for a project?
 - d. How have you been able to solve the challenge?

Help participants distinguish between one off and recurrent expenses. Tell participants that it is also very important to understand whether the project will generate some income and this will help distinguish between business project and social project. Add that the budget helps the premium committee to know how

much money they must put aside every year for keeping the project going.

9. Guide participants to do an exercise on how to prepare a project budget (Annex 8.2.3). Share the exercise with participants and ask one of them to read aloud. Ask participants to know if they are clear on what is required of them or will need further clarification. Allow participants some time to go through the exercise and discuss the results. (this activity can also be done in the form of a group work).
10. End the session with discussion and presentation on assessing income generating project. Tell participants that for projects that generate income, POs need to budget for cash coming in and out of the project. Finally take participants through key concepts used to evaluate the financial sustainability of a project.

Finish – 20 Minutes

- Summary:** Summarise the session by sharing some key lessons from the training. You can equally ask each of the participants to share what they have learnt from the training.
- Questions:** Ask if anyone has a question or comment.
- Evaluation:** Share copies of the assessment on the module with participants allowing them to take the assessment.
- Next step:** After this training session on how to choose and plan a project, charge participants to apply knowledge gained through the training to choose, plan and implement good project of much benefit to expected beneficiaries. This is a way of ensuring value for money and efficient use of limited resources.

4.0 Module 3: Writing project proposal

Module framework

Session	Learning objectives	Time
- Understanding what a proposal is - Key element of a project proposal - Project proposal	- Explain what is a proposal - Describe the component of a project proposal - Prepare a proposal	2 Hours

Key information to the trainer

Understanding what a proposal is

The project proposals;

- Describes a project, desired outcomes and steps that will be used to implement the project
- Translate project ideas into real implementation steps
- Contains every details about the project that stakeholders need to know about the project
- Contains detailed information about a problem and strategies that an organization wants to employ to address the identified problem.
- Establishes how much will be required to implement the project
- Indicates sustainable plan for donor funded projects

- Funding sources – sources and uses of funds

Key element of a project proposal

Key element of a project proposal includes;

Project background

- This describes what the project is about
- Problems that the project want to address
- The nature or scope of the project that will be addressed
- Project beneficiaries and major stakeholders

Implementation strategy

- How intended outcomes will be achieved

- Step by step description and solution
- Workplan
- Technical capacity/ability
- Timelines

Cost and funding

- Detailed project budget
- Sources of funds to implement the project
- Financial sustainability of the project

Project monitoring

- How the project will be monitored?
- Monitoring steps and strategies

Format for Premium Project Proposal;

1. Name of the Organization and of the Project

2. Background and Justification of the Project

Questions to bear in mind:

- What are the social and economic situations in the area where the project will be implemented?
- What is the problem or need that is going to be addressed by the project?
- Why do you give this problem/need priority over others?
- Why did you choose this and not other possible alternatives to solve the problem?
- What are the advantages of this project idea compared to other options (in terms of effectiveness, efficiency, cost, complexity, risks)?

3. Objectives of the Project

Questions to bear in mind:

- What is the overall objective of the project?
- What will the project change (in the immediate future, in the distant future)?
- What are the specific objectives that the project shall achieve (SMART objectives: specific, measurable, attainable, relevant, time bound)?
- What are the indicators (qualitative and quantitative) to show the extent to which the objectives have been achieved? What are the external factors (assumptions and risks) that can affect the attainment of the objectives?

4. Beneficiaries of the Project

Questions to bear in mind:

- Does the project benefit only the workers, or also their families, or the larger community?
- How many persons and families will benefit from the project?
- How many communities and which communities will benefit?
- Does the project aim at a specific group (e.g. women, migrant workers, youth, children etc.)?
- Are there groups/people that the project might harm or hinder?
- Has the project been discussed and agreed with the future beneficiaries?
- What is the contribution of the beneficiaries to the project (in money, workforce, etc.)?

5. Expected Results of the Project

Questions to bear in mind:

- What are the concrete (visible, tangible, measurable) outputs (results) of the project?
- What are the indicators to measure the results?
- What are the external factors that can affect the results?
- Could the project have undesired side-effects (social, economic, environmental, gender)?

6. Activities

Questions to bear in mind:

- **WHAT** activities will be necessary to achieve the results (starting with the preparation: Inquiries, interviews, visits, talking to experts etc.)?
- **WHEN:** In what time must each activity be carried out (when should it start, how long will it take)? Which activities come first, which ones must be finished to start others?
- **WHO:** Who is directing the project? Who will execute it? Assign tasks and responsibilities.
- **HOW:** How are you going to organize yourselves? What will be the procedures, rules and regulations of the project? Do you need product specifications, designs, plans, etc.?
- **WHERE:** Location and site of the project (on farm? outside? in a community?)

7. Resources (inputs)

Questions to bear in mind:

- What kind of expertise and skills do you need?
- How many people do you need with which profile? Do you need to hire personnel?
- What kind and quantities of equipment, material etc. do you need?
- How much money do you need?
- Where can you find these resources?

8. Budget

Questions to bear in mind:

- Start from your list of resources (inputs) drawn in point 7 above.
- What items belong to the initial investment (one-off expenses) and what items belong to the running cost of the project (recurrent expenses)?
- Make a list of the various cost categories (e.g. equipment, materials, inventories, salaries, fees, administration, etc.) Make a detailed list of all items within each category. For the running costs make an estimate for the first year of operation.
- Will the project generate income? If yes, then estimate the income for the first year.
- Sum up all the expenditure and subtract the estimated income to obtain the net cost of the project.
- The running cost minus income will give you an idea how much premium money you need the reserve each year for this project (for social projects only, business projects should not run at a loss).
- Establish a finance plan: Where will the funds come from (premium, other own resources, external resources, loans)?

9. Monitoring and Evaluation

Questions to bear in mind:

- Who will monitor the project during the implementation and during its operation?
- What methods and tools will be used to monitor the project (to monitor budget, deadlines, quality, etc.)?
- Who will be responsible for the evaluation of the project (after it is finished, or when ongoing after a certain period of time)?
- Which indicators will be used to evaluate the project (impact, lessons learnt)?



Guidelines for the Trainer

Materials needed: Flip-sheets and markers

- ☒ LCD projector, Laptop, Projector screen
- ☒ Copies of learning activities
- ☒ Copies of participants' templates
- ☒ Copies of assessments

Time needed: 2 Hours

Preparations:

- ☒ Print enough copies of supporting training materials
- ☒ Review the trainees manual and participants' materials
- ☒ Ensure that all materials required for the session are available



Note for the trainer:

Control the time especially during open discussions and try to work within time. The use of local languages is also recommended where necessary to facilitate learning, skills and knowledge acquisition. Make the training lively by engaging participants through open discussions, experience sharing, group exercises and presentations etc. Explain to participants that in an adult class there is no wrong answer to encourage them to share their views openly without any hesitation.

Session in Short

- **Set up:** 10 Minutes
- **Delivery:** 1 Hours 30 Minutes
 - Understanding what a proposal is
 - Key element of a project proposal
 - Project proposal
- **Finish:** 20 Minutes

Set up – 10 Minutes

Attention: Ask participants to know who among them have ever developed a project proposal. Let participants raise their hands Tell them this activity involves a lot of expertise and needs to follow processes making references to well-known standards and requirements of donor or funding partners.

Title: Tell the title of the session: ***Writing Project Proposal***

Objectives: Explain to participants that, at the end of the training session, they will be able to

- Explain what is a proposal
- Describe the component of a project proposal

- Prepare a proposal

Benefits: A good project proposal enables producer organizations secure the required financial resources needed to undertake developmental project to the benefit of the workers and their communities at large.

Direction: Discussions will be limited to how to develop a project proposal.

Delivery- 1 Hour 30 Minutes

Explanation, Case study, Exercise, Guidance and Application:

1. Write boldly on a flip chart sheet –Project proposal. Ask participants the following questions;
 - a. What comes to mind when you hear project proposal?
 - b. Have you developed a project proposal before?
 - c. Do you have the capacity to develop project proposals in your organization?
 - d. Do you have any challenge(s) in developing project proposals?
 - e. How did you resolve the challenge (s)?

Engage several participants to get a lot of divergent views before you present the content on the PowerPoint slides. Tell participants that developing a proposal requires a certain level of expertise. This training at least will equip them with basic knowledge but the expertise will come with time. Again, tell participants that they can contact experts (Fairtrade business advisors or consultants) to help them develop their project proposals.

2. Facilitate a discussion and presentation on the key component of a project proposal. Take participants through each of the key component. Allow participants to ask questions for clarifications.
3. Continue the session by taking participations through a sample project proposal with sample questions at each of the sections. Share a format of a project proposal with

participants and take them through it. Tell participants that this is just a guide and the format can vary based on the requirement and proposed template from funders/ project implementers.

4. End the session with a break out session to enable participants have a hands on experience on how to develop a project proposal (Annex 8.3.1). The number of groups will depend on the number of participants' present using a well-known approach of group formation. Go through the exercise with participants to make sure they understand what is required of them. Move round and guide participants through the process. Allow each group to present their results for discussion and clarification.

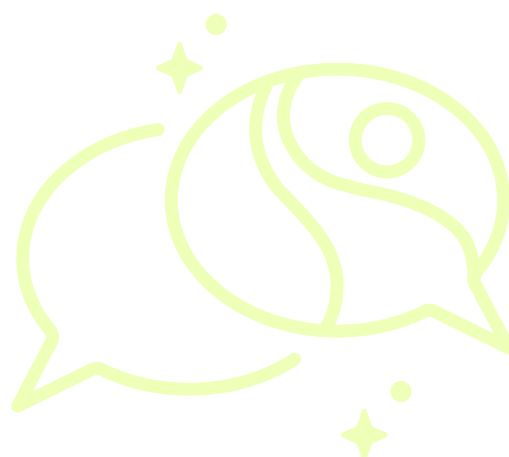
Finish – 20 Minutes

Summary: Summarise the session by sharing some key lessons from the training. You can equally ask each of the participants to share what they have learnt from the training.

Questions: Ask if anyone has a question or comment.

Evaluation: Share copies of the assessment on the module with participants allowing them to take the assessment.

Next step: Encourage participants to continue to practice how to develop project proposal until they become experts. This will enable them build an in house team in charge of developing good project proposals to secure funding.



5.0 Module 4: Action planning

Module framework

Session	Learning objectives	Time
- Understanding action plan - How to develop action plans	- Describe action plan - Develop action plan	1 Hour 30 Minutes

Key information to the trainer

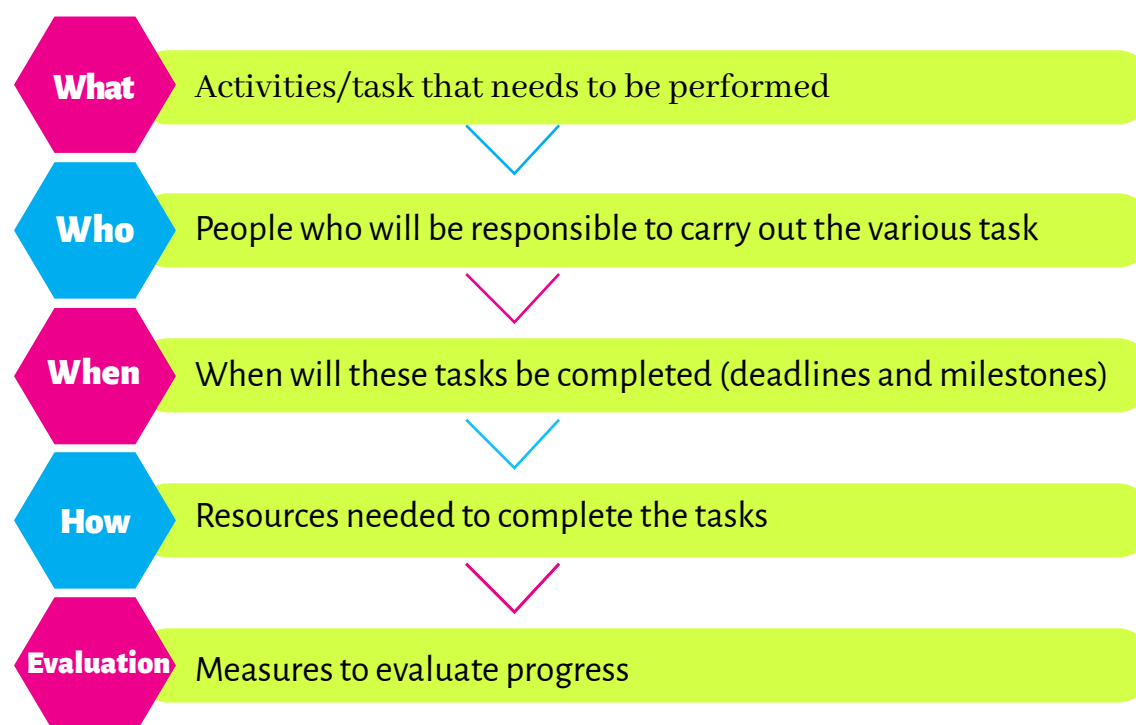
Understanding action plan

An action plan;

- Contains a number of activities to be implemented, how it will be implemented, who will be responsible for what and when it will be carried out.
- Describes how the organization will use its strategies to meet desired project objectives
- Is a checklist for the steps or tasks that need to be completed in order to achieve set goals.
- Guides the day-to-day activities of an organization or project.

Basic element of an action plan

Action plan comprises information on each of the following;



Why should Producer Organizations develop Action Plans

There are several good reasons why organizations prepare action plans. Among such reasons include;

- Action planning answers the questions: What has to be done? By whom? When? Where? and at what cost?
- For follow up and accountability purposes
- Breaks down the project into simple implementable steps/tasks to be accomplished
- Provides a clear indication how the project will be carried out to achieve desired outcomes
- Easy to track progress towards project accomplishment
- Helps to prioritise tasks based on based on effort and impact

Guidelines for the Trainer

Materials needed: Flip-sheets and markers

- ☒ LCD projector, Laptop, Projector screen
- ☒ Copies of learning activities
- ☒ Copies of participants' templates
- ☒ Copies of assessments

Time needed: 1 Hour 30 Minutes

Preparations:

- ☒ Print enough copies of supporting training materials
- ☒ Review the trainees manual and participants' materials
- ☒ Ensure that all materials required for the session are available

Note for the trainer:

Control the time especially during open discussions and try to work within time. The use of local languages is also recommended where necessary to facilitate learning, skills and knowledge acquisition. Make the training lively by engaging participants through open discussions, experience sharing, group exercises and presentations etc. Explain to participants that in an adult class there is no wrong answer to encourage them to share their views openly without any hesitation.

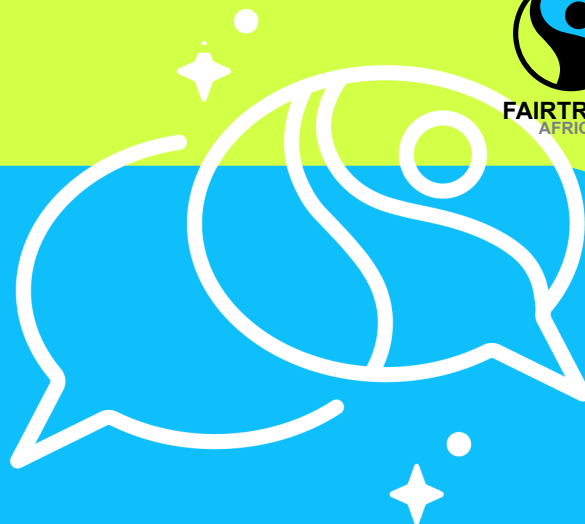




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Session in Short

- **Set up:** 10 Minutes
- **Delivery:** 1 Hours
 - Understanding action plan
 - How to develop action plans
- **Finish:** 20 Minutes



Set up – 10 Minutes

- Attention:** Ask participants to know who among them have ever developed an action plan. Let participants raise their hands and share their experience with the group.
- Title:** Tell the title of the session: **Action Planning**
- Objectives:** Explain to participants that, at the end of the training session, they will be able to
- Describe action plan
 - Develop action plan
- Benefits:** Action plans give a clear indication of what organizations want to achieve, how they want to achieve it, by who and when the defined actions will be carried out. It helps to ensure good organization and accountability.
- Direction:** Discussions will be limited to how to develop an action plan in project management context.

Delivery- 1 Hour

Explanation, Case study, Exercise, Guidance and Application:

1. Write boldly on a flip chart sheet –Action plan. Ask participants the following questions;
 - a. Who has heard of actions plan before?
 - b. What come to mind you hear the word action plan?
 - c. Ask them to share with the group what is their understanding of action plans
 - d. Ask to know whether they know how to develop action plan?

Engage several participants to get divergent views before you present the content on the PowerPoint slides. Tell participants that action plan guides the day-to-day activities of an organization or project. Take

participants through the basic elements of an action plan.

2. Continue the session with brainstorming and discussion on why producer organizations should develop an action plan. Record the responses on the flip chart for further discussion and clarification. After present the content on the PowerPoint slide.
3. End the session with presentation on how to develop action plans. Share a format of an action plan with participants and take them through it to make sure they have a clear picture of what an action plan should look like. Take them through one example to see how it works.
4. Guide participants in a group session to prepare an action plan for an activity/project (Annex 8.4.1) using the proposed template. The number of groups will depend on the number of participants' present using a well known approach of group formation. Go through the exercise with participants to make sure they understand what is required of them. Move round and guide participants through the process. Allow each group to present their results for discussion and clarification.

Finish – 20 Minutes

- Summary:** Summarise the session by sharing some key lessons from the training. You can equally ask each of the participants to share what they have learnt from the training.
- Questions:** Ask if anyone has a question or comment.
- Evaluation:** Share copies of the assessment on the module with participants allowing them to take the assessment.
- Next step:** Encourage participants to continue to practice how to develop project proposal until they become experts. This will enable them build an in house team in charge of developing good project proposals to secure funding.

6.0 Module 5: Monitoring and Evaluation

Module framework

Session	Learning objectives	Time
- Monitoring - What should be monitored - What are the tools of monitoring? - Evaluation	- Explain how to monitor and evaluate premium project - State the tools for monitoring - Develop M&E framework/template	1 Hour 30 Minutes

Key information to the trainer

Monitoring

- Monitoring is carried out during the execution of the project activities to ensure the things are performed according to plan.
- Monitoring allows to detect problems with project implementation and make corrections at an early stage. This helps to make the necessary adjustments that ensures that the problem does not occur again.
- Monitoring helps to learn from mistakes
- The main purpose of monitoring is to ensure whether everything is on track. (whether POs are implementing the project correctly).
- Process monitoring focuses on three main areas such as; the physical delivery of structures and services provided by the project, the use of structures and services by the target beneficiaries and the management of financial resources.
- Impact monitoring focuses on the progress of the project towards achieving the project purpose and the impact of the project on different groups of people.

To monitor a project, POs need to;

- Track progress in terms of the work plan;
- Compare actual outcomes with predicted outcomes;
- Check the outputs;
- Collect, record and report project information to all the relevant stakeholders and parties;
- Check the impact of the project regularly;
- Check the indicators regularly;
- Regularly track the results of the indicators;
- Hold regular meetings to review the monitoring information.

The results of monitoring and evaluation should be documented and shared with the members of the organization, for example as part of the report to the General Assembly.

The Fairtrade Premium Committee monitors and reports annually on the activities carried out with Fairtrade Premium money and on the progress of existing projects to the general assembly of workers. The report is documented and includes at least the following information:

- Details on overall Fairtrade Premium income received, expenditures and balance;
- A description of each project that is planned, on-going, concluded within the last reporting cycle;
- Were the activities carried out, yes or no? If not, why?
- When were they carried out?
- At what cost?
- Was the objective achieved or are any further actions needed?

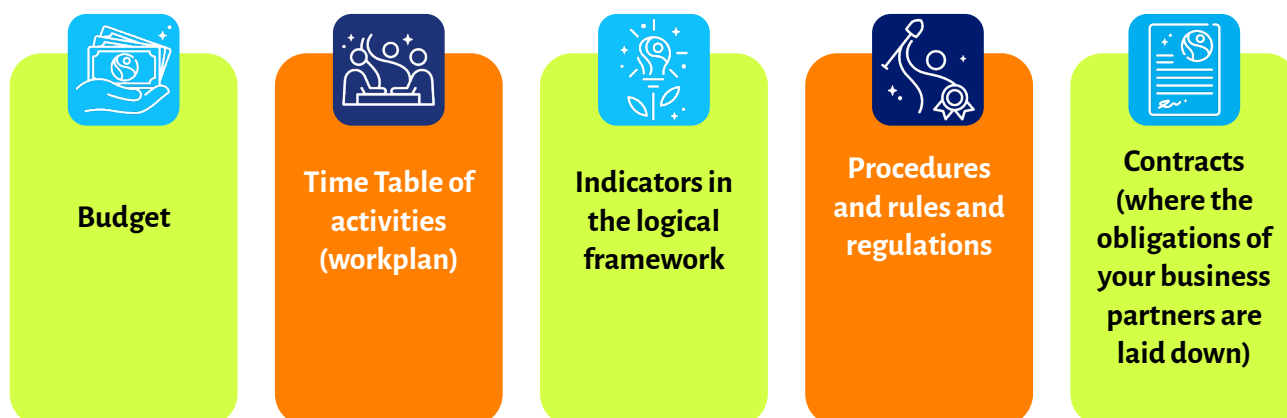
What should be monitored

POs should monitor the following;

- Budget: Check if expenses (and incomes) stay within the budget
- Timeframes: Check if activities are carried out within the schedule
- Compliance of contracts: Check if staff, contractors and suppliers fulfil their obligations
- Compliance of procedures (especially the tendering procedures)
- Impact and outcome: Check if the project is achieving its objectives
- Output: Check if the expected results are coming true
- Quality: Check the quality of the output

What are the tools of monitoring?

POs can use the following monitoring tools



Evaluation

- Evaluation is the final assessment at the end of the project (or at the end of an important stage of the project).
- Evaluating means assessing the effectiveness of the project in achieving its goals, usually through discussions with the target groups who were intended to benefit from it.
- An evaluation might consider questions like: was the project completed in time? Did we use the money as planned? Did the project meet expectations? Who benefited from the project? How did they benefit?
- It compares the plans and goals as described in the project proposal with the situation now. The logical framework is a useful tool for this exercise.
- Evaluation serves to find out if the project has produced the expected results and achieved its objectives.

- It also helps to reflect on what POs have learned from the project. Taking lessons learned (from successes as well as from failures) POs can feed in their experience in the next project cycle of planning, action and evaluation
- Evaluations broadly focus on issues of the impact of the project and its relevance, its efficiency and the coherence of project design.

To evaluate a project POs, need to consider;

- The quality and effectiveness of the project;
- The efficiency and effectiveness of the project;
- The budget control; and
- Formative evaluation (this means conducting a baseline study before you begin your project).

Guidelines for the Trainer

Materials needed: Flip-sheets and markers

- ☒ LCD projector, Laptop, Projector screen
- ☒ Copies of learning activities
- ☒ Copies of participants' templates
- ☒ Copies of assessments

Time needed: 1 Hour 30 Minutes

Preparations:

- ☒ Print enough copies of supporting training materials
- ☒ Review the trainees manual and participants' materials
- ☒ Ensure that all materials required for the session are available



Note for the trainer:

Control the time especially during open discussions and try to work within time. The use of local languages is also recommended where necessary to facilitate learning, skills and knowledge acquisition. Make the training lively by engaging participants through open discussions, experience sharing, group exercises and presentations etc. Explain to participants that in an adult class there is no wrong answer to encourage them to share their views openly without any hesitation.

Session in Short

- **Set up:**10 Minutes
- **Delivery:** 1 Hour
 - Monitoring
 - What should be monitored?
 - What are the tools of monitoring?
 - Evaluation
- **Finish:**20 Minutes

Set up –10 Minutes

- Attention:** Ask participants to share their experience in monitoring and evaluation. Let participants raise their hands and share their experience with the group.
- Title:** Tell the title of the session: **Monitoring and Evaluation**
- Objectives:** Explain to participants that, at the end of the training session, they will be able to
- Explain how to monitor and evaluate premium project
 - State the tools for monitoring
 - Develop M&E framework/ template
- Benefits:** Monitoring ensures that the right actions are carried out within proposed timeframe and budget while evaluation is carried out to ascertain the impact of the project on target beneficiaries.
- Direction:** Discussions will be limited to how to monitor and evaluate projects.

Delivery- 1 Hour

Explanation, Case study, Exercise, Guidance and Application:

1. Write boldly on a flip chart sheet –Monitoring. Ask participants the following questions;
 - a. What is monitoring?
 - b. How do you monitor project in your organization?
 - c. Do you have the capacity to monitor projects in your organization?

Engage several participants to get divergent views before you present the content on the PowerPoint

slides. Tell participants that monitoring is carried out during the execution of the project activities to ensure the things are going on or carried out according to plan.

2. Continue the session with brainstorming and discussion on what POs require to monitor a project. Tell participants that the results of monitoring should be documented and shared with the members of the organization, as part of the report to the General Assembly. The Fairtrade Premium Committee monitors and reports annually on the activities carried out with Fairtrade Premium money and on the progress of existing projects to the general assembly of workers.
3. End the session on monitoring by taking participants through a proposed monitoring template that can be used by Producer Organizations to monitor their project. Share the template and take participants through step by step.
4. Guide participants in a group session to prepare a monitoring report for the Yirgacheffe Coffee Farmers' Cooperative Union Community Library Project (Annex 8.5.1) using the proposed template. The number of groups will depend on the number of participants' present using a well known approach of group formation. Go through the exercise with participants to make sure they understand what is required of them. Move round and guide participants through the process. Allow each group to present their results for discussion and clarification.
5. After the presentation of the group works on monitoring, facilitate a discussion and presentation on what should be monitored and tools for effective monitoring.
6. End the session with a discussion and presentation evaluation of project. Tell participants that evaluation is done at the end of project implementation to measure the impact of the project on beneficiaries.

Finish – 20 Minutes

- Summary:** Summarise the session by sharing some key lessons from the training. You can equally ask each of the participants to share what they have learnt from the training.
- Questions:** Ask if anyone has a question or comment.
- Evaluation:** Share copies of the assessment on the module with participants allowing them to take the assessment.
- Next step:** Encourage participants to continue to adopt best practices to monitor and evaluate projects. Tell them to continue to use knowledge gained from the training sessions to do effective monitoring and evaluation of their project.

7.0 Module 6: Project Sustainability

Module framework

Session	Learning objectives	Time
- Understanding project sustainability - Developing project sustainability plan	- Explain project sustainability - Develop project sustainability plan for a social project funded from Premium fund	1 Hour 30 Minutes



Key information to the trainer

Understanding project sustainability

Sustainability is defined as the ability to achieve desired outcomes and maintain the ability to continue activities over time. Sustainability is more than projects just going beyond their funding and implementation period.

For a producer organization, sustainability could mean four (4) basic things;

- **Organizational Sustainability:** This implies that POs ensure the development of proper working systems as part of project design and implementation. The systems and structures will enable POs function effectively and efficiently to increase their competencies to ensure excellent service delivery. Investing in the organizational sustainability can then be followed by investments to improve members' livelihoods and finally investments at community level.
- **Programme Sustainability:** Means POs continue to implement projects and programmes in the absence of external financial support.
- **Financial Sustainability:** Without adequate funds, it will be difficult for POs to fund the implementation of its programmes and activities. When we talk of financial sustainability, reference is made to the ability of producer organizations to ensure continuous flow of resources through income generating activities to maintain and continue developmental projects to the benefit of target beneficiaries.

- **Community Sustainability:** Community sustainability addresses the issue of how well the project is rooted in the community. It also describes how the community will continue with the project, once there is no more financial support from funding organizations. Without the support of host communities, it becomes difficult for projects to thrive in the communities. It also important to involve the host communities to be able to gain their support and assure ownership of projects.

Sustainability can only be assured and maintained if POs have proper planning strategies in place, good governance and effective leadership. It is only then can POs develop and sustain programmes to benefit of target beneficiaries for long periods of time.

Developing project sustainability plan

- A sustainability plan is a document that describes how project will be sustained in the long term.
- It also spells out how project will survive in the long term. It makes sure that resources spent on the project are not lost.
- The sustainability plan describes the different aspects in which the project has to be sustained in the long run to still function.
- Sustainability plan also gives some assurance that the premium received is well spent and will have a long-lasting impact, even once the support runs out.
- In developing sustainability plans, POs need to employ the SMART technique where certain questions are answered. Questions such as who, what, when, why, when, where and how should be answered to facilitate the evaluation of the goals and objectives of the project.

Why do Producer Organizations need a sustainability plan?

- To ensure long-term effects of project on project beneficiaries
- As a requirement to meeting funding opportunities. Convince project partners to secure funding
- Enables POs to become clearer on what they have to do and what the timeline for actions would be.

Guidelines for the Trainer

Materials needed: Flip-sheets and markers

- ☒ LCD projector, Laptop, Projector screen
- ☒ Copies of learning activities
- ☒ Copies of participants' templates
- ☒ Copies of assessments

Time needed: 1 Hour 30 Minutes

Preparations:

- ☒ Print enough copies of supporting training materials
- ☒ Review the trainees manual and participants' materials
- ☒ Ensure that all materials required for the session are available



Note for the trainer:

Control the time especially during open discussions and try to work within time. The use of local languages is also recommended where necessary to facilitate learning, skills and knowledge acquisition. Make the training lively by engaging participants through open discussions, experience sharing, group exercises and presentations etc. Explain to participants that in an adult class there is no wrong answer to encourage them to share their views openly without any hesitation.

Session in Short

- **Set up:** 10 Minutes
- **Delivery:** 1 Hour
 - Understanding project sustainability
 - Developing project sustainability plan
- **Finish:** 20 Minutes

Set up – 10 Minutes

- Attention:** Ask participants to know who among them have ever developed a project sustainability plan. Let participants raise their hands and share their experience with the group.
- Title:** Tell the title of the session: ***Project Sustainability***
- Objectives:** Explain to participants that, at the end of the training session, they will be able to
- Explain project sustainability
 - Develop project sustainability plan for a social project funded from Premium fund
- Benefits:** Project sustainability is key as it provides assurance that projects will continue to make impact after the official project signing off. Project sustainability due to its importance shouldn't be an afterthought but should be an integral part of project design.
- Direction:** Discussions will be limited to how to develop project sustainability plan.

Delivery- 1 Hour

Explanation, Case study, Exercise, Guidance and Application:

1. Write boldly on a flip chart sheet –Sustainability. Ask participants the following questions;
 - a. What come to mind you hear the word Sustainability?
 - b. Ask to know whether they know how to develop sustainability plan?
 - c. Do you develop sustainability plans for your projects?

Engage several participants to get divergent views before you present the content on the PowerPoint slides. Tell

participants that sustainability is more than projects just going beyond their funding and implementation period. Take participants through the different forms of sustainability i.e. programme sustainability, community sustainability, organizational sustainability and financial sustainability.

2. After this facilitate a discussion and presentation on how to develop project sustainability plan. Tell participants that in developing sustainability plans, POs need to employ SMART technique where certain questions are answered. Questions such as who, what, when, why, when, where and how should be answered to facilitate the evaluation of the goals and objectives of the project.
3. Flowing from the previous session, share a sample format of a sustainability plan with participants and take them through it to make sure they have a clear picture of what a sustainability plan should look like.
4. End the session by leading participants to do exercise

(Annex 8.6.1) in a group session. Go through the exercise with participants to make sure they understand what is required of them. Move round and guide participants through the process. Allow each group to present their results for discussion and clarification.

Finish – 20 Minutes

Summary: Summarise the session by sharing some key lessons from the training. You can equally ask each of the participants to share what they have learnt from the training.

Questions: Ask if anyone has a question or comment.

Evaluation: Share copies of the assessment on the module with participants allowing them to take the assessment.

Next step: Encourage participants to integrate sustainability plans in their projects right from the project design.



8.0 Annex

8.1 Premium Management learning materials

8.1.1 Exercise on how to conduct needs assessment using problem tree

Ask participants to form groups. The number of groups will depend on the number of participants at the training. Ask each group to conduct a needs assessment to identify a problem in their community using the problem tree method. Go round to guide participants throughout the process. Ask participants to present the results of their group work for discussions and clarifications.

8.1.2 Exercise on the use of premiums

Tick where appropriate

	Allowed?	Not allowed?
A new crèche for the community	✓	
A cash payment to each farmer		✓
An expert to talk to all farmers in the SPO about how to manage your money	✓	
A free bag of fruit for each farmer		✓
A new pair of shoes for each farmer and their family members		✓
A new library to be shared by all members of the community	✓	
A new bank account for each farmer with \$20 each		✓
A semi-automatic gun to protect the community		✓
A new air conditioned bus to transport children in the community to and from school	✓	
A new water pump	✓	

8.1.3 Proposed Solution of Assessment

Please tick whether the following statements are True or False

	Statement	True	False
1.	Fairtrade premium is an amount paid to the producer organization in addition to the payment for their products	✓	
2.	Premium paid to the Producer Organizations must correspond to volume of Fairtrade product sold	✓	
3.	Producer Organizations can invest the premium in social, economic, or environmental development of their organization.	✓	
4.	Small Producer Organizations undertake a needs assessment to consider how the benefits of Fairtrade premium can be used most effectively to promote development and empowerment.	✓	
5.	Producer Organization should present Fairtrade Development plan to the General Assembly for approval	✓	
6.	Producer Organizations can spend premium on illegal items and stolen goods.		✓
7.	Fairtrade premium is used for projects that benefit only communities		✓
8.	Fairtrade standards do not require the Fairtrade premium committee to be accountable and transparent on the use of premium funds		✓
9.	Premium must be spent on sustainable projects with long time and lasting value	✓	
10.	The Fairtrade premium committee can undertake projects without the consent of the members(workers).		✓

8.2 How to choose and plan a project learning materials

8.2.1 Exercise on how to identify a problem using the problem tree method

Ask participants to identify a problem in their community and try and use the problem tree method to identify the;

- *Problem*
- *Causes*
- *Effects*

8.2.2 Exercise on how to define objectives

The Good Shepherd Cooperative in Nairobi want to use a percentage of their Fairtrade premium to finance the acquisition of a bus to transport workers to the workplace by the end of July,2021. Using the table below, state whether the objective is SMART.

Proposed Solution:

Objective	Specific	Measurable	Achievable	Relevant	Time-bound
Buy a bus to transport workers	Yes –to buy a bus	Yes – buy 1 (one) bus, Number of workers using the bus	Yes – percentage of premium funds to finance the acquisition of the bus	Yes – it solves the transportation problem of workers	Yes – by the end of July,2021

8.2.3 Exercise on how to prepare a project budget

Cooperative friends forever want to buy a minivan to transport workers on site. Workers live far off site resulting in most of them reporting to work late. This is affecting productivity and as result management have decided to buy a minivan to help solve the transportation challenges of the workers. You are required to prepare a budget, to cater for how much it will cost the cooperative to run the minivan for a year using the information below;

Cost of minivan \$ 10,000

Salary of driver \$ 200 a month

Maintenance cost every 3 months \$ 300

Fuel \$ 100 a week

Cost of insurance \$ 150

Cost of registration of vehicle \$ 200

Proposed Solution

Item	USD	Subtotal USD	Total USD
A. Expenditure			
Cost of minivan	10,000		
Cost of registration	200		
Total		10,200	
Running costs first year			
Salary of driver	2400		
Maintenance	1200		
Fuel	5200		
Cost of insurance	150		
Total running cost		8,950.00	
Total project cost			19,150.00

Workings

Fuel = $100 \times 52 = 5200$

Maintenance = $300 \times 4 = 1200$

Salary of driver = $200 \times 12 = 2400$

8.2.4 Proposed Solution of Assessment

Answer the following questions by selecting the right options

- A project is a planned undertaking that uses money and other resources to meet well-defined objectives through a list of necessary activities
 - True ✓**
 - False
- Apart from choosing project through democratic means, producer organizations must also have
 - Minutes
 - Formal plans ✓**
 - Approval from board
- A plan is prepared to estimate how much money is needed to implement planned.
 - A premium budget ✓**
 - Work plan
 - Needs assessment
- Producer organizations can either use the problem tree and the Chapatti Method to identify problems of project beneficiaries
 - True ✓**
 - False
- Project objectives need not always be SMART
 - True
 - False ✓**

- In considering different projects producer organizations needs to consider
 - Only the effectiveness and efficiency of the project
 - Effectiveness, cost, efficiency of the project
 - Effectiveness, cost, efficiency, capacity and feasibility of the project ✓**
- The logical framework shows the steps that must be taken in order to achieve a project's ultimate goal
 - True ✓**
 - False
- cover the running costs of the project
 - Recurrent expenses ✓**
 - One off expenses
 - Fixed cost
- The period of time required for the money coming in to repay the original investment is termed as the
 - Inflation
 - Payback period ✓**
 - Investment period
- The net present value is used to determine the sustainability of project
 - True ✓**
 - False

8.3 Writing a project proposal learning materials

8.3.1 Practical Exercise on how to develop a project proposal

Ask participants to form groups. The number of groups will depend on the number of participants at the training. Ask each group to prepare a project proposal to address an issues in their community. Tell participants to make reference to the proposed template in the manual. Go round to guide participants throughout the process. Ask participants to present the results of their group work for discussions and clarifications. Answers from this exercise will depend on the type of project selected by the groups. Trainers/facilitators should pay attention to whether the important sections of the proposal have been captured.

8.3.2 Proposed Solution of Assessment

Tick whether the following statement is True or False

	Statements	True	False
1.	A proposal is not always necessary in project planning		✓
2.	A project proposal is only prepared for internal stakeholders		✓
3.	The project proposal should contain details about the project	✓	
4.	The project background gives brief details of what the project is about	✓	
5.	A project proposal gives information about the project beneficiaries	✓	
6.	Project proposal must always be prepared and approved before actual implementation	✓	
7.	Cost of each of the proposed activities must be captured in the proposal	✓	
8.	It is not important to give details of how the project will be monitored		✓
9.	A project proposal should be clear and should be understandable by it users	✓	
10.	The implementation strategy tells how desired outcomes will be achieved through well-defined steps	✓	

8.4 Action planning learning materials

8.4.1 Exercise on developing action plan

Asunafo North Cooperative has decided to use its Fairtrade premium to construct a community library for school children in the Asunafo North District to improve their literacy skills. As a member of the project team, you are required to develop an action plan for the project.

Proposed Solution

Action plan for the construction of a Community Library for Asunafo North Cooperative.

Action steps (What)	Person responsible (Who)	Timeline (When)	Resources (How)	Evaluation
Construction of the Physical Structure	Procurement officer	Jan –April,2021	\$20,000	At the end of the construction
Putting in place needed equipment and learning materials(books)	Education Committee	May, 2021	40 Tables and 40 chairs at a total cost of \$1000 Learning materials at a cost of \$3000	Inspection during procurement
Recruitment of a librarian	Procurement committee	June ,2021	Salary of \$ 200 a month	Performance of the worker
Sign up of children to start using the Library	Education committee	July, 2021	Printing of sign up forms and user identification cards at a cost of \$200	The process

8.4.2 Proposed Solution of Assessment

A. Match the following statements with the right answers in each of the columns

Column A	Column B
1. What	5. Measures to evaluate progress
2. Who	2. People who will be responsible to carry out the various task
3. When	1. Activities/task that needs to be performed
4. How	4. Resources needed to complete the tasks
5. Evaluation	3. When will these tasks be completed (deadlines and milestones)

B. Tick whether the following statement are true or false

6. Action plans help an organization to track progress of project implementation
 - a) True ✓
 - b) False
7. Action plan helps to hold people accountable for non performance of task
 - a) True ✓
 - b) False
8. An action plan is a checklist for the steps or tasks you need to complete in order to achieve the goals you have set.
 - a) True ✓
 - b) False
9. An action plan can also be used for follow up and monitoring
 - a) True ✓
 - b) False
10. The action plan has no link with the project to be carried out
 - a) True
 - b) False ✓

8.5 Monitoring and Evaluation learning materials

8.5.1 Exercise on monitoring

Yirgacheffe Coffee Farmers' Cooperative Union has decided to use its Fairtrade premium to construct a community library for school children to improve their literacy skills. As a member of the Fairtrade premium committee, you are required to prepare a monitoring report of the project.

Proposed Solution

Monitoring Report					
Name of project	Yirgacheffe Coffee Farmers' Cooperative Union Community Library				
Date	2021				
Monitoring done by	Mr Max Fanon (Chairman Premium Committee)				
Activity	Were the activities carried out (Yes/No)	When were the activities carried out	At what Cost	Were the objectives achieved	Further actions required
Construction of the Physical Structure	Yes	Jan –April,2021	\$20,000	Yes	Test of electrical installations
Putting in place needed equipment and learning materials(books)	Yes	May, 2021	\$4000	Yes	Arrangement of books on the shelves
Recruitment of a librarian	Yes	June ,2021	\$2400	Yes	N/A
Sign up of children to start using the Library	Yes	July, 2021	\$200	Yes	Distribution of Identity Cards to beneficiaries

8.5.2 Proposed Solution of Assessment

Tick whether the following statements are True or False

	Statement	True	False
1	Monitoring is ONLY done at the end of the project execution		√
2	Evaluation is the final phase of the project execution cycle	√	
3	Fairtrade Premium Committee must document and report on result of project monitored during the General Assembly	√	
4	Evaluation helps to correct mistakes and make the necessary adjustment during project execution		√
5	Evaluation enables producer organizations to compare the plans and goals as described in the project proposal with the current situation.	√	
6	Monitoring allows to detect problems with project implementation and make corrections at an early stage	√	
7	Evaluations focus on issues of the impact of the project	√	
8	The two main types of monitoring are impact and process monitoring	√	
9	As part of monitoring ,producer organizations should monitor compliance with procedures and contracts.	√	
10	Results from project evaluation help to improve upon future project design and implementation.	√	

8.6 Project Sustainability learning materials

8.6.1 Exercise on Sustainability Plan

In a group work session, ask participants to discuss and present why they think Producer Organizations need a sustainability plan.

Proposed Solution

The following are reasons why producer organizations need sustainability plans;

- To ensure long-term effects of project on project beneficiaries
- As a requirement to meeting funding opportunities.
- Enables POs to become clearer on what they have to do and what the timeline for actions would be.

8.6.2 Proposed Solution of Assessment

Answer the following the questions. Choose the right answers from the possible answers.

1.provides assurance that projects will continue to make impact after the official project signing off.
 - a) **Project sustainability✓**
 - b) Financial sustainability
 - c) Follow up
2. Project sustainability should be part of the
 - a) Logical framework
 - b) **Project design✓**
 - c) Work plan
3. Sustainability is more than just going

beyond their funding and implementation period

- a) **Projects✓**
- b) Proposals
4. implies the development of proper working systems
 - a) **Organizational sustainability✓**
 - b) Community sustainability
 - c) Programme sustainability
5.is the ability of organizations to thrive without external financial support
 - a) **Financial sustainability✓**
 - b) Community sustainability
6. addresses the issue of how well the project is rooted in the community.
 - a) **Community sustainability✓**
 - b) Organizational sustainability
7. In developing sustainability plans, POs need to set objectives.
 - a) **SMART✓**
 - b) Strong
8. Sustainability plans are sometimes a requirement for project funding
 - a) **True✓**
 - b) False
9. To ensure ownership and gain the support of host communities producer organizations need to involve the host communities right from project design.
 - a) **True✓**
 - b) False
10. A sustainable project has a present and future benefit to target beneficiaries
 - a) **True✓**
 - b) False



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