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FAIRTRADE
NETWORK OF ASIA &
PACIFIC PRODUCERS

INTRODUCTION TO THE

FAIRTRADE NAPP STRATEGY

2026-28



FOREWORD

Chairperson of the Board of Directors



It is my privilege to present the Fairtrade NAPP Strategy 2026–2028 — a roadmap that embodies resilience, innovation, and fairness. This strategy comes at a crucial time, as producers across Asia and the Pacific navigate global uncertainties, climate disruptions, and rapidly evolving business & market dynamics. Yet, amid these challenges, the unwavering commitment of our producers and workers to Fairtrade values reinforces our confidence in a more just and sustainable future.

As Chairperson of the Fairtrade NAPP Board, I affirm that this strategy is more than a planning document; it is a collective vision shaped through shared experiences and deep stakeholder engagement. It builds on the lessons of the past while charting a bold, future-oriented direction that prioritizes strengthened market access, enhanced technological capability, sustainability, and greater social inclusion. These priorities reflect the aspirations and voices of the producers, farmers, and workers who remain central to our mission.

I extend my sincere appreciation to the producer representatives, Fairtrade NAPP Board members, Fairtrade International and its member organizations, PNs, Fairtrade NAPP team, and all partners who contributed to this strategy. Your insights, commitment, and collaboration ensure that FTNAPP continues to be future-ready, impactful, and aligned with the evolving needs of our region.

Together, we will continue to strengthen governance, deepen partnerships, and uphold the integrity and promise of Fairtrade across Asia and the Pacific.

Pravakar Meher
Chairperson, Board of Directors
Fairtrade Network of Asia and Pacific Producers

PREFACE

Chief Executive Officer

With optimism and a deep sense of responsibility, I present the Fairtrade NAPP Strategy 2026–2028. This strategy is the culmination of an extensive, participatory consultation process involving producer organizations, Board members, FT NAPP staff, and our partners across the global Fairtrade system. It reflects our collective commitment to fairness, sustainability, and the empowerment of producers and workers across Asia and the Pacific.

Our region continues to experience rapid transformation driven by escalating climate risks, volatile markets, and technological disruption. For our 270 Fairtrade-certified producer organizations across 20 countries, these shifts present both significant challenges and new opportunities.

This strategy responds to these dynamics through clear, pragmatic, and data-driven priorities grounded in four pillars: strengthening producer capacities and resilience; expanding sustainable trade and market access; promoting technology and innovation; and advancing inclusion, equity, and social justice. Supported by three strategic enablers—advocacy and resource mobilization, organizational excellence, and long-term sustainability—this roadmap positions FT NAPP to deliver tangible and lasting impact.

A central shift in this strategy is our transition from activity-based programming to an outcome- and impact-oriented approach. Strengthened MEL systems, digital tools, data-driven decision-making, and strategic partnerships will allow us to better demonstrate Fairtrade's value to producers, buyers, and donors.



Equally, our focus on market readiness, climate adaptation, gender equity, youth leadership, and technology adoption aligns with priorities repeatedly emphasized by producers as essential for a sustainable future.

The strength of this strategy lies in the people and partnerships that propel it forward. I extend my sincere appreciation to the FT NAPP Board for its guidance, to our staff for their unwavering dedication and field-level engagement, and to our producer organizations for their trust and collaboration. I also acknowledge our partners across the Fairtrade system, development agencies, donors, and civil society organizations, whose continued support will be vital to achieving our shared ambitions.

This strategy is more than a guiding document—it is a call to action. Together, we will strengthen resilience, unlock new opportunities, and ensure that every producer and worker in the Fairtrade system thrives in a fair, inclusive, and sustainable future.

Bindu Sukumarapillai
Chief Executive Officer
Fairtrade Network of Asia and Pacific Producers

ABOUT US



Fairtrade NAPP is a regional Producer Network within the global Fairtrade system working to secure a fairer trade deal, sustainable livelihoods, and equitable opportunities for farmers and workers across Asia & the Pacific.

Currently, it supports over 270 Fairtrade-certified producer organizations across 20 countries, strengthening livelihoods and ensuring producers have a strong voice within the global Fairtrade system.

We work alongside farmers on small-scale farms, plantation and other workers to ensure they benefit from Fairtrade practices, improved livelihoods, and have a voice in the Fairtrade trade system.

OUR MISSION

➤ Our mission is to support Fairtrade producers and workers across Asia and the Pacific region to strengthen their position, improve their livelihoods, and benefit from fair and sustainable trade.

➤ We are committed to expanding the Fairtrade movement in the region by facilitating the inclusion of more producers and providing a comprehensive range of services that enable them to participate as equal stakeholders in global Fairtrade value chains.



OUR VISION

A WORLD IN WHICH ALL PRODUCERS CAN ENJOY SECURE, SUSTAINABLE LIVELIHOODS, FULFILL THEIR POTENTIAL, AND DECIDE THEIR FUTURE.



Background to the Strategy

2026-28

With the conclusion of the previous 2021–2025 Strategy, Fairtrade NAPP enters a new strategic phase at a time of significant global transformation, creating an opportunity to reflect on achievements, learn from experience, and respond to emerging realities affecting producers and workers across the region.

The new **Strategy 2026–2028** is designed in alignment with the broader Fairtrade International Strategy and follows a three-year strategic cycle synchronized with global Fairtrade priorities. This ensures stronger collaboration, coherence, and collective impact across producer networks and partners worldwide.

A FAST-CHANGING WORLD FOR PRODUCERS

WHY THIS STRATEGY MATTERS



Producers across Asia and the Pacific are navigating an increasingly complex environment shaped by:



- Rapidly evolving global political and economic conditions
- Uncertain and competitive trade environments
- Accelerating climate change impacts on agriculture and livelihoods
- Growing expectations around sustainability and compliance
- Expanding use of digital technologies and innovation in supply chains

These changes present both challenges and opportunities. The new strategy positions Fairtrade NAPP to support producers in adapting, innovating, and strengthening resilience while expanding fair trade opportunities.

A STRATEGY SHAPED BY PRODUCERS AND PARTNERS



The Strategy 2026–2028 reflects the voices and priorities of producers and stakeholders across the region. It was developed through an inclusive and iterative consultation process bringing together representatives from producer organizations, Fairtrade Producer networks, National Fairtrade organizations, Fairtrade NAPP Management teams, Board members, and internal staff.

These discussions ensured that the strategy is grounded in real producer experiences and future aspirations.



STRATEGIC DIRECTION

OUR THEORY OF CHANGE (SIMPLIFIED)

From Activities to Impact

OUR 2026–2028 STRATEGY MARKS AN IMPORTANT EVOLUTION MOVING FROM:-

DELIVERING ACTIVITIES

TOWARD DEMONSTRATING REAL OUTCOMES AND IMPACTS FOR PRODUCERS AND COMMUNITIES.

The overall objective is to empower producers and workers whilst expanding market access and ensuring regulatory compliance and resilience to climate risks.

When producers have:

- stronger skills and organizations
- better access to markets
- technology and innovation
- inclusive and equitable systems

they achieve sustainable livelihoods and stronger resilience to climate and global challenges



FOUR STRATEGIC PILLARS

THE PILLARS CORRESPOND TO CORE AREAS OF FUNCTIONING OF FAIRTRADE NAPP AND CONTRIBUTES TO THE OBJECTIVE OF ACHIEVING EXCELLENCE AMONG PRODUCER ORGANISATIONS AND REALISATION OF WORKERS' RIGHTS



STRENGTHENING PRODUCER CAPACITIES & RESILIENCE

Strengthening capacity and increased income for producers through improved agriculture practices, business skills, and climate adaptation support. This includes improvements in sustainable livelihood, workers' rights, income diversification, and sustainable agriculture.

Sustainable Livelihoods, Sustainable Fairtrade System, Sustainable Communities, Sustainable Environment



EXPANDING MARKET ACCESS & SUSTAINABLE TRADE

Connecting producers to growing markets through better value addition, quality improvement, and South-to-South trade to be market-ready, competitive and more resilient, while promoting fair and sustainable trade relationships.

Sustainable Trade



LEVERAGING TECHNOLOGY & INNOVATION

Producer Organisations increasingly adopt technology and innovations to enhance production, supply chain transparency and traceability, climate resilience and compliance with certification and regulatory requirements.

Sustainable Technology



ADVANCING INCLUSION, EQUITY & SOCIAL JUSTICE

Ensuring women, youth, transgender and differently abled people and vulnerable communities participate fully in leadership & economic empowerment programmes and meaningful engagement in sustainable agriculture and trade, and access to Fairtrade benefits.

Sustainable Communities

03 ENABLERS

ENABLERS ARE IMPORTANT CONSTITUENTS OF THE STRATEGY THAT WILL FACILITATE THE ACHIEVEMENT OF TARGETS SET UNDER THE PILLARS.



ADVOCACY & FUNDRAISING

Strengthen capacity of Fairtrade NAPP in advocacy, resource mobilization, increased partnerships (with donors, development partners, philanthropic organizations etc) to achieve sustainable funding for producer program expansion and long-term financial sustainability.

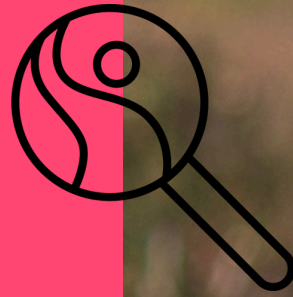
ORGANIZATIONAL EXCELLENCE

Enhance organizational visibility and brand presence, evidence - based decision -making through effective and comprehensive data and knowledge management, supporting risk - based approach to HREDD and holistic compliance, social inclusion, gender equity, stronger governance and capacitated workforce

LONG- TERM SUSTAINABILITY

Achieve long-term financial sustainability through a strengthened commercial unit, diversification of revenue streams aligned with Fairtrade values supporting producer empowerment and well-being.

Looking Ahead



The future of trade must be fair, inclusive, and sustainable.

Through the 2026–2028 strategy, Fairtrade NAPP commits to:

- ✔ Strengthening producer resilience
- ✔ Expanding fair market opportunities
- ✔ Driving innovation responsibly
- ✔ Advancing equity and social justice

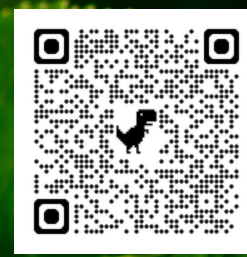
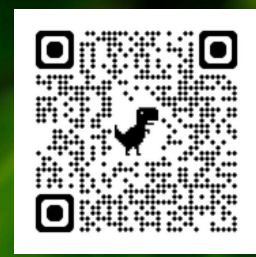
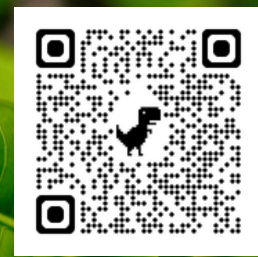
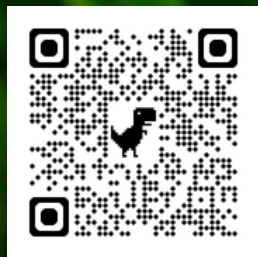
Join Us

We invite partners, buyers, supporters, and stakeholders to collaborate in building fairer supply chains and thriving producer communities.

Together, we grow fair futures!!



STAY CONNECTED



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The strategy was produced with the funding support of the European Union.
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