



FAIRTRADE NAPP | COMMERCIAL FUNCTION

Terms of Reference

South to South Mapping Consultant Engagement

Thailand and Indonesia (two country cases) | November to December 2026

At a glance

Assignment	Mapping and first engagement of Fairtrade retail-ready producers and traders, and beachhead buyer accounts, in two country test cases: Thailand and Indonesia
Issued by	Fairtrade Network of Asia and Pacific Producers (FTNAPP)
Markets in scope	Demand side: Thailand and Indonesia. Supply side: Fairtrade certified producers and traders across ASEAN
Products in focus	All Fairtrade certified products from NAPP producers; coffee mandatory in both markets, coconut a priority (Section 4.2)
Ground research	Minimum 30 documented buyer meetings and 10 producer or trader interviews per country (Section 5)
Engagement window	16 November 2026 to 31 December 2026 (six weeks)
Budget	EUR 5,000
Submission channel	Email them to: commercials@fairtradenapp.org
Proposal deadline	09 November 2026 (seven days from ToR issue on 02 November 2026)

1. Introduction

1.1 About FTNAPP

The Fairtrade Network of Asia and Pacific Producers (FTNAPP) is a Singapore-registered non-profit and the Producer Network member of Fairtrade International for the Asia Pacific region. FTNAPP supports and represents Fairtrade certified farmers and workers across the region: 277+ producer organisations in 20 countries, with more than 260,000 farmers and workers. They grow and process coffee, cocoa, tea, sugar, rice, spices, coconut and other agricultural commodities.

FTNAPP provides training on Fairtrade Standards, certification and advisory support to producer organisations, and connects them with buyers and markets.

1.2 Background

Most Fairtrade certified products from Asia Pacific are exported to markets in Europe, North America and developed countries in East Asia and the Pacific. South to South (S2S) trade, meaning sales within and between producing countries in the region, is the least developed route to market for these producers.

Domestic and regional demand for certified and sustainably sourced products is growing, particularly in hospitality, café, premium retail and brand segments. FTNAPP does not yet have a structured view of which certified producers are ready to supply these channels, or which buyers are ready to buy.

1.3 Rationale for this assignment

FTNAPP seeks an external consultant to deliver, in a November to December 2026 window, the ground research and first buyer engagement needed to start S2S outreach with named contacts and recommended next steps.

Thailand and Indonesia are treated as two country test cases. The method, templates and lessons from this engagement will inform later mapping in other markets in the region. The assignment works only within value chains where Fairtrade certified producers already supply today. It does not cover the development of new supply chains, new producer groups or new product lines.

2. Purpose of the Assignment

The purpose of the assignment is to identify and engage two routes to market:

- Fairtrade certified producers and traders with retail-ready product capacity, as defined in Section 4.3.

- ▶ Beachhead accounts: buyers in the categories set out in Section 4.5 (hospitality, café, retail, brands and industry associations) with published sustainability commitments or a documented interest in sustainable or certified sourcing, and existing operations in-market.

The output is a shortlist per market and per workstream, with named commercial or sustainability contacts, a fit assessment, and a recommended next step per shortlisted target. Where possible initial contact and engagement should be initiated to validate the commitment and interest levels. FTNAPP will initiate the follow-up engagement.

3. Objectives

By 31 December 2026, FTNAPP will have:

- ▶ A validated map of Fairtrade certified producers and traders in the ASEAN region who could potentially also supply to Thailand and Indonesia, within the Fairtrade Certified in-scope value chains, that meet the retail-readiness criteria in Section 4.3.
- ▶ A shortlist of beachhead accounts per market, with named sustainability, procurement or F&B contacts (with contact details) and suggested entry pitches. Where possible initial assessment of the commitments and priorities should also be done.
- ▶ A recommended next step per shortlisted target, with the indicative volume opportunity and the effort needed from FTNAPP, ready for execution in Q1 2027.
- ▶ Validated or corrected working assumptions on supply readiness and buyer appetite in both markets, by product, plus a one-page note of lessons for applying the method in other NAPP markets.

4. Scope of the Work

4.1 Geographic scope

On the demand side, two markets are treated as country test cases: Thailand and Indonesia. Demand in other NAPP markets, including Sri Lanka, Vietnam and Laos, is outside this engagement scope and may be covered in a later phase.

On the supply side, the assignment covers Fairtrade certified producers and traders across ASEAN that could supply Thailand and Indonesia.

Indicative coverage is set out below. Final cities and producer regions are to be confirmed in the inception note (D1).

Country	Supply side (Workstream A)	Demand side (Workstream B)
Thailand	All Fairtrade certified producers and traders in Thailand, with priority on processors and brand owners	Bangkok and major tourism hubs, across all buyer categories in Section 4.5
Indonesia	All Fairtrade certified producers and traders in Indonesia (mainly coffee and coconut sugar), with priority on processors and brand owners	Jakarta, Bali, Yogyakarta and Surabaya, across all buyer categories in Section 4.5
Rest of ASEAN	Fairtrade certified producers and traders with retail-ready products and capacity to export to Thailand or Indonesia	Not in scope

Travel inside each country should be planned and costed within the fixed fee. Producer locations can be far apart, so remote interviews are acceptable where a field visit is not cost-effective. Buyer meetings should be held in person where possible.

4.2 Products in scope

The assignment covers all products for which Fairtrade certified NAPP producers already supply today, including coffee, tea, cocoa, cane sugar, rice, herbs and spices, coconut and other oilseeds, nuts including cashew, fresh and dried fruit, vegetables, cotton textiles and fashion, and sports balls. No new supply chain, producer group or product development that would need additional Fairtrade certification is in scope.

- ▶ **Supply side:** Fairtrade certified producers and traders in Thailand, Indonesia and the rest of ASEAN with capacity to provide a retail-ready product in any of these products. Thai certified coffee supply is limited; most Thai processing and packaging capacity sits in rice, cane sugar, spices, fruit and nut value chains.
- ▶ **Demand side:** in-market demand in Thailand and Indonesia for any of these products from NAPP origins.
- ▶ **Priority products:** coffee is mandatory in both markets. Coconut products (sugar, water, milk, desiccated and others) are a priority in both markets.
- ▶ **Cotton textiles and fashion:** demand side only; the supply side is worked out by FTNAPP.

Opportunities outside Fairtrade certified products should be logged in a separate annex.

4.3 Workstream A: Retail-ready product capacity mapping

Per market, deliver a structured map of Fairtrade certified producers and traders that meet at least two of the following:

- ▶ Processing and packaging capacity to manufacture consumer or institutional packs of finished product, from supply chains and facilities already within the Fairtrade certification scope
- ▶ Own-brand retail SKUs in domestic, regional or international markets
- ▶ Sales through domestic retail, distribution, HORECA or e-commerce channels
- ▶ Capacity to supply quantities consistent with initial retail or hospitality supply

Per entry: company name, legal status, Fairtrade certification scope and FLO ID, product range, retail channels in-market, estimated monthly supply capacity and minimum order quantity (MOQ), licensing readiness, named commercial contact, and a two-line commercial opportunity assessment. The producers and facilities assessed should include possible supply chains from across ASEAN.

4.4 Workstream B: Beachhead account identification and first engagement

Per market, deliver a list of at least 25 businesses for each of the hospitality, café, retail and brand categories in Section 4.5, plus all relevant industry associations, covering:

- ▶ Buyers with published sustainability commitments, or a documented interest in sustainable or certified sourcing, relevant to the in-scope products
- ▶ Medium to large operators with existing operations or distribution in-market, with the category mix justified in the inception note (D1)

Per entry: buyer category, brand or group name, published commitment summary with source, products of interest, named sustainability, procurement or F&B contact where available, in-market scale indicator, fit assessment against the FTNAPP product mix, interest in Fairtrade sourcing or labelling (from meetings), and a one-paragraph suggested entry pitch.

Where possible the consultant holds first meetings with shortlisted buyers (Section 5) to validate and understand the importance of sustainable sourcing and the possibilities for Fairtrade product sourcing and labelling. However, before any direct outreach is undertaken the Consultant should get a confirmation on whether to engage with the business from the FTNAPP team.

4.5 Buyer universe

The buyer universe is defined by category. Names below are illustrative only, to show the type of organisation intended. They are not a closed list or a target list, and do not indicate any existing relationship with FTNAPP. The consultant is expected to go well beyond them.

- ▶ **Hospitality:** hotel groups and resort operators, international and national. Illustrative: Minor Hotels, Dusit International (Thailand); Archipelago International, Santika Indonesia Hotels & Resorts (Indonesia); international groups active in both, such as Accor and Marriott.
- ▶ **Café:** coffee chains and specialty café groups. Illustrative: Café Amazon and other PTT OR coffee formats (Thailand); Kopi Kenangan, Fore Coffee (Indonesia).
- ▶ **Retail:** supermarket, hypermarket, premium grocery and convenience chains. Illustrative: Central Retail (Tops), Lotus's, Villa Market (Thailand); Alfamart, Ranch Market (Indonesia).
- ▶ **Brands:** food, beverage, personal care, sporting goods and fashion brands with published sourcing commitments, including food manufacturers that already hold Fairtrade certification and could source ingredients from other NAPP origins. Illustrative: Doi Tung (Thailand); Indonesian national brands to be identified by the consultant.
- ▶ **Industry associations:** hotel, retail, F&B and coffee associations, mapped as routes to their members rather than as buyers. Illustrative: Thai Hotels Association, Specialty Coffee Association of Thailand (Thailand); PHRI (Indonesian Hotel and Restaurant Association), APRINDO (Indonesian Retailers Association), Specialty Coffee Association of Indonesia (Indonesia).

4.6 Out of scope

- ▶ Any demand-side market outside Thailand and Indonesia, and any approach to businesses in India, Japan, Australia, New Zealand, Hong Kong, South Korea or Taiwan
- ▶ Development of new supply chains, new producer groups or new product lines, or certification support to producers
- ▶ Any overlap with the active FTNAPP commercial leads flagged at consultant kick-off
- ▶ Consumer perception surveys, in either country
- ▶ Contact with any business not cleared by FTNAPP under Section 4.4
- ▶ Any public communication citing FTNAPP as the engagement sponsor
- ▶ Any commitment on price, volume, partnership or use of the FAIRTRADE Mark on behalf of FTNAPP or any producer

5. Methodology and Approach

The engagement is weighted towards ground research. The consultant proposes the detailed method. As a minimum, FTNAPP expects:

- ▶ **Desk research:** the Fairtrade system data extracts and starting long-list of certified operators supplied by FTNAPP, published sustainability and sourcing commitments, association member lists, trade data from recognised sources, and the competing certification landscape per market (Rainforest Alliance, organic, Fair Trade USA, Fair for Life and other fair trade claims). The consultant may use AI tools for desk research, but must validate all information gathered this way and must not upload data supplied by FTNAPP to public AI tools. Desk research should be completed in the first week so that most of the engagement goes to meetings.
- ▶ **Registration checks:** domestic product registrations (Thai FDA in Thailand, BPOM in Indonesia) used as evidence that an operator already sells retail SKUs in-market.
- ▶ **Overlapping programmes:** map where other certification programmes already work with the same buyers, including the EU-funded SWITCH-Asia ACT! work with hotels, restaurants and retailers in Yogyakarta and Bali.
- ▶ **Buyer meetings (minimum per country):** 30 documented meetings, with at least 5 in each of the hospitality, café, retail and brand categories. Coffee and coconut demand should be tested in at least 10 of these meetings; every other in-scope product with relevant buyers should be tested in at least 3, with results reported by product.
- ▶ **Association meetings (minimum per country):** 2, not counted towards buyer meetings.
- ▶ **Producer and trader interviews (minimum):** 10 per country, plus 6 in total with suppliers in the rest of ASEAN. Remote interviews are acceptable.

- ▶ **What counts as a meeting:** a conversation held with a procurement, F&B, sustainability or commercial decision-maker, in person or online, and recorded in the FTNAPP template. Proposals may offer more than the minimum; this is scored under Section 13.
- ▶ **Validation:** every target checked against the FTNAPP lead list and cleared for contact before outreach, and every named contact verified against a public source.
- ▶ **Sources and data:** every figure carries a source. Personal data is collected only for business contact purposes, with consent, and handled under Section 14.

6. Roles and Responsibilities

FTNAPP will

- ▶ Brief the consultant at kick-off, including the list of active FTNAPP leads to be avoided
- ▶ Supply a Fairtrade system data extract for the in-scope countries and products
- ▶ Supply a starting long-list of certified producers and traders for Thailand, Indonesia and the rest of ASEAN from FTNAPP desk research, so Workstream A starts at validation rather than discovery
- ▶ Provide introductions to certified producers through FTNAPP country staff
- ▶ Provide an approved introduction note, and confirm within two working days whether each proposed business is cleared for contact
- ▶ Supply the Excel template for D2, with fields as in Sections 4.3 and 4.4 and a meeting record sheet
- ▶ Hold at least one 30-minute check-in a week, and return comments on each deliverable within three working days

The consultant will

- ▶ Deliver D1 to D4 to the agreed quality and dates, and flag any risk to the timeline as soon as it is known
- ▶ Contact only businesses cleared by FTNAPP, using the approved introduction note
- ▶ Record every contact and meeting in the FTNAPP template, which becomes FTNAPP property
- ▶ Seek written sign-off from the Commercial Manager before any other communication that refers to FTNAPP

7. Deliverables

#	Deliverable	Format	Deadline
D1	Inception note: methodology, meeting plan by country and category, list of businesses proposed for clearance, data sources, risks, confirmed workplan	PDF or Word, 3 to 5 pages	23 November 2026
D2	Draft shortlists per market across both workstreams, with meeting records to date	Excel, structured template provided by FTNAPP	15 December 2026
D3	Final report with a recommended next step per shortlisted target	PDF or Word, plus Excel annex	31 December 2026
D4	Debrief session with the Commercial Manager and nominated FTNAPP colleagues	90-minute call	First week of January 2027

Deliverables are accepted on written confirmation from the Commercial Manager. Payment is linked to acceptance (Section 9).

Final report structure (D3)

- ▶ Executive summary (two pages)
- ▶ Methodology note and data sources (primary and secondary research)
- ▶ Market chapter for Thailand and for Indonesia: supply-side read, demand-side read by buyer category and by product, findings from meetings, beachhead target shortlist, first-move recommendations

- ▶ Target data per entry, as specified in Sections 4.3 and 4.4
- ▶ Risk notes and open questions
- ▶ Lessons learned for other NAPP markets (one page)
- ▶ Annex: complete contact, data and meeting record tables in Excel

8. Timeline

Week	Dates	Milestone
W0	16 to 22 Nov 2026	Contract signed, kick-off call, desk research and long-lists, first businesses proposed for clearance
W1	23 to 29 Nov 2026	Inception note (D1) on 23 Nov; meeting requests out, first meetings
W2 to W4	30 Nov to 18 Dec 2026	Buyer meetings and producer interviews; draft shortlists (D2) on 15 Dec, FTNAPP review
W5 to W6	21 to 31 Dec 2026	Remaining meetings, analysis, final report (D3)
W7	First week of Jan 2027	Debrief session (D4), handover
Post	15 Jan 2027	Q1 2027 S2S outreach plan built from D3 by the FTNAPP Commercial Manager

9. Budget and Payment

The total engagement envelope is EUR 5,000 fixed fee, inclusive of all professional fees, travel, accommodation, per diem, applicable taxes and bank charges.

Payment schedule

- ▶ 30% on acceptance of D1 (inception note)
- ▶ 40% on acceptance of D2 (draft shortlists). D2 is accepted only if at least half of the minimum buyer meetings in Section 5 are documented.
- ▶ 30% on acceptance of D3 and D4 (final report and debrief). D3 is accepted only if the full minimum meetings in Section 5 are documented.

All amounts are in EUR. FTNAPP pays the agreed EUR amounts only, so any exchange rate difference is borne by the consultant. FTNAPP will not expand the envelope mid-engagement. If a proposal cannot deliver inside EUR 5,000, the consultant should propose a narrower scope rather than a higher price.

10. Consultant Profile

Mandatory

- ▶ Demonstrable track record in both Thailand and Indonesia, or in one of the two with a named in-country partner for the other
- ▶ At least five years of experience in market research, buyer mapping or commercial advisory in food, beverage, retail or hospitality in Southeast Asia
- ▶ At least one comparable mandate completed in the last 36 months
- ▶ Experience in product capacity assessment, buyer landscape mapping or sustainability brand strategy in retail, FMCG, fashion or HORECA
- ▶ Named lead consultant available for the full six-week window
- ▶ Familiarity with sustainability certification and markets for certified products
- ▶ English language proficiency; Thai or Bahasa Indonesia a strong plus

Preferred

- ▶ In-country presence, or an established in-country industry network

- ▶ Prior work with the Fairtrade system, producer networks or non-profit mandates
- ▶ Independent consultant or small consultancy

11. Selection Procedure

FTNAPP will run an open competitive process. The ToR will be published through online channels and sent directly to consultants recommended by FTNAPP leadership and in-country colleagues. All proposals received by the deadline are assessed against Section 13.

Proposals will be scored by a Selection Committee of the FTNAPP Commercial Manager and the Regional General Manager for Southeast Asia. The committee may hold short online interviews with the top-ranked proposers. The recommended consultant is submitted to the FTNAPP CEO for final approval.

Key dates

02 November 2026	ToR published online
09 November 2026	Proposal submission deadline
10 to 11 November 2026	Evaluation and online interviews
12 November 2026	CEO approval of recommended consultant
13 November 2026	Contract signed
16 November 2026	Engagement starts (W0)

12. Proposal Requirements

Proposals should not exceed 10 pages, excluding CVs and annexes, should be written in English, and should be in three parts.

a. Technical offer

- ▶ Understanding of the brief
- ▶ Proposed approach and methodology
- ▶ Meeting plan per country: number of buyer meetings by category and producer interviews, how access will be secured (existing relationships, in-country team), and the share held in person
- ▶ Team composition and division of roles, with the named lead consultant and any in-country partner
- ▶ Workplan aligned to the six-week timeline, including the logistics approach across both countries
- ▶ Ethics and data protection approach, given that the work collects personal contact data

b. Financial offer

- ▶ Fixed fee broken down by workstream and by deliverable
- ▶ Days per team member per workstream
- ▶ All expenses itemised (travel, accommodation, per diem, other)
- ▶ Total within the EUR 5,000 ceiling, inclusive of taxes and bank charges

c. Annexes

- ▶ CVs of all proposed team members
- ▶ Sample outputs from comparable mandates
- ▶ Two professional references FTNAPP may contact
- ▶ Signed conflict of interest and confidentiality declaration (Annex 1)

Submission

Proposals are to be submitted by email with the subject line "Proposal: FTNAPP S2S Mapping Consultant", to commercials@fairtradenapp.org. Queries during the proposal window should go to the same address, copied to jaison@fairtradenapp.org. Proposals received after the deadline will not be considered.

13. Proposal Assessment

Proposals that fail any of the following gates are not scored:

- ▶ Evidenced experience in at least one of Thailand or Indonesia
- ▶ Total price within the **EUR 5,000** ceiling
- ▶ Meeting plan that meets the minimums in Section 5
- ▶ Signed conflict of interest and confidentiality declaration
- ▶ Alignment with FTNAPP values and Fairtrade principles

Proposals that pass the gates are scored as follows:

Criterion	Weight	Notes
Market and sector experience in Thailand and Indonesia	30%	Depth in both markets scores higher than depth in one
Methodology, workplan and meeting plan	25%	Must be realistic within the six-week window; meetings offered above the minimum score higher
Team credentials and references	20%	Named lead consultant CV plus two professional references
Cost	15%	Value for money within the fixed-fee ceiling
Evidenced access to buyer networks	10%	Existing relationships in hospitality, café, retail or brands
Total	100%	

In the event of a tie on total weighted score, FTNAPP reserves the right to award on the basis of in-market presence, prior Fairtrade experience, or price, in that order.

14. Communication, Confidentiality and Data Protection

All communication during the proposal and engagement phases should go through the FTNAPP Commercial Manager, with the FTNAPP CEO Office copied where appropriate. The consultant may contact buyers, brands or hospitality groups only as set out in Section 4.4.

All data shared by FTNAPP, and all data collected by the consultant during the engagement, are confidential and the property of FTNAPP. The consultant must sign a confidentiality agreement at contract stage. Intellectual property of all deliverables is assigned to FTNAPP on final payment.

Personal data collected during the assignment (names, roles and contact details of respondents) is used only for this assignment and for FTNAPP follow-up, is stored securely, and is handed over to FTNAPP and deleted from the consultant's systems at the end of the engagement.

Disclaimer

FTNAPP reserves the right to cancel this tender process, not to award a contract, to award the contract to any proposer, or to reissue the ToR with amended scope, at any time, without liability to any proposer. Submission of a proposal does not entitle a proposer to any form of compensation or expense reimbursement.

15. Code of Conduct

- ▶ Act with professionalism and integrity in all interactions with producers, buyers and stakeholders

- ▶ Comply with local laws and regulations in each country of work
- ▶ Make no commitments on price, volume, partnership or use of the FAIRTRADE Mark on behalf of FTNAPP or any producer
- ▶ Comply with the FTNAPP Policy on Protection of Children and Vulnerable Adults in all field work
- ▶ Report any concern or complaint arising during the assignment to the Commercial Manager

Breach of this code may result in termination of the contract and withholding of payment for work not yet accepted.

16. Terms and Conditions

- ▶ Intellectual property of all deliverables assigned to FTNAPP on final payment
- ▶ Confidentiality agreement signed at contract stage
- ▶ Conflict of interest declaration submitted with the proposal
- ▶ Adherence to the FTNAPP Anti-Fraud and Anti-Corruption Policy, Anti-Harassment and Anti-Bullying Policy, Whistle Blower Policy, Protection Policy, and Gender and Non-Discrimination Policy
- ▶ Governing law and jurisdiction per the standard FTNAPP consultant contract template
- ▶ Payment by bank transfer in EUR; invoicing per the schedule in Section 9

Annex 1. Conflict of Interest and Confidentiality Declaration

I/We, the undersigned, submitting a proposal for the FTNAPP South to South Mapping Consultant Engagement, declare that:

- ▶ I/we have disclosed below any contractual, financial or family relationship with any Fairtrade NFO, FMO, FLOCERT, FTNAPP active lead, or buyer organisation in Thailand or Indonesia. Existing commercial relationships with potential buyers are welcome and are taken into account under Section 13
- ▶ I/we will inform FTNAPP in writing of any conflict that arises during the assignment
- ▶ I/we will keep confidential all data shared by FTNAPP and all data collected during the assignment
- ▶ The information in this proposal is accurate, and I/we take responsibility for its authenticity

Disclosures (if any)	
Name of consultant or firm	
Authorised signatory, name and designation	
Signature	
Date	