

Fairtrade International: Public Systems Report

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DEFINING THE INTENDED CHANGE

A Monitoring, Evaluation and Learning (MEL) system should be situated within and guided by a conceptual framework that explains what an organization's vision for change is, and how its activities and interventions contribute to that change. This is often referred to as a 'theory of change.' By defining more clearly Fairtrade's intended change, and by capturing understanding of how Fairtrade contributes to these changes, Fairtrade's theory of change provides a framework for identifying appropriate outcomes to be monitored for measuring progress.

Fairtrade's theory of change first version (v1.0) was developed between 2011 and 2013, including an extensive process of involvement of stakeholders to help define both intended and unintended changes arising from Fairtrade activities, and to identify the best indicators for monitoring these outcomes. This initial version focused on the impacts Fairtrade aimed to have on workers, farmers and in their communities. In October 2015, a second version of the theory of change (v2.0) was approved which included the changes Fairtrade wished to see in markets, in line with the 2016-2020 strategy.

Then, in 2020 after five years of the second version of Fairtrade's theory of change, the initial assumptions were tested through research evidence and monitoring data. This exercise came also as a recommendation from an external evaluation that was commissioned by the Global Leadership of Fairtrade International in 2018 to assess MEL activities in the Fairtrade system, where key recommendations were: (1) to invest in MEL leadership and have a clear accountability across the system, (2) to have a coherent data strategy, (3) to have clear links with the strategy, and (4) to measure what matters. This led to transition the MEL team into a Global Impact team to address the recommendations from the external review (See Figure 1). The theory of change review coincided with Fairtrade's strategy cycle 2021 – 2025 and consisted in three phases:

Phase 1: Reflection

The review process began in 2020 with a series of systemic-wide consultations to define an early draft for validation by various stakeholders. In addition, a user survey was developed as an opportunity for everyone in the Fairtrade system to be heard and add their contribution to the review based on their challenges with the previous version. Last but not least, a rigorous meta review of research evidence referred to as [evidence mapping](#) based on 150 studies helped us understand how in the last five years, had Fairtrade achieved its desired outcomes vis a vis the theory of change.

Phase 2: Calibration

During this phase, a close engagement with the strategy development team was ensured to align the theory of change with the global [Fairtrade Strategy](#)¹. Then, all the inputs gathered from were discussed to generate a first draft of the detailed theory of change.

A next step was to engage with experts in the system to validate an initial list of indicators to adjust data tools for monitoring. In terms of the indicators, this first draft was used to

¹ See Fairtrade's 2021 – 2025 strategy in Appendix 1.

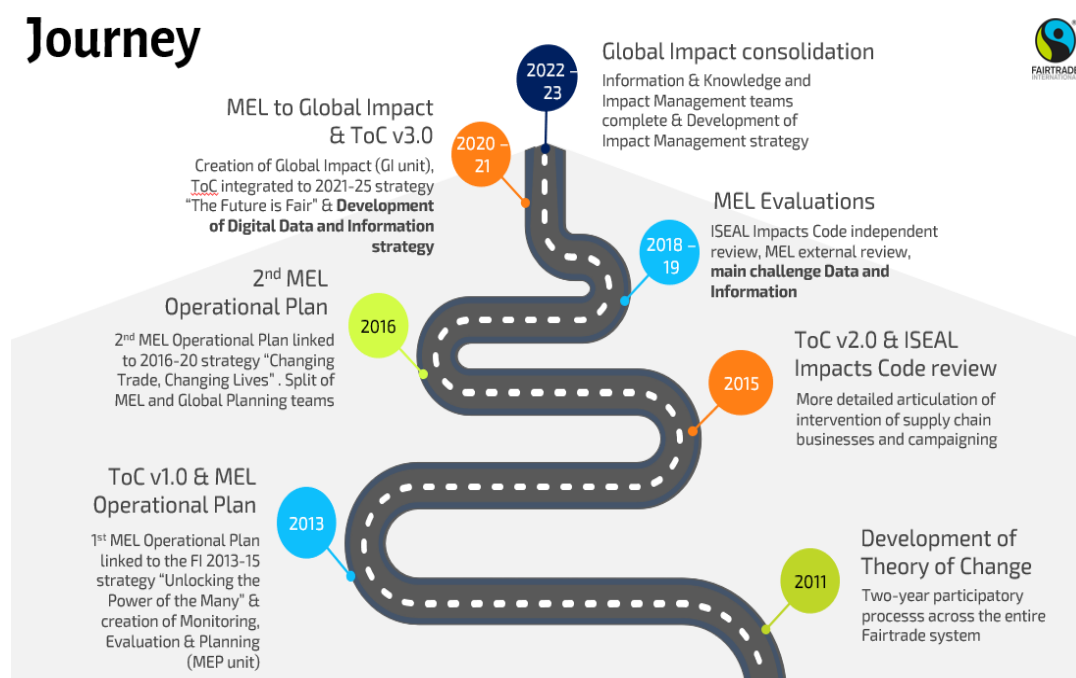
identify outcome level indicators as well as have in place the protocols for standardising definitions. This exercise allowed to reduce the number of indicators and to focus on strategic key performance indicators (KPIs). All this lead to the development of a strategy reporting framework that was done jointly with the strategy development team.

Phase 3: Re-calibration

The second draft of the theory of change was completed during this phase and was used to develop a communication strategy. The process was fine-tuned, resulting in a final version of Fairtrade's theory of change (v3.0). This enabled the creation of an infographic (see Figure 1) and a digital version that was developed including all the interventions, intermediate and long-term outcomes, and impacts for ease of understanding. This [digital version](#) was publicly launched on the Fairtrade International website in September 2022.

It is noteworthy to mention that while we have a revised theory of change and have adjusted our assumptions based on the learnings from the review, we recognize that the nature and extent of change brought about by Fairtrade interventions will depend on a range of contextual factors. Contextual factors may work in tandem with Fairtrade to create greater benefits and opportunities for small producers and workers, or they may act as constraints on what Fairtrade can achieve. The theory of change acknowledges that Fairtrade contributes towards change for small producers and workers, rather than being the sole determinant of change.

Figure 1. Fairtrade's MEL and Theory of Change Journey 2011-2023



SCOPE AND BOUNDARIES OF FAIRTRADE'S MEL SYSTEM

Fairtrade's MEL system: recap

Fairtrade's Monitoring, Evaluation, and Learning (MEL) system has been implemented since 2007 with the main focus at the beginning on small producer and worker organizations data that was monitored through audit processes. Until March 2015 the producer data collected was based on a series of monitoring questions developed by the stakeholders in the MEL Working Group and integrated into a Word format for audit data capture. The list of indicators was chosen to balance the need for information in relation to as many as possible of the impact areas of most importance to Fairtrade, with the need for cost-effectiveness and relative simplicity of data capture. These indicators were revised and amended after the approval of Fairtrade's theory of change v1.0.

Linked to the theory of change v1.0, Fairtrade launched in 2013 a project to improve our monitoring system which was designed to deliver improvements over the period 2013-2016. The work focused on improving the tools used at the existing points of contact between the Fairtrade system and the producer groups holding Fairtrade certification.

An improved tool for the collection of monitoring data during the audit (named CODImpact) was implemented in April 2015. The next phase of the monitoring project focused on improving the tools used to collect data during Fairtrade producer support visits, with revised tools ready for implementation during 2016. The final phase of the project aimed to develop sample-based procedures for collecting a limited amount of household and community level information. The Fairtrade International Board agreed an overarching plan for Fairtrade MEL, 2013-2015 in November 2013. This plan was implemented and continued aligned to certain extent with the strategy 2016-2020.

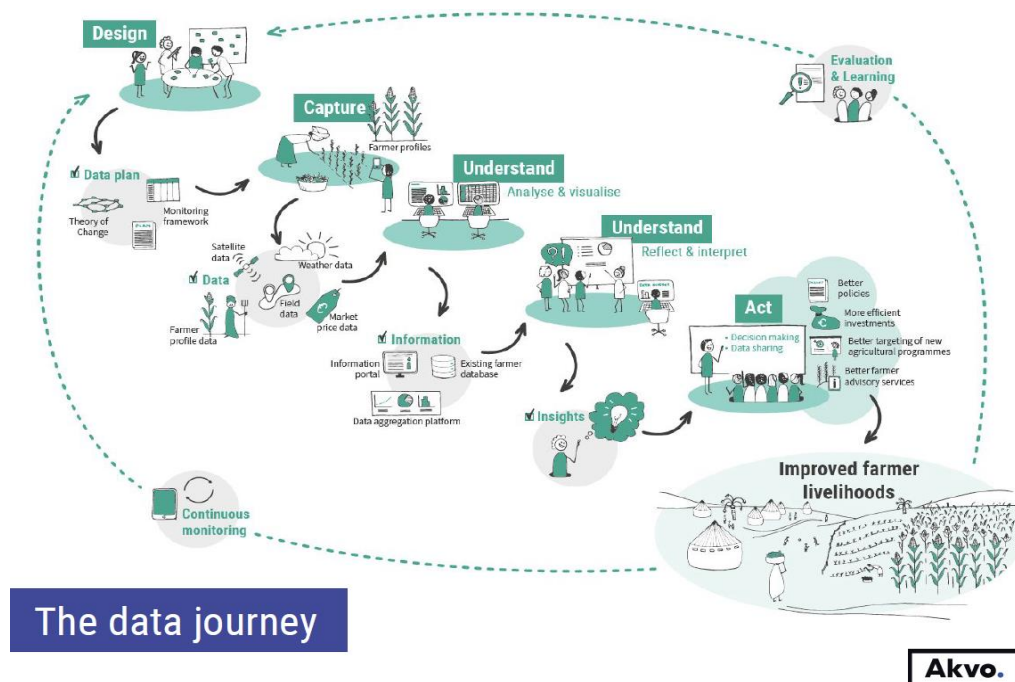
The completion of the strategy required us to look at our MEL plan to consider whether to what extent needed adjustments to reflect any new dimensions in coming Fairtrade strategy 2021-2025.

Fairtrade's MEL system: today

Our current MEL system is based on the recently updated Fairtrade theory of change v3.0, which is closely aligned to the results we want to achieve as a system through Fairtrade global strategy 2021-2025 with high level aspirations set for 2030.

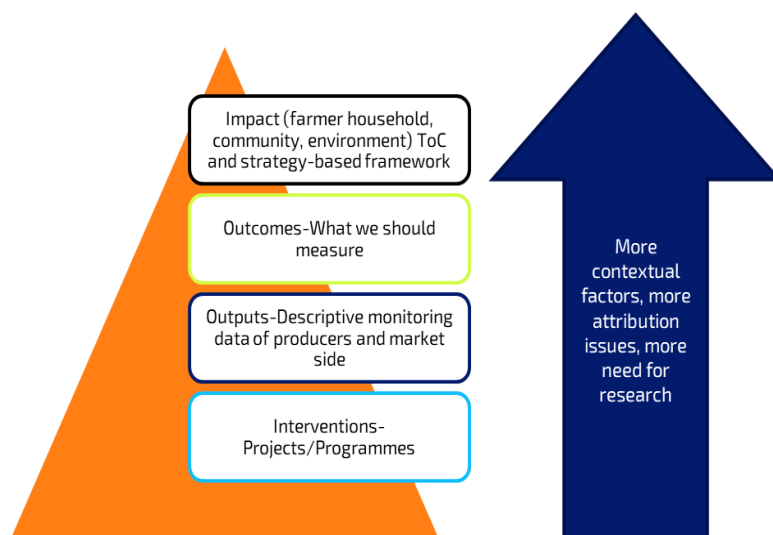
As mentioned above to implement our MEL system we are using Fairtrade's theory of change v3.0, that serves as the foundation of Fairtrade's data journey (See Figure 21). It forms the basis of monitoring the key outcomes and impact areas that we want to achieve and have the adequate data collection systems to support the monitoring. The full list of monitoring indicators for which data are currently collected is listed in Appendix 2, with linkages to the relevant themes in the theory of change. This is a part of improving the effectiveness of Fairtrade's MEL system.

Figure 2. Fairtrade's Data Journey



In the "design" phase of the data journey, a clear articulation of the interventions that Fairtrade intends to achieve, helps to determine which of the outcomes should be monitored and for which purpose (e.g., accountability, accountability, steering, learning, communication), and with what methods (see "capture" phase from data journey). Once data is collected, the next phase "understand" allows data analysis to generate information which through active reflection and interpretation leads to new insights and understanding of how change occurs in various situations and for different groups of stakeholders (see "act" phase).

Figure 3. Measuring what matters and for what purpose

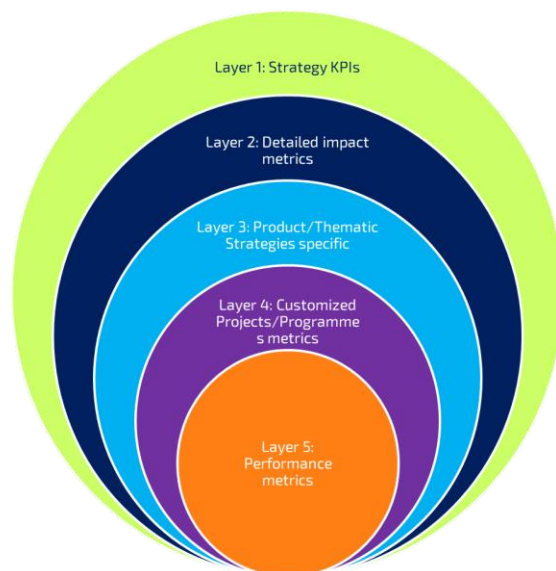


It is critical to be sure what data is needed for which purpose and how it will be analysed before it is collected so that every bit of data is used and all the efforts and cost to collect data are not used in vain. This can then be used to make impact-driven decisions based on actionable data & information. The data journey is relevant at all levels, including systemic, organizational, and interventional. We are cognisant of the fact that with a large system like Fairtrade, we cannot measure everything, therefore we need to be selective and measure what matters with clear purpose in order to decide what level will give us the right insights.

Based on this, today's MEL system, as depicted in Figure 3, sets the boundaries of our work. Fairtrade's 2021-2025 strategy covers the time horizon of specifically 2025 but with high level aspirations articulated up to 2030 in line with the UN Sustainable Development Goals. The MEL system reflects this by focusing on output indicators for all certified producer organizations and the monitoring of key outcome/impact indicators with a sample of producers. However, many of the outcomes and impacts of Fairtrade can only be assessed through in-depth research and evaluation. For that reason we maintain ongoing commitment to engage with outcome and impact evaluations, as well as other types of in-depth research, to complement global monitoring especially on topics that are regularly set and updated through the learning agenda of Fairtrade and those where assumptions in the theory of change need to be tested out in case they are weak causal assumptions

With that as a focus, the global monitoring system that informs the MEL system is focused on different layers of data as illustrated in Figure 5 below:

Figure 4. Global monitoring informing the overall MEL system



- Layer 1: The overarching strategy KPIs include outcome level indicators that need to be monitored regularly in order to assess whether we are in line with achieving our high level aspirations on the over-arching global system wide priorities. These are more relevant for the leadership teams and decision makers to ensure we stay on course, steer and adjust where need be.
- Layer 2: Some of the topics for strategy KPIs require a lot more depth and are covered in detailed impact metrics. This is more relevant for operational leads to facilitate their work streams.
- Layer 3: This is focussed on specific metrics that are relevant to product or thematic strategies to go a bit deeper.
- Layer 4: These are the customized metrics that are relevant to projects and programmes and are specific to the donors as well as the entities involved in the relevant projects/programmes.
- Layer 5: This is focussed on some performance metrics vis a vis the activities and action plans of specific product and thematic strategies that have a lot more output level metrics

Note that layer 1 also includes regular scope level descriptive monitoring data from all certified producer organizations. As such, regular monitoring covers all products and all countries where these producer organizations are present. It also includes data related to market progress monitored by the marketing-facing organizations present in countries where Fairtrade products are sold on an annual basis.

In recent years, Fairtrade has implemented an increasing number of projects (specific product or thematically-focused interventions working with specific groups of producer organizations, bilateral donors, and/or commercial partners, which go beyond certification support) and programmes (a collection of projects under a single umbrella).

An inventory of these projects and programmes is consolidated and support is overseen by the Global Resource Mobilization team (another team within Fairtrade International) as well as the Global Resource Mobilization Working Group, a systemwide group including representatives from Fairtrade International, Producer Networks, and National Fairtrade Organizations working on externally-funded project and programmes. The Global Resource Mobilization team and Working Group organizes this support through a global 2021 – 2025 strategy, yearly action plans, and an outcome-based programmatic framework.

The Global Impact team works with the Global Resource Mobilization team to support MEL for these projects and programmes through (1) linking project/programme monitoring indicators to overarching Strategy KPIs, impact metrics, and product/thematic strategies (i.e., Layers 1 – 3 above), (2) developing digital tools and opportunities for institutional learning and collaboration, and (4) offering customized MEL support for particular projects or programmes. Internally-funded projects and programmes are similarly supported through coordination with the Global Products, Programmes, and Policy team.

Research and Evaluation forms a key component of the Fairtrade MEL system, giving an in-depth impact-level picture of what is happening to Fairtrade producer organizations, producers, their communities and why. Our research and evaluation is guided by our [Research for Learning Agenda](#), a list of research needs consolidated by theme and linked to our Global Strategy. We as Fairtrade International commission at least 1-2 research pieces

or impact evaluations a year (while supporting more research done throughout the global Fairtrade system). In addition, we engage with external research/researchers guided by our academic engagement policy and [student research policy](#) as well as through participative webinars, discussions. Finally, we host records enabling analysis and discussion of external research on our Learning Hub, a centralized internal-facing evidence platform hosting (mostly) external research on Fairtrade's impact.

KEY COMPONENTS OF THE MEL SYSTEM

DATA AND INFORMATION

Over the years Fairtrade has systematized data collection, data management for its currently approximately 2,000 producer organizations. The main focus has been on global monitoring indicators that are at the scope level and some at the outcome and impact level.

The monitoring data forms a core basis for our understanding of the dynamics of how certification is developing, and how the benefits of Fairtrade are being distributed between products, geographies, and producer organizations. They give us a good idea where the system is performing relatively well and where it is not, which enables decision-makers to plan and focus their interventions. Other aspects of the data are analysed and shared internally in response to specific questions, or specific stakeholder needs. Relevant data are also shared with key internal stakeholders to enable their own analysis and planning.

In addition to the producer data, Fairtrade collects market monitoring data for a small set of market indicators via the National Fairtrade Organizations and the certifier. These data are also collated, cleaned, and analysed on an annual basis. These data is used primarily for internal analysis and annual reporting operations.

a. Data sources and tools: The following different types of sources, tools and approaches support the MEL system:

- [CODImpact](#): This is the most extensive and wide spread data collection tool that is done in conjunction with the audits, the auditors collect these data. CODImpact will be replaced in 2024 by FairInsight (see below)
- [FairInsight](#): This is a self-reporting tool that the producer organizations have access to. The focus is on Fairtrade Premium related standard requirements as well as reporting on the impact stories generated from this which can further be shared with various market actors.
- [Fairtrace](#): This a certification data tool where producers report sales volume and Premium received.
- [Connect](#): The market sales data coming from National Fairtrade Organizations which is key to monitor Fairtrade sales in various countries, it gives us an idea of consumer demand of various products.
- [Deforestation data](#): In 2022, we have set the benchmark high for starting with deforestation monitoring on a pilot basis for cocoa working with eight producer organizations in Ghana and Cote d'Ivoire to produce deforestation alerts and risk assessments. In 2023, in preparation for new requirements in the revised Fairtrade

Cocoa Standard as well as emerging EU legislation on preventing deforestation in supply chains, we are planning to expand this to more cocoa and coffee producers..

- Living wage data: within cooperation with IDH and other Fairtrade schemes under the umbrella of Living Wage Coalition, we collect information on living wages..
- Human and Environmental Risks mapping: This is a product risk map that is published on the Fairtrade website as a part of Fairtrade's commitment to transparency.
- [Producer satisfaction](#) and [global crisis surveys](#): These are surveys to measure the satisfaction of producer organizations with Fairtrade services.. In the last year we have been also doing a global crisis survey to understand challenges faced by the producers so that their needs can be addressed through various interventions and support. For example, the COVID survey results led to the set-up of COVID fund to support the producers. Fairtrade also supports the Producer Networks in better understanding the satisfaction and needs of their Producer Organizations by running, on a yearly basis, a Producer Satisfaction Survey. This survey is conducted online and is targeted towards the management of the Producer Organizations. Data is used to improve Producer Network support services and reflect on strengths and challenges of the past year.

b. Business Intelligence Tools: Fairtrade has invested in the past two years in internal business intelligence tools to create various visualization dashboards on many of the data sources described. The member organizations that provide producer support in the field has the access to the dashboards that analyze compliance. In particular on FairLens, that is the Business Intelligence service for the Fairtrade system. It governs and process all core data turning data into information. By combining transactional information with other data sets, such as certification, impact and market, and aligning the information with data governance, it can provide standardised and assured data for exchange throughout the Fairtrade system. Fairtrade isa federated system, all member organization have agreed to invest in a data warehouse that allows members to access data collected from different sources. The data will be displayed in dashboards that members can access to analyze the data.

c. Global Data Governance: A global data governance group manages several decisions with data source owners on definitions, calculations in order to ensure single source of truth is available for the Fairtrade system on specific topics.

d. Digital Data & Information (DDI) Strategy: This was one of the recommendations from the external review of MEL activities, back in 2019 we did not have a Fairtrade system wide coherent data strategy. Today, we have a digital data & information strategy that was approved in February 2022 with a focus in integrating the main transactional data systems for transparency and traceability purposes, and into setting up a digital services team that will focus in delivering services and governing global digital investments

GLOBAL MONITORING

As explained in the previous section, global monitoring sets the boundaries of the MEL system, it informs what outcomes to monitor and thereby need to be embedded in one of the data sources that inform the different layers of indicators.

- **Strategy KPIs & theory of change:** Every year we have two cycles of updates with the leadership teams. One is focused on status of the new indicators and tools roll out, the other focuses on actual data to understand progress. We plan deep dive sessions in between these meetings with relevant high level groups in the Fairtrade system, to inform decision making. There is a digital dashboard underway for facilitating strategy KPI reporting.

The learning from recent revisions to the theory of change have been that we need to keep the theory of change alive by layering stories and evidence alongside. The digital version of the theory of change allows us to do that. In addition, we aim to make minor adjustments every year based on data and research results and do a proper update every 3-4 years based on similar evidence mapping as we did recently to make sure we are factoring in unintended outcomes as influence of context. This will allow us to adapt our MEL systems.

- [Monitoring dashboard](#) in our website in collaboration with the International Trade Center: It includes key descriptive statistics for the top seven global products. This published and updated regularly in our website.
- **Reporting and communication:** Several information products rely on the data and statistics generated throughout the year like overall monitoring report, regional monitoring reports and annual report. These are updated annually on our website.

CUSTOMIZED MONITORING

As mentioned above, the Global Impact team works with various teams within Fairtrade International such as the Global Resource Mobilization, Global Products, Programmes and Policy teams to support MEL for projects and programs through (a) linking indicators from these to overarching strategy KPIs and project / programme (i.e., layers 2 -3, see Figure 4 above), (b) developing digital tools and opportunities for institutional learning and collaboration, (c) offering customized MEL support for particular projects or programmes.

Historically, monitoring indicators for Fairtrade projects and programmes had unfortunately been a bit disconnected from centralized monitoring and the overall Fairtrade's theory of change. Use of common indicators was rare, with individual projects and programmes making their own MEL frameworks based on their customized needs, making it difficult to gain an aggregated analysis across products and themes. We are happy that in recent years this trend has reversed.

After development of the revised Fairtrade theory and change and the strategy KPIs, we worked with the teams mentioned above to ensure these indicators were used as an indicator base for outcome-based programmatic framework as well as incorporated in product/thematic strategies.

Common indicators set the groundwork for better future aggregate analysis of outcomes across our portfolio of project/programmatic work. We also have developed new digital tools and opportunities for system-wide collaboration around project/programme MEL. We have been working with [SoPact](#) since 2020 to offer our member organizations access to an online platform useful for project monitoring. We are soon to launch an internal-facing Digital Map for Fairtrade Projects and Commissioned studies. While this map is internal and thus cannot be linked here, it builds off of the public [Fairtrade projects map](#) and offers extensive opportunities for Fairtrade system members to reflect on their own projects and commissioned studies as well as share these learnings with others. We also since 2020 have been organizing a Project/Programme MEL Task Force, bringing together Fairtrade system members on a quarterly basis to discuss learnings, share resources, develop guidance documents, and provide MEL technical feedback.

Finally, we offer the Fairtrade system customized MEL support for particular projects and programmes. These support activities include developing bespoke theories of change, developing indicators, overseeing data collection, analysing data, producing dissemination products and running learning workshops. This support is offered on an ad-hoc basis based on need, with the expectation that this offer will increase in the future, but already in recent years we have supported various programmes as well as multiple smaller engagements with National Fairtrade Organizations and commercial partners.

RESEARCH AND EVALUATION

An ongoing programme of commissioned research is an important component of our MEL system. In-depth research gives us a detailed picture of what is happening to Fairtrade producers and their communities, and why. It allows us to gather information about farmer and worker experiences and perceptions. Through the general use of mixed method approach and a combination of data collection tools, research brings contextual analysis and explanation that monitoring data cannot yield. For impact and more complex outcome indicators, evaluation and other research is the only effective way to gather relevant data.

The Fairtrade system has been commissioning between one-two outcome/impact evaluations annually. Impact and outcome evaluations are usually focused on major products and programme focus, and are commissioned to external institutions with significant expertise in assessing the sustainability effects of certification. We do not seek to influence the findings of these studies. We believe that commissioned evaluations can be objective where the consultants and the commissioning agency take a professional approach. Positive benefits of commissioning evaluations include being able to ensure that researchers have full and accurate information about Fairtrade data and key stakeholders, being able to ask research questions consistently across products and geographies, having

full access to data generated by these evaluations (important for meta-level analysis), and more.

Fairtrade-commissioned evaluations focus primarily on core products and incorporate evaluation of key strategic areas such as hired labour, social compliance, climate change, gender, producer services, or other themes that are important for system stakeholders. Our knowledge about each core product or key theme will therefore be supported by new research evidence and data every few years. We seek to ensure that impact and outcome evaluations employ mixed methods to generate robust qualitative and quantitative findings. Wherever financially and logistically possible we require researchers to integrate a counterfactual into the evaluation research.

We also value and utilize good quality independent external research that has not been directly commissioned by the Fairtrade system, but which has considerable scope to support internal learning and knowledge about our effectiveness. We welcome interaction and partnership with independent research projects, with a view to ensuring that such research can be as accurate and useful as possible. To this end, we have developed a Fairtrade [Research for Learning Agenda](#), in which internal Fairtrade stakeholder have identified research to cover the most crucial research gaps. This agenda is disseminated through the Fairtrade website, at international conferences such as the [Fair Trade International Symposium](#), and through professional networks so to develop external research partnerships focusing on these topics. We coordinate work on commissioned research across the Fairtrade system through our Research Task Force, a participatory group bringing together Fairtrade stakeholders to discuss research needs, develop Terms of Reference, share lessons learned, and turn research insights into actionable recommendations and next steps.

It is Fairtrade's policy to publish full impact evaluations wherever possible. [Evaluations and other research](#) published to date are available on the Fairtrade International website. Information about in-progress evaluations and other Fairtrade research can be accessed [here](#).

We engage with external research/researchers guided by our academic engagement policy and [student research policy](#) as well as through participative webinars and discussions. This academic engagement policy and student research policy guides how we respond to academics and students whom reach out to us for data requests as well as for longer-term academic partnerships. We receive multiple data requests per year from these stakeholder groups and 1-2 request a year for longer-term partnerships. We are currently doing a revision of the policy so to enable more pro-active engagement with academic researchers and accelerate our academic partnerships in 2023 and beyond.

Finally, we host records on external research enabling analysis and discussion of external research on our Learning Hub, a centralized internal-facing evidence platform hosting (mostly) external research on Fairtrade's impact. This Learning Hub hosts records of over 320+ studies on Fairtrade's impact, and is filterable and searchable by theme, product, region, country, and more. It also offers opportunities to engage with studies through ratings, discussions, and polls. The Learning Hub has been revamped as of 2023 and will serve as a crucial resource – complementing the Digital Map – in catalysing learnings from research throughout the Fairtrade system.

LEARNING AND COMMUNICATION

Fairtrade International is committed to communicating the results of monitoring and evaluation processes internally, and to using relevant findings to influence planning and decision making – both for the MEL system itself but more importantly for programme and strategic decisions. For example:

- Monitoring data and analysis are shared with the Fairtrade International Executive Team, the Board, and other governance and operational bodies within the Fairtrade system on an annual basis. It is also used as an input into planning and standards setting processes.
- Evaluation results are made publicly available and shared with staff throughout the Fairtrade system. It is Fairtrade International's policy that workshops should be held as part of every evaluation process, where results are shared with relevant stakeholders, and used as the basis for further discussion of findings, recommendations and actions.
- The Global Impact team is in close collaboration with key system stakeholders developing updated MEL frameworks for different important products and thematic strategies. These frameworks build on past work and will lay out systematically how progress in each area will be measured through monitoring and evaluations over a multi-year period, as well as support sound and continuous accountability and learning in key programme areas.
- The Global Impact also produces 'Impact Briefs', synthesis documents for internal learning which bring together insights around a particular product or theme, drawing on data, information, and research from multiple sources.

Since 2020, Global Impact has had a specific and targeted MEL Capacity Building strategy for Fairtrade system stakeholders. In 2021–2022, a systematic MEL Capacity Building module was run for the entire Fairtrade system, encompassing around 20 classes over nine months and following a rigorous syllabus. For 2023 and beyond, we will use a combination of needs assessments and customized trainings to ensure the capacity for learning and adaptation is continuously built throughout Fairtrade.

As mentioned earlier, learning is also enhanced through collaboration around various digital platforms (Learning Hub, Digital Map) as well as Task Forces (Project/Programme MEL Task Force, Research Task Force). Learning is also promoted through targeted activities in individual projects and programmes. The Global Impact unit provides a written guidance document (updated on a yearly basis) to provide the structure and internal and external resources to support this decentralized learning.

STRUCTURE: ROLES AND RESPONSIBILITIES

The Fairtrade MEL system has had dedicated staffing and annual expenditure budget since 2008. Since more than a decade now, the budget allocations to the MEL systems have been increasing given the importance of data and digital needs of the Fairtrade system. to give

an example, MEL investments 2014 – 2019 were on average €650,000 on an annual basis (excluding staffing costs). Starting in 2020, investments in MEL activities increased from €700,000 to €1,350,000 in 2022.

In terms of staff, in 2016 the MEL team had 2.3 FTE compared to 12 FTE in 2022. This increase in staff is part of the response to the external review undertaken between 2018–2019 to assess MEL activities in the Fairtrade system that led to the creation of a Global Impact team with defined focus to address data and information as well as impact management aspects. Our team vision is to accelerate the access and delivery of actionable data & information for impact driven decisions.

The Information & Knowledge sub-team core tasks are related to data management, data governance, data strategy and BI tools, while the Impact Management sub-team is responsible of the global monitoring framework based on the theory of change including customized project and programme MEL and research and evaluation. This split in the focus of the Global Impact team has led to tremendous progress in MEL activities across the Fairtrade system in the last three years.

Fairtrade Global Impact team and other MEL staff members in other Fairtrade organizations have significant experience in monitoring, evaluation, project management, and research. Current Fairtrade International staff positions with full-time focus on MEL related work, and responsibility for implementing aspects of the Fairtrade MEL system globally, are listed below. The responsibility for overall management and leadership of the Fairtrade MEL system lies within the Global Impact team at Fairtrade International in its main office located in Bonn, Germany.

Table 1. Fairtrade International Global Impact staff (as of January 2023)

Role	FTE
Director of Global Impact	1
Head, Information & Knowledge	1
Head, Impact Management	1
Data Scientist	1
Impact Monitoring Manager	1
Impact, Evaluation and Learning Manager	1
Impact Portfolio Manager	1
Data Analyst	2
Data Assistant	2
Student Assistant	1

Staff within various other Fairtrade functional teams – including Global Resource Mobilization, Communications, Global Products, Policy, Programmes, and Standards Pricing and Assurance teams in Fairtrade International, Business and IT Solutions team from Fairtrade’s certifier FLOCERT and MEL staff in Producer Networks and National Fairtrade Organizations – also dedicate time to activities which support the MEL system related activities.

In addition to the specialized staff working within Fairtrade International, there are three regional MEL managers (Asia, Africa, and Latin America) in post with accountability to the

Producer Networks and work independently. The Fairtrade MEL community of practice includes a wider group of Fairtrade staff in market-facing organizations with dedicated time to work in MEL-related topics.

OPPORTUNITIES FOR ENGAGEMENT

The [Impact and Research pages](#) contain the links to many pieces of MEL work, including published monitoring reports, published evaluation reports, the Fairtrade's theory of change, the Impacts Public System Report, results from consultative processes and information about the research publications. The contact point for queries in relation to the MEL system is impact@fairtrade.net.

APPENDICES

Appendix 1: Fairtrade Strategy

See <https://files.fairtrade.net/publications/Fairtrade-Global-Strategy-2021-2025.pdf>

Appendix 2: Indicators list

APPENDIX 2: LIST OF INDICATORS

#	Relevant for	Level	Indicator	Reported by	Definition	Source of Data	Responsible for Data Collection
1	SPOs only	Empowerment	LIVING INCOME	product, country	% of Fairtrade Farmers in global commodity chains who earn a living income	CODImpact	Global Impact
2	SPOs only	Empowerment	LIVING INCOME	product, country	# of countries with established living income reference prices	Senior Advisor Sustainable Livelihoods	Global Impact
3	SPOs only	Empowerment	LIVING INCOME	product, country	# of countries with proxy living income reference prices	Senior Advisor Sustainable Livelihoods	Global Impact
4	Cocoa SPOs only	Empowerment	LIVING INCOME		# of licensees paying FLIRP	Senior Advisor Sustainable Livelihoods	Global Impact
5	Cocoa SPOs only	Empowerment	LIVING INCOME		% share of the volumes sold at FLIRP from total cocoa volumes sold	GPM	Global Impact
6	SPOs only	Empowerment	LIVING INCOME	product, country	# of POs in global commodity chains with farmer income measures vs living income benchmarks	Senior Advisor Sustainable Livelihoods	Global Impact
4	SPOs only	Empowerment	LIVING INCOME	product, region	Estimate of yield (kg/ha) at farmer or certified entity level over last calendar year; Actual or Reported yield (kg/ha) at farmer or certified entity level over the last calendar year	CODImpact	Global Impact
5	SPOs only	Empowerment	LIVING INCOME	product, region	% and # of commercial partners paying different prices by product (FLIRP/LIRP, FMP, market price level)	CODImpact	Global Impact
6	SPOs only	Empowerment	LIVING INCOME		Total volume purchased from POs against the FLIRP during the reporting period	GPM	Global Impact
7	HLOs only	Empowerment	LIVING INCOME		% of workers receiving 100% of the living wages	CODImpact, IDH Salary Matrix	Global Impact

8	HLOs only	Empowerment	LIVING WAGE	product, country, type of contract	Average wage gap within sector and country: Difference between (1) highest wage paid and (1a) CBA minimum wage, (1b) national minimum wage, (1c) living wage; and (2) lowest wage paid and (2a) CBA minimum wage, (2b) national minimum wage, (2c) living wage	CODImpact, IDH Salary Matrix	Global Impact
9	HLOs only	Empowerment	LIVING WAGE	product, country, type of contract	Wage equity within producer organizations: Difference between highest wage paid and lowest wage paid for each type of contract	CODImpact, IDH Salary Matrix	Global Impact
10	HLOs only	Empowerment	LIVING WAGE	product, country, type of contract	Gender wage equity with producer organizations: Ratio of the average wage paid to female employees of the organization for each type of contract or position, compared to the average wage paid to male employees of the organization for the same type of contract or position	CODImpact, IDH Salary Matrix	Global Impact
11	All	Empowerment	DECENT WORKING CONDITIONS	product, region	% of non-conformities related to human rights areas (SPOs and HLOs)	Audit results	FLOCERT, Global Impact
12	All	Empowerment	DECENT WORKING CONDITIONS	product, region	% of non-conformities related to non-human rights areas (SPOs and HLOs)	Audit results	FLOCERT, Global Impact
13	All	Empowerment	DECENT WORKING CONDITIONS	product, region	Average score in audit performance related to human rights areas (SPOs and HLOs)	Audit results	FLOCERT, Global Impact
14	All	Empowerment	DECENT WORKING CONDITIONS	product, region	Average score in audit performance related to non-human rights areas (SPOs and HLOs)	Audit results	FLOCERT, Global Impact
15	HLOs only	Empowerment	DECENT WORKING CONDITIONS	product, region	% of HLOs with a trade union (with or without a CBA)	CODImpact	Global Impact
16	HLOs only	Empowerment	DECENT WORKING CONDITIONS	product, region	% of HLOs that have a collective bargaining agreement (CBA) in place	CODImpact	Global Impact
17	HLOs only	Empowerment	DECENT WORKING CONDITIONS	contract type, gender	# and % of workers contracted by POs who were members of trade unions at the end of the last calendar year (age and gender)	CODImpact	Global Impact
18	HLOs only	Empowerment	DECENT WORKING CONDITIONS		# of workers represented on FI board	Governance and Gender Survey	Global Impact

19	SPO only	Empowerment	DEVELOPMENT OBJECTIVES OF PRODUCER ORGANIZATIONS	product, country, years in program	Organizational strength index to be based on indicators from standards, CODImpact etc.: # and % of Pos that are exceeding SCORE by product and by country over time; % of Pos with fairtrade Premium, development plans; % of major and minor non compliances by category; quality of systems like IMS, data management, gender etc.; % of POs with non compliances related to child labour, forced labour, gender based violence; POs achieving development objectives vis a vis years in the system; % of POs with non compliances related to Freedom of Association; POs paying a living wage; % of NCs related to compliance committee obligation towards GA	Fairinsight, CODImpact	Global Impact, Producer Networks
20	All	Empowerment	DEVELOPMENT OBJECTIVES OF PRODUCER ORGANIZATIONS		# and % of Farmers and workers represented in the governance of Fairtrade system at regional, national and international levels in the past 3 years	Governance and Gender Survey	Global Impact, Producer Networks
21	All	Basic reach	DEVELOPMENT OBJECTIVES OF PRODUCER ORGANIZATIONS	product, contract type, gender, age group, region	# and % of workers employed by FT certified producer organizations	CODImpact	Global Impact
22	SPO only	Basic reach	DEVELOPMENT OBJECTIVES OF PRODUCER ORGANIZATIONS	product, organic/conventional, gender, age group, region	# and % of farmers that are members of FT certified producer organizations	CODImpact	Global Impact
23	SPO only	Empowerment	PRODUCER SATISFACTION	region	% of POs satisfied or very satisfied with producer support services	Producer Satisfaction Survey	Global Impact, Producer Networks
24	SPO only	Basic reach	PRODUCER SATISFACTION	region	Services provided by Producer Organizations to members: intensive technical training; crop protection products or equipment, planting material, fertilizer and other production inputs; production equipment rentals/use; harvesting or post-harvest equipment rentals/use; product processing or transformation services; short-term credits; long-term investment credit; social services for producer organization member households; community services; GHG reduction or carbon sequestration activities; other; no services provided	CODImpact	Global Impact

25	SPO only	Empowerment	WOMEN AND YOUTH	committee type, product, region	% of producers represented on governance bodies. Proxy indicator producers represented on (1) PNs Board members and (2) PNs Committees	Governance and Gender Survey	Global Impact, Producer Networks
26	SPO only	Empowerment	WOMEN AND YOUTH	committee type, product, region	% of women serving as (1) Board members, (2) Committees	Governance and Gender Survey	Global Impact, Producer Networks
27	SPO only	Empowerment	WOMEN AND YOUTH	committee type, product, region	% of youth among: (1) PNs Board members (2) PNs Committees members	Governance and Gender Survey	Global Impact, Producer Networks
28	SPOs only	Empowerment	WOMEN AND YOUTH		CL and FL, refer to SPO standard FL 3.3.5 to 3.3.7 and CL 3.3.8 to 3.3.12. # of SPOs with actions related to FL and CL YICMBR or anything else or trainings or stipends to go to school	Audit results	FLOCERT, Global Impact
29	SPOs only	Empowerment	CLIMATE RESILIENCE	country, region	# and % of POs that participate and/or apply climate resilient practices	Climate resilience internal survey	Global Impact, Producer Networks
30	SPOs only	Empowerment	CLIMATE RESILIENCE	country, region	# and % of POs being actively monitored for deforestation alerts	Earthworm pilot tool (for now-likely to change)	Global Impact
31	SPOs only	Empowerment	CLIMATE RESILIENCE	region	# of Pos who have received services from the PNs on climate resilient practices and environmental risk	CODImpact	Global Impact
32	SPOs only	Basic reach	CLIMATE RESILIENCE	product, region	Total area under cultivation of Fairtrade certified crops	CODImpact	Fairtrace, Global Impact
33	SPOs only	Basic reach	CLIMATE RESILIENCE	region	Total land area of Fairtrade certified producer organizations under conservation management	CODImpact	Global Impact
34	SPOs only	Basic reach	CLIMATE RESILIENCE	region	# and % of POs (or certified entities) that are located near to (or within) a HCV area (based on GIS location data)	CODImpact	Global Impact

35	SPOs only	Basic reach	CLIMATE RESILIENCE	region	# and % of Fairtrade certified producer organizations that hold a valid certification for an organic label	CODImpact	Global Impact
36	SPOs only	Empowerment	CLIMATE RESILIENCE	product, region	Organic Premium 4 amounts to be tracked for main commodities	Fairtrace	FLOCERT, Global Impact
37	All	OP (Outputs)	CLIMATE RESILIENCE	product, region	Fairtrade organic product volumes for globally-led products (coffee, cocoa, banana, sugar, flowers): (1) MT/items and % of volumes sold on Fairtrade terms that are also certified organic; (2) MT/items and % of volumes produced by Fairtrade certified producer organizations produced under organic conditions	Fairtrace (sales) and CODImpact (production)	FLOCERT, Global Impact
38	All	Growth and Innovation	MARKET GROWTH	product, region	% change in volumes for global products (both producer side and market side volumes)	Fairtrace (sales) and CODImpact (production)	FLOCERT, Global Impact
39	All	Growth and Innovation	MARKET GROWTH	product	Premium generated and premium use	FairLense	Global Impact
40	All	Growth and Innovation	MARKET GROWTH	country, region, product	Top producer countries by volumes sold	Fairtrace	Global Impact
41	All	Growth and Innovation	MARKET GROWTH	country, product	Top market countries by volumes sold	Connect	Global Impact
42	All	Growth and Innovation	MARKET GROWTH		Absolute license fees, year to year change	Finance	Global Impact
43	All	Growth and Innovation	MARKET GROWTH	country	% contributions to license fees by NFOs	Finance	Global Impact
44	All	Growth and Innovation	MARKET GROWTH	business model	% split by business models (ATCB, FSP, O2B)	Finance	Global Impact
45	All	OP (Outputs)	MARKET GROWTH	Reported by: product, category, SDG, thematic area	Investment of Fairtrade Premium (based on standardized Premium use categories mapped to thematic areas and SDGs), including (i) % expenditure amount invested in each category, thematic area and SDG; and (ii) estimated minimum number of individuals benefitting from Premium investments	CODImpact/ FairInsight	Global Impact, Producer Networks
46	SPO only	Basic reach	MARKET GROWTH	gender, region	Number of workers hired by members of Fairtrade certified producer organizations	CODImpact	Global Impact

47	All	Basic reach	MARKET GROWTH	product, region	Value chain activities undertaken by producer organizations: production/extraction only; post-harvest processing or drying; further processing/ value addition; export; wholesale; retail; sale of own brand products	CODImpact	Global Impact
48	SPOs only	Growth and Innovation	MARKET GROWTH	region	Total earnings from sale of FT certified products, % of total PO revenue represented by FT sales	Finance	Global Impact
49	All	Basic reach	MARKET GROWTH	product, producer setup, region	Percentage of producer organizations selling to (1) no buyers, (2) 1-3 buyers, (3) 4-6 buyers, (4) more than 6 buyers Percentage of producer organizations selling to (1) no FT certified buyers, (2) 1-3 FT certified buyers, (3) 4-6 FT certified buyers, (4) more than 6 FT certified buyers	CODImpact	Global Impact
50	All	OP (Outputs)	MARKET GROWTH	product, producer setup, region	Percentage of producer organizations selling (1) less than 10%, (2) 10-24%, (3) 25-49% (4) 50-74%, (5) more than 75% of volumes on Fairtrade terms	Fairtrace (sales) and CODImpact (production)	FLOCERT, Global Impact
51	Cocoa and coffee SPOs only	OP (Outputs)	Deforestation	total, by product (cocoa and coffee), region, country	Number of SPOs that share point or polygon geolocation data of their members' farms with Fairtrade	Earthworm pilot	Global Impact
52	Cocoa and coffee SPOs only	OP (Outputs)	Deforestation	total, by product (cocoa and coffee), region, country	Number of alerts that have been: (i) identified as a potential deforestation event based on geolocation data and satellite imagery; (ii) investigated on the ground with supporting evidence by the SPO as (ii.a) a false alert or (ii.b) a true deforestation event	Earthworm pilot	Global Impact
53	Commercial actors	Growth and Innovation	BUSINESS PRACTICES	country	# and % of Commercial actors at different stages of engagement, action, programmes and advocacy for Fairtrade	Licensee survey (TBC)	Global Impact, Center of Excellence
54	Commercial actors	Growth and Innovation	BUSINESS PRACTICES		# of Fairtrade buyers who commit to paying LIRP or enabling living wages and living income	Senior Advisor Sustainable Livelihoods	Global Impact
55	Commercial actors	Growth and Innovation	BUSINESS PRACTICES		# of businesses who commit to off-setting carbon emissions and other sustainability targets	Licensee survey (TBC)	Global Impact

56	Commercial actors	Growth and Innovation	BUSINESS PRACTICES		# of businesses and/or business associations implementing HREDD with or without partnering with Fairtrade	Licensee survey (TBC)	Global Impact
57	Businesses	Growth and Innovation	BUSINESS PRACTICES		# and type of sourcing commitments of an existing FT products by licensee	Licensee survey (TBC)	Global Impact
58	Businesses	Growth and Innovation	BUSINESS PRACTICES		% of commercial partners with (1) no commitment (2) 1-3 years (3) 4-6 years (4) >6 years in last calendar year	Licensee survey (TBC)	Global Impact
59	Businesses	Growth and Innovation	BUSINESS PRACTICES	type of commercial actor	# and type of commercial actors (retailers, traders) partnering with Fairtrade beyond sourcing and for what purpose (O2B, programmes, joint actions, campaigns, financial investments)	Licensee survey (TBC)	Global Impact
60	Businesses	Growth and Innovation	BUSINESS PRACTICES		Option1) Number & type of commercial actors who have implemented new/improved principles, practices & programs as a result of the partnership Option 2) Number & type of new/improved principles, practices & programs implemented by partners as a result of the partnership	Licensee survey (TBC)	Global Impact
61	Businesses	Growth and Innovation	BUSINESS PRACTICES		% total volume committed to be sourced/volume actually sourced	Licensee survey (TBC)	Global Impact
62	Traders, manufacturers, retailers	Growth and Innovation	HREDD		# commercial partners who implement HREDD regulations (engage with suppliers to identify, prevent, mitigate, and account for how they address human rights violations and environmental impacts in a Basic, Average or Excellent manner)	Licensee survey (TBC)	Global Impact, Center of Excellence
63	Businesses	Growth and Innovation	BUSINESS SATISFACTION		% of commercial actors satisfied or very satisfied with services provided by Fairtrade system	Licensee survey (TBC)	Global Impact, Center of Excellence
64	Businesses	Growth and Innovation	BUSINESS SATISFACTION		% of organizations retained from last year % of organizations drop out Number of new organizations added Net effect change in licensee fees to be compared alongside the changes above	Licensee survey (TBC)	Global Impact, Center of Excellence
65	All	Fairer Supply Chains	TRACEABILITY AND TRANSPARENCY		% of transactions tracked on a Fairtrade digital platform	Fairinsight, CODImpact	Global Impact
66	All	Fairer Supply Chains	TRACEABILITY AND TRANSPARENCY		% of transactions which are tracked on a Fairtrade digital platform with known chain of custody model	Fairinsight, CODImpact	Global Impact

67	All	Fairer Supply Chains	TRACEABILITY AND TRANSPARENCY		% of transactions between traders tracked on a Fairtrade digital platform with PO identity preservation (either PO lot no. or PO FLO ID)	Fairinsight, CODImpact	Global Impact
68	All	Fairer Supply Chains	TRACEABILITY AND TRANSPARENCY		% of operators who make their data (volumes, price) transparently available on a Fairtrade digital platform to: (1) to actors within the supply chain and (2) to actors beyond the supply chain	Fairinsight, CODImpact	Global Impact
69	All	Fairer Supply Chains	TRACEABILITY AND TRANSPARENCY		% of POs for which Fairtrade has (1) mapped the supply chain to at least one Licensee and (2) have shared this information with the PO on a Fairtrade digital platform	Fairinsight, CODImpact	Global Impact
70	All	Fairer Supply Chains	TRACEABILITY AND TRANSPARENCY		% of POs reporting Premium use on a Fairtrade digital platform, i.e. FairInsight	Fairinsight, CODImpact	Global Impact
71	Policy makers, businesses, governments	Advocacy and Citizen Engagement	ADVOCACY		# and type of strategic alliances/joint actions (advocacy/programmes/messaging/campaigns) with businesses government and multilateral bodies, civil society organisations, sustainability initiatives, and funders at national, regional and international on: Living Income, Living Wages, Climate Change Adaptation, HREDD, Public Procurement	Advocacy group survey (TBC)	Global Impact
72	policy makers	Advocacy and Citizen Engagement	ADVOCACY		Qualitative evidence of public policy makers taking Fairtrade's recommendations on board around various public policy initiatives	Advocacy group survey (TBC)	Global Impact
73	consumers	Advocacy and Citizen Engagement	ADVOCACY		Consumer Awareness: % of Public Recognition and Trust in Fairtrade Label	Globescan survey, Market surveys	Global Impact, Communications team FI
74	public policy makers	Advocacy and Citizen Engagement	ADVOCACY		# and type of sector platform agreements/coalitions with CSOs around CC, LI, LW, HREDD, Public Procurement	Advocacy group survey (TBC)	Global Impact, Global Advocacy Working Group
75	public policy makers	Advocacy and Citizen Engagement	ADVOCACY		# of partnership with technical experts on CC, LI, LW, HREDD - terms of trade and unfair trade practices, Public Procurement, Gender, Youth, Digitalization	Advocacy group survey (TBC)	
76	public policy makers	Advocacy and Citizen Engagement	ADVOCACY		# and type of actors targeted by FT that acknowledge that LW/LI is a human right, CC, LI, LW, HREDD, Public Procurement	Advocacy group survey (TBC)	Global Impact, Global Advocacy Working Group
77	public policy makers	Advocacy and Citizen Engagement	ADVOCACY		# of global campaigns around improved living wage/living income as a human right	Advocacy group survey (TBC)	Global Impact, Global Advocacy Working Group

78	public policy makers	Advocacy and Citizen Engagement	ADVOCACY		# of people reached through campaigns around improved living wage/living income as a human right, CC, LI, LW, HREDD, Public procurement	Advocacy group survey (TBC)	Global Impact, Global Advocacy Working Group
79	All	Partnerships, Projects and Programmes	LAUNCHPAD FOR THE FUTURE		# of strategic partnerships on key thematic areas	GRM internal survey	Global Impact, Global Resource Mobilization Working Group
80	All	Partnerships, Projects and Programmes	LAUNCHPAD FOR THE FUTURE		# of projects and programmes on key thematic areas	GRM internal survey	Global Impact, Global Resource management Working Group
81	All	Partnerships, Projects and Programmes	LAUNCHPAD FOR THE FUTURE		# of SPOs and beneficiaries impacted projects and programmes on key thematic areas	GRM internal survey	Global Impact, Global Resource Mobilization Working Group
82	All	Member satisfaction	LAUNCHPAD FOR THE FUTURE		Metric 15.1. Overall score of members (in future it will be reported as a percentage)	Member Satisfaction Survey	Global Impact

Farmforce Value Proposition for Fairtrade SPOs

- Manage Fairtrade membership database and certifications in a centralized way, creating visibility with certification status and certified cocoa actual volumes produced.
 - Identification of Members' certified volume source using harvest level unique identifiers and fields with GPS and polygon shapes mapped.
 - Track records of Fairtrade Premiums and Members who received them.
- Digitization of household members, identification of children at risk and management of remediation for CLRMS activities.
 - Identify areas at risk of deforestation and understand the size overlapping protected areas and buffer zones.
 - Record and monitor capacity building for each SPO.

Topic/Data that can be managed with Farmforce	Description	Relation to Fairtrade Standard(s) and Requirements
Member Register	Member data inc household composition	Fairtrade Standard for Cocoa, Small producer organisations 03.04.2019 V2.3: requirement(s) 4.2.2, 4.3.1, 4.3.3
Internal Inspections	Performance relevant for internal SPO inspections	Fairtrade Standard, Small producer organisations 03.04.2019 V2.3: requirements 3.1.4
Farmer Assessment	Managing data on farm ownership (new approved Fairtrade Cocoa Standard)	Fairtrade Standard, Small producer organisations 03.04.2019 V2.3: requirements 3.1.2, 3.1.3, 3.1.4, 3.1.8 and requirements within chapter 3.2 Environmental Development and 3.3 Labour conditions
Trainings	Digitalising training records of farmers	Fairtrade Standard, Small producer organisations 03.04.2019 V2.3: requirements 3.1.1, 3.1.2, 3.1.5, 3.2.2, 3.2.4, 3.2.6, 3.2.21, 3.2.22, 3.2.29, 3.2.36, 3.2.37, 3.3.17, 3.3.30, 3.3.32 and Fairtrade Standard for Cocoa: requirements 3.1.2
Yield Forecasting	Digitizing yield data, have an overview of total yields based on last season and to have a more precise yield estimation for the coming season	Fairtrade Standard for Cocoa, Small producer organisations 03.04.2019 V2.3: requirement 1.1.4, 2.1.8
Fairtrade Premium Reporting	Digitalising distribution of Fairtrade premium (cash and in kind) and minimum price benefits to farmers and linking this to volumes delivered	Fairtrade Standard for Cocoa, Small producer organisations 03.04.2019 V2.3: requirements: 4.1.2, 4.1.3, 4.1.4, 4.1.5, 4.1.6, 4.1.7, 4.1.8, 4.1.9, 4.1.10, 4.1.11, 4.1.12

Harvest and Purchasing	linking cocoa to a place of production and date or time of delivery otherwise know as First Mile Traceability (proposed EC regulation)	Fairtrade Standard, Small producer organisations 03.04.2019 V2.3: requirement(s) 2.1.1, 2.1.2, 2.1.3,2.1.4
Financial Reporting	Digitalising loan management from SPO to farmer (we have noted the SPOs in the current Farmforce roll out are really keen on this as it helps them manage risk)	Fairtrade standard for SPO, Small producer organisations 03.04.2019 V2.3: requirement(s) 2.1.2
Child Labour Monitoring and Remediation System	Digitalising child labour monitoring data (we have built International Cocoa Initiative monitoring questionnaires into the Farmforce tool)	Fairtrade Standard for Cocoa, Small producer organisations 03.04.2019 V2.3: 3.3.7, 3.3.8, 3.3.9, 3.3.10, 3.3.11, 3.3.12, 3.3.29
Deforestation Reporting/Farm Mapping	Farm map data (proposed EC regulation and African Regional Standard) and risk assessment for deforestation	Fairtrade Standard, Small producer organisations 03.04.2019 V2.3: requirements 3.2.30, 3.2.31, 3.2.32, 3.2.34, 3.2.42