

# How can a certification process focused on GAP provide better access to international markets for farmers?

Pedro Rebelo

## Project report



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Centre for Development Innovation, Wageningen UR

## **How can a certification process focused on GAP provide better access to international markets for farmers?**

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Centre for Development Innovation, Wageningen UR (University & Research centre)

Sustainable standards are a tool to achieve GAP and certification/ verification is a way to demonstrate its compliancy. This project is based on gathering examples on how Good Agricultural Practices (GAP), when successfully applied, bring benefits to producers by using sustainable standards and how certification/ verification process allow producers to have access to international markets. With this project lessons can be learnt on how the projects were conducted, why they were successful and what role could be played by the government.

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- United Ethical Biotrade
- UTZ
- Fair-trade International
- SCAN
- Solidaridad
- Sustainable Harvest
- Rainforest Alliance
- Chetna Organic
- FSC

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# Executive summary

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A producer from a developing economy faces two great challenges: how to maintain food security and create better conditions for families and how to maintain and improve income from agricultural production, in sustainable way, delivering social, economic and environmental impacts. In this report the focus will be on the second challenge.

The usage of voluntary sustainable standards, with an international dimension, is an attractive solution for producers and a way to get access to international markets.

Sustainable standards define principles and criteria that together they define good social and environmental practices in a specific sector, crop or industry. The usage of sustainable standards help producers promote Good Agricultural Practices (GAP) and deliver impact on social, environmental and economic aspects. Moreover, certification/verification add credibility for the product, the buyer and the process is generally regulated by an accepted procedure (ISO65 or ISO 19011). However, sustainable standards have different approaches, show different ways to achieve sustainability and, most of the times, the trader or the market require the compliancy with these standards. This represents a big challenge for producers and if not moderated properly it will lead to an increase in costs, difficulties in the implementation process and on delivering GAP.

Over the time, sustainable products are gaining importance for consumers, retailers and even for the industry. Although it now represents about 10% of the international market, many believe that this number will increase.

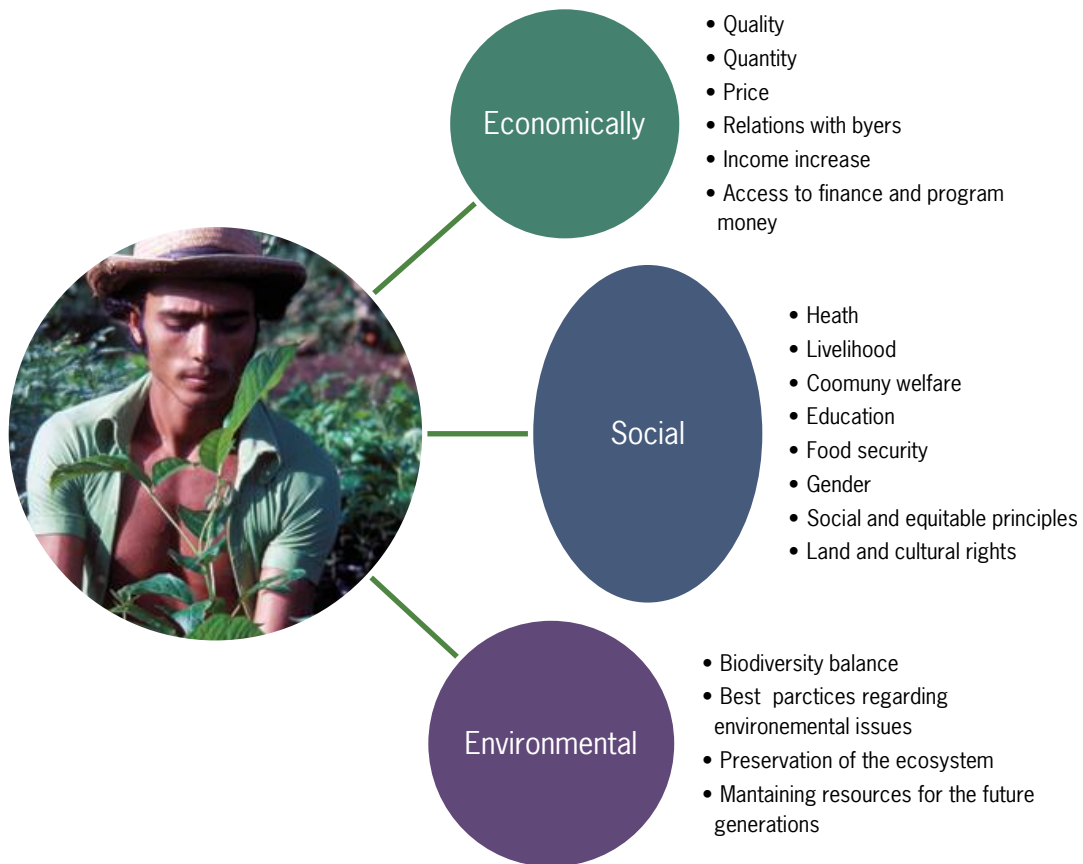
This report is based on two success cases, from three different continents, where agricultural products are gathered and trade is promoted among international markets. The cases include different organization models and different products in order to analyse general common lines in the processes.

By studying success cases where producers use sustainable standards, it will be possible to understand the process and to identify key success elements that will enable producers to achieve international markets. The success cases considered in this report are:

- Coffee producer in Peru – Usage of Fairtrade International and Organic standard
- Sugar in Belize – Usage of Fairtrade international standard
- Essential oils in Zimbabwe – Usage of United Ethical Bioproduct standard
- Indigenous product in Swaziland – Usage of United Ethical Bioproduct standard
- Cotton in India – Usage of Fairtrade and Organic standard
- Forestry in Nepal – Usage of FSC and Rainforest Alliance standard

The analyses done within this project, to allow the identification of key success areas, was based on 5 key evaluation areas: impact, relevance, sustainability, efficiency and efficacy. It was out of scope of this project to gather information in locus, though, all information was collected through sustainable labels, project responsible or other organizations involved in the process.

As result, the key success elements found were:





# List of abbreviations, acronyms and definitions

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## *Acronyms*

CDI	Centre for Development Innovation, Wageningen UR
FT	Fairtrade International
GAP	Good Agricultural Practices
ISEAL	Iseal Alliance
RA	Rain Forest Alliance
UEBT	United Ethical Biotrade
UEBT	United ethical Biotrade
Wageningen UR	Wageningen University & Research centre

## *Definitions*

Impact	The challenges in the lives of people (rural), as perceived by them and their partners at the time of evaluation, and sustainability by enhancing change in their environment to which the development initiatives has contributed. Changes can be positive or negative, intended or unintended.
Relevance	The extent to which the objectives of a development initiative, such as assets, skills, facilitates or improved services, will persist for an extended period after the external assistance ends.
Sustainability	The likelihood that the positive effects of the developed initiatives, such as assets, skills, facilitates or improved services, will persist for an extended period after the external assistance ends.
Effectiveness	A measure of the extent to which the development initiatives attains its intended objectives and reach the goal or proposed level.
Efficacy	The extent to which the development of initiatives objects were achieved or expected to be achieved, by using the given means.



# 1 Introduction

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This report was based on the research of success cases of farmers who had access to international markets by using sustainable standards and by achieving GAP. The methodology used was to find two success cases for different products among three continents, use program reports and analyse the certification/verification results of sustainable standards. It were considered international organizations with global dimensions and who used international accepted methods to achieve certification and verification.

This project aims to analyse the results and understand the influence that standards, as a tool, have in achieving GAP and how international markets evaluate producers.

As a result, this 13-day project reports findings, shares interviews with sustainable standard organization and uses consultant knowledge and experience in standards implementation and certification, as well as complementary market information on sustainable standards analyses. Nevertheless, it should be established a full program with field data collection, visits and joint work with sustainable standards implementers and certifiers/verifiers.

## 1.1 Background information

Smallholder farming is the dominant agricultural activity in most developing countries, particularly in least developed countries. Globally there are about 500 million smallholder farms in developing countries and they are as home for about two billion people, including half the world's undernourished. In Africa and South Asia, small farms continue to account for the largest share of agricultural output.

Enabling sustainability to poor economic growth by supporting rural development, agriculture is central for the fight against poverty. Smallholder farms are often not considered viable due to competition from large-scale, capital intensive farming and there is a clear evidence from the 'Green Revolution', especially in Asia, that smallholder farms can be a key driver for poverty reduction.

Globally many issues are causing problems in smallholders farmers, especially the ones from the bottom of the development pyramid. Most of the time traders, specially the first buyers, are the ones that get the highest benefits and cause low impact on producers' sustainability. There are issues that adversely affect smallholder farmers, namely:

- Environmental issues – The usage of pesticides and herbicides brings biodiversity issues related with water, waste, energy climate change, etc.
- Social issues – The usage of traditional knowledge from communities, child labour, workers' rights, gender, results from conflicts areas, etc.
- Economical issues – Products' prices, access to credits on pre-financing crops, contracts, requirements and option to get access to the international market etc.

All these issues together with the pressure from governments, the withdrawal of state support, consumer unmatched expectations and the need to increase quantities and quality of a product among others, are constraining smallholder farmers to become engines for growth.

On the other hand, international markets increasingly offer export opportunities for farm producers from developing countries. The world's market share for ethically certified goods has grown considerably over

the last years. For instance, market sales of sustainable coffee were 9% of the total world production in 2010, a substantial increase if we bear in mind that in 2002 it was recorded on 1%.

Consumer awareness of fair and ethical trade has grown considerably in recent years, which is stimulating the commitment of private sector companies to buy fair and ethically traded commodities. For example, for the next five years Nestlé intends to double ethically-traded coffee purchases in order to buy 180,000 tonnes from approximately 170,000 farmers per year. Other goal is to make large scale investments in capacity building at the farm level. Over the last five years, Sara Lee has become the world's largest buyer of UTZ Certified coffee and is committed to triple its purchases over the next five years.

The recent research in integration and globalization of food market chains is opening new high value opportunities for smallholders. The usage of sustainable standards, as a tool, to achieve the international market is the right option, if correctly applied, and it will bring many benefits to farmers. The major challenges rely on which standards must be chosen to best fit farmer's needs and to give an answer to the constant pressure of having many sustainable labels certified, which may lead to an increase of costs. Currently, there are programs to harmonize requirements and make tools more simpler and in alignment with farmer's needs. With economic growth the impact on environmental and social aspects and the improvement of better conditions is an expectation that can be matched.

## 1.2 Voluntary Sustainable Standards

Producers' realities are different around the world, due to culture, government policies, product characteristics among other motives. There are two main questions that must be taken into account when thinking about a producer: how to get or maintain food security and how producers can achieve true sustainability by delivering impact on social, economic and environmental aspects.

In this report we are looking at success cases to increase knowledge on the process to achieve GAP, the main challenges faced and how this will allow the access to international markets.

Voluntary Sustainability Standards (VSS) comprise requirements that are often referred to as "credence characteristics" of a product, such as attributes that neither the trader nor the consumer can verify through direct examination of the product. The verification of the criteria is only showed on labels websites or certifiers/verifiers. Several VSS are combined with labels that are recognizable by end consumers (for example, Organic or Fairtrade products), some of which may lead to price premiums. Many, however, are business-to-business standards that are not visible to end consumers. An example is the GlobalGAP standard for food sold by large supermarkets.

VSS are not exclusively a developed-country phenomenon, but in light of increasingly globalized supply chains, consumers in countries of the Organization for Economic Cooperation and Development increasingly want, on the one hand, that the goods and services they purchase meet specific health and safety requirements (as regards product characteristics) and, on the other hand, that environmental and social sustainability criteria are used on the production methods of the goods and services purchased. Governments have traditionally reacted to such forces by developing policies, regulations, and technical requirements, which, however, are mostly confined to product characteristics and difficult to enforce because of the lack of institutional or technical capacity. A voluntary private approach is an alternative and a driver to change. Against this background, NGOs and private companies are playing a new role in the development of VSS and codes of conduct on modes of production and processing are giving emphasis on their environmental, social and economic impacts as a way of achieving GAP.

In a number of sectors, VSS have already become a market reality. VSS are most prominent - in terms of quantity, level of sophistication, and multi-dimensionality approach - in the food and agricultural sectors,

notably for fresh products and beverages. VSS has also an important role in other sectors like textiles and clothing, footwear, toys, timber and timber products, natural cosmetics, liquid biofuels, and electrical and electronic goods.

VSS plays an increasingly important role in developing economies' trade and even in matters of gaining access to national markets. Prominent cases in point are intra-Asian trade in fresh food and vegetables and in the domestic fresh-food markets of Thailand and Malaysia.

Generally, VSS evolve more rapidly than regulatory requirements. They are a constantly moving goalpost. Over time, they have become more stringent, prescriptive, complex, and multi-dimensional, as they deal with several issues. In addition, several VSS have to be met for an effective market entrance of a single product. This creates difficulties to be in compliance and increases testing and certification costs. As a result, VSS tend to reinforce already existing capacity weaknesses, at the producer level, in developing countries, such as poor physical and institutional capacity and insufficient skills, policy coherence, and public-private sector dialogue. To this there has been many on-going projects that aim to solve these situations, such as the harmonization of criteria as a way of simplifying audits procedures and allow less audits for the accreditation of more than one standard.

VSS standards have the goal to be in compliance with national and international legislation where trade issues, sanitary and phytosanitary agreements, international conventions for social aspects and environmental issues are present.

VSS are still often seen, by many key policy makers in developing countries, as techniques instead of a strategic policy issue. But VSS are best considered to be a matter of "internalization" of environmental and social costs, of the promotion of sustainable production and consumption methods (including opportunities for energy/material/resource efficiency and related cost savings) and of building sustainable competitiveness in growing and lucrative markets. Most sustainability markets have seen double-digit growth rates in recent years.

### **1.3 Why looking at success cases on voluntary sustainable standards**

Sustainable standards are defined as non-mandatory, they are rules based on partnerships or collaboration among members of the supply chain's stakeholders that intent to improve social, economic and environmental sustainability of commodity production and/or trade.

The usage of voluntary sustainable labels brings many benefits to international trade:

- Higher and more stable revenues through the identification of sustainable products and markets
- Better farm and business management practices among rural producers and small and medium sized enterprises (SMEs)
- Improved stakeholder awareness for market trends
- Reduced stakeholder risk exposure to market volatility
- More efficient and strategic use of natural resources
- Improved consistency, quality and supply of products for consumers
- Improved consumer awareness for producer conditions through private sector communication channels
- Improved coordination and efficiency for the supply chain's management
- Increased private sector investments for sustainable production and consumption

Most importantly, voluntary sustainable labels are often drivers for channelling the growing of the private sector's interest to promote sustainability towards a common approach and pooled investment. With the potential to create unified approaches, economies of scale need to bring a widespread change at the global level and voluntary supply-chain approaches are ready to establish a new paradigm for commodity production and trade.

In this project it will be conducted an analysis and evaluation of the successful application of voluntary sustainable standards for farmers, not just to achieve the benefits described above, but also to identify strong political and markets signals that show a growing acceptance and have a critical role in the green economy transaction.

It is important to keep in mind that sustainable labels are connected with sustainable trade, which is a key driver for GAP impact on producers and their communities.

## 2 Project environment and methodology

### 2.1 Project environment

#### 2.1.1 Scope of the project

The project's scope is to gather two successful examples from Latin America, Asia and Africa, which show that the usage of sustainable standards and the certification process focused on GAP are crucial for farmers to have access to international markets.

#### 2.1.2 General objectives

The main goal of this project is to give evidence of the benefits that farmers feel by following sustainable standards and for being certified.

#### 2.1.3 Specific objectives

The specific objectives of this project are:

- To understand the initial situation faced by the producers
- To understand the impact in the community
- To identify common links in the cases gathered
- To understand the role that certification/verification have and how the usage of sustainable standards lead to achieve GAP
- To understand the role of governments in GAP
- To make recommendations on the next steps that must be followed as a way to better define government international policies

#### 2.1.4 Non-objectives

During this project it is out of scope:

- The analyses of non-success cases
- The collection of data information from the organizations and its environment
- The effects in the supply chain from other members during the implementation of the cases or others
- Other factors that are not mentioned in the objectives

### 2.2 Approach and methodology

The main evaluation topic is how certification and process focused on GAP can provide better access to the international market.

In this report, the approach used followed the steps described below:

- Design, conduct and do a report in alignment with current good practices on evaluation methodology and standards
- Ensure a strong evidence based on the evaluation of the cases collected and giving field information data, when possible, on the results and impacts over the evaluation period

- Assessment on the cases taking into account the main evaluation questions
- Ensure that the projects' objectives are achieved

The review will consider that:

- The study is focused on the views from producers in the three continents
- The study, analyses and evaluation of the data collected from the success cases show different realities for different products, organization realities and explores different organizations models
- The study analyses and reports' collection show references to sustainable standards markets and show an analyses of this situation
- The case studies give evidence of certification/verification based on ISO standards (ISO 65 or ISO 19011)

To provide an overall coherent evaluation approach and analysis it were considered five dimensions:

- Impact
- Relevance
- Effectiveness
- Efficiency
- Sustainability

Associated to each dimension there are questions raised, which were used to analyse the cases presented:

#### **Impact**

- Which changes have resulted from the analyses of the cases?
- To what extent the impacts contribute to a longer goal?
- Why or why not the impact was achieved?
- What unexpected situations, positive or negative, came out from this analyses?
- To what extent these unexpected situations had on producers?

#### **Relevance**

- Were the situations presented the right option for producers?
- Was the certification, focused on GAP, a good choice for producers to gain access to international markets?
- Was the certification of GAP targeted to producers' needs?

#### **Effectiveness**

- How do planned interventions, aligned with the (explicit and implicit) objectives ,in sustainable standards allow the access to international markets?
- How effective are the interventions of partner organisations in identifying, designing and implementing actions for producers?
- How effective were these interventions for all community?

#### **Efficiency**

- How efficient are the case studies presented to achieve international markets?
- How efficient are the activities done, within the application of sustainable standards, in allowing the access to international market?

#### **Sustainability**

- To what extent are the principles/requirements of sustainable standards and its certification drivers to achieve GAP and how they allow producers to have access to international markets?



The evaluation process will be conducted by using a desk analyses of the success cases as they are presented from the organizations and by gathering additional information from, evaluations, market research and on the organizations mentioned. Within the process some information's regarding certification process where discussed with sustainable standards labels but due to confidentiality they are not presented explicit presented in this report. However, the drawn conclusions take the information's into account.

#### *Recommendations on the methodology*

As a way of getting more accuracy and a detailed analyses, it is suggested that the evaluation procedure should be based on a triangular approach with focus on the groups, where qualitative and quantitative techniques should be crossed with the results of the cases.

The collection of data in the field brings more accuracy to the program, as many documents regarding the certification process and stage are confidential.



### 3 Cases collected and their analyses

Among different countries it were collected the following cases:



#### Latin America (Perú) - Coffee

- Fairtrade International Standard
- Organic Standard



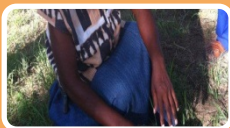
#### Latin America (Belize) - Sugar

- Fairtrade International Standard



#### Africa (Zimbabwe) - Essencial Oils

- United Ethical Biotrade Standard



#### Africa (Swaziland) - Essencial Oils

- United Ethical Biotrade Standard



#### Asia (India) - Cotton

- Fairtrade and Organic



#### Asia (Nepal) - Forest

- Rainforest Alliance
- FSC

The description of each case was based on the information provided by sustainable labels, trades and producer organizations. All the organizations are still certified by the sustainable labels mentioned, but the information on the analyses of the non-conformities and the status of the certification was not included in this report due to confidentiality issues. For more detailed information it is necessary to contact the sustainable labels.

The description of the cases can be found in the Appendix 1 of this report, while the analyses, using the five dimensions and following the methodology described, can be found in Appendix 2.



## 4 Conclusion

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Considering the definition of sustainable standards as a set of principles and criteria that were put together to define good social and environmental practices in a specific sector, crop or industry and which allow the access to international markets and taking the role of certification/verification as the means to check the fulfilment of the principles or criteria defined in the standards, by an independent part, it can be seen that this is a way forward for farmers to achieve GAP and gain access to the international markets.

### 4.1 Summary of the findings

From the cases presented, it can be seen the following main points:

- Analyses of 6 case studies, from different countries, where GAP is present for the following products:
  - Coffee
  - Sugar
  - Indigenous oils
  - Indigenous products
  - Cotton
  - Forestry
- Different structure organization models:
  - Commodities
  - Social model based on women farmers
  - Organization of producers that came together
  - Community forest
- Use of sustainable standards and certification/verification processes:
  - Fairtrade Standards
  - UEBT's Ethical Biotrade standard
  - Organic
  - Rain Forest Alliance
  - FSC
- The facilitators process was done by sustainable labels, trader, producer organization, NGO
- Presence of a multi-stakeholder process in a program development.

### 4.2 Main conclusions based on the five dimensions

#### 4.2.1 Impact

The main points are felt on the 3 pillars of the GAP (economical, environmental and social aspects) and they are a way to achieve a sustainable process.

### *Economic Impact*

This is the key issue for a producer and a motivation factor that allows producers to come together and develop joint actions. A producer priority is to have enough income to alleviate poverty and get better sustainability. Internationally accepted standards, when well implemented and certified, are a key answer to producers' needs.

The economic impact, always begin with the identification of a market need in terms of quantity, quality and price.

- Quantity

This parameter is always connected with the demand of volumes and increase of production. The solutions are based on local realities and needs and with the application of sustainable standards it is possible to give guidance in the process in order to increase quantities.

Local realities and needs begin looking at the size of the farm. Apart from the business itself, it is necessary to include elements of sustainable livelihoods and producers will increase quantities without compromising the basic needs. By joining together, producers can increase quantities and better attract international companies, retailers, international programs and even gain better access to funding and government's investment programs (an example of this situation can be seen in cotton, but this is a general principle for all other products). Many producers in the world are small producers, the average number of the size of the land they own changes depending on the continent and country and the value must be seen in context.

- Quality

This a difficult term to define and establish in a producer community. Sustainable standards, as a tool, have the principles and criteria that determines what must be done and achieve to obtain the right quality. After the implementation process, certification/verification shows compliance and guarantees that the definition of the quality parameters in the standard are addressed. Examples of the achievements related with quality can be seen in:

- Fairtrade and organic in coffee with the application of its measures it was possible to improve soils quality and allow to archive cotton with a higher quality than conventional.
- United Ethical Biotrade – Implementation allowed better quality of oils and indigenous products for the cosmetic industry.

The establishment of programs that address quality issues are only possible when you start to establish long term relations with members of the supply chain. These relations bring many benefits to producers, to retailers and industries, as it is easy to establish quality criteria for a product and it is, for producers, a guarantee for sales. This situation can be seen in the cotton case, as due to quality increase producers got motivated to join the program and eliminate the middle man, which allowed that producers begin talking directly with retailers and companies.

- Price

All sustainable standards refer this issue. A producer establishes a price that covers all costs of sustainability and, at the same time, by bringing income producers it becomes more competitive in the market.

Sustainable standards address this issue in different ways. Some set prices and premium (sustainable money a producer gets to invest in the community) while others just mention a general principle that says that price should include costs of sustainability in the pricing model.

During implementation and considering the reality of both producers and the market, this is something to be addressed and the cost sheet should be developed with the facilitator of the process.

The establishment of a price is connected to the nature of the organization, the product itself and the country. The challenges of prices are an evidence of these sensitive topics and can be seen in the Swaziland case, where due to the fact that there is a social model and suppliers get very involved in setting prices. In this example the prices were high and there was a high dependence on one supplier. So, by lowering the price and sales in small amounts to different suppliers it increased the benefits. In Belize the Fairtrade premium helped sustainable development of a community.

When talking about costs, it is needed to access those costs and prepare adequate measures to protect communities and show higher quality. However, this is a controversial topic that must be managed during the implementation process. For communities, this can be overcome by having extra money to invest in the community, but it is necessary to pay close attention to competitiveness.

### *Environmental Impact*

The basis of this is to produce products that are more in balance with the environment, but this situation may have different approaches among sustainable standards. The key issue is to see what is the best way to follow, without forgetting that it is very important to decide what is the best sustainable standard that must be applied.

Environmental impact is linked to financial benefits but it also promotes the resources that will go on for future generations, balanced with the ecosystem and the environment where producers are established.

In the examples from Peru and India, the application of organic fertilizers allowed to improve benefits on financial issues, but it also delivered best conditions for the farmers and increased quality to the end product.

Another example of these achievements are the preservation of seeds (Zimbabwe), plan harvest practices (Swaziland) and Protection of endogenous species (Nepal).

### *Social Impact*

The basis of social impact is not just the promotion of better welfare, food security and education, but also the improvement of conditions for workers, women, children. Sustainability has its basis on people and this is the focus. Once again, sustainable standards address these issues with different approaches but with the same goal.

From the examples it is possible to understand that there is a need to analyse: the organizational model, the country's reality and the needs of local population. The impact on social aspects is a main driver to promote long term relations with producers and a good way to start the implementation process by looking at quality and quantity.

Sustainable standards require constant evaluation, monitoring and adjustment of needs to be in place as a way to continue the development of trade relations, maintaining sustainability and acting on environmental and social questions that are identified. The usage of local materials, knowledge, the establishment of implementer from the producers, helps producers to make sustainable their own and part of the life of the community.

The expected impact is that certification or verification are used as tools to make producers revise and constantly maintain their system, but this outcome is only achieved after a long time and when the standards are fully implemented. In the cases presented there was no conclusion regarding this point.

### **4.2.2 Relevance**

In this report we are looking at producers and taking into consideration the success cases. There are different objectives that were achieved:

- Improvement of quantity and quality - The improvement in quantity results from market needs and the issue is how to improve quality. In all cases there was reference to programs that aim to achieve this.
- Achievement of international brand
- Capacity building for producers adapted to local situations
- Elaboration of an environmental program that balance production and environment
- Improvement of business conditions for communities
- Improvement and structure support for the communities' needs
- Improvement of living conditions and establishment of health programs
- Diversification of products
- Implementation of processes that allow to add value to the product

From the case studies it can be seen that sustainable labels have different ways to achieve sustainability, some focused on environmental practices, others on social and market aspects. It can also be seen that the integration of different standards can be done as a way of bringing benefits to producers, which is mainly shown on the cases where Fairtrade International and Organic are together and on UTZ and Rain Forest Alliance.

The drivers to achieve success in the three pillars of GAP are very diverse, as there are initiatives led by traders, sustainable labels and producers that got together. Also the identification of producers' needs, the mission and vision of producers' communities and the usage of different drivers, in the implementation process, are key elements to achieve international markets.

The donors' policy, in the cases presented, are aligned with the ongoing projects and the reason is because the projects come from markets' needs.

### **4.2.3 Efficacy**

All projects had a specific duration, aimed to achieve GAP and used improved marketing opportunities. From this point of view, the impact driven on the 3 pillars and the promotion of long-term relations allows to say that standards and certification are the correct tools to achieve the purpose.

### **4.2.4 Efficiency**

At this point of the assessment, the key analyses to achieve GAP is to understand how far the criteria principles, defined in the standard, are applied and owned by producers' organizations, how the implementation process will give access to international markets and how a certified/verified product will have impact on environmental and social aspects.



The usage of trainings to stimulate producers' awareness and the increase of knowledge are important factors for a successful approach, as the implementation process needs to take into consideration these aspects.

In the beginning the process needs to have a donor program and the main goal is that the organization becomes independent. Another aspect that must consider is time, as changes take time and organizations need to adapt themselves and be the process' owners.

In the cases presented there are references to trainings, standards, donors' money and roles that helped to achieve the desired outputs.

A step further will be to explore indicators, apart from the ones established in the standard also competitiveness, that help motorization and evaluation of the processes. For example, the cotton case illustrates this point.

#### **4.2.5 Sustainability**

From the cases it can be said that sustainability is achieved and that sustainable trade is in place and supported by the fulfilment of GAP.

The process that allows farmers to get access to international markets, through certification process, and to achieve GAP are:

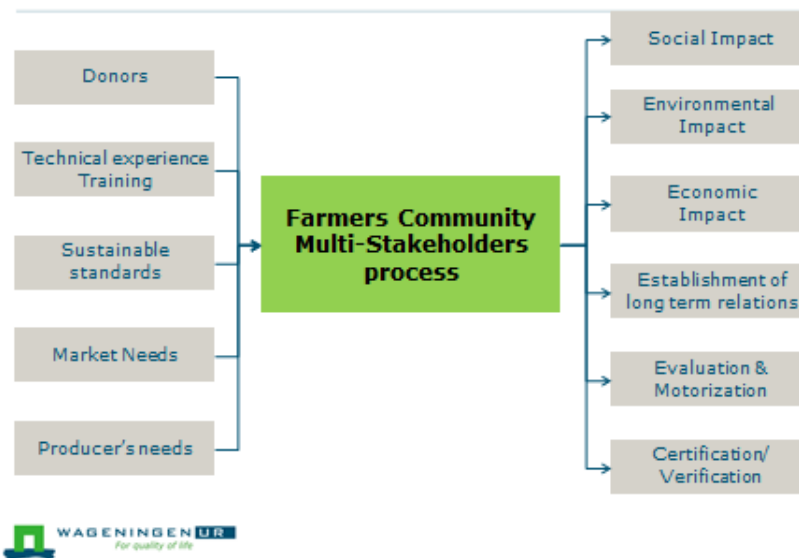
- Identification of market needs
- Identification of producer needs
- Definition of the program based on the needs
- Choose the sustainable standard
- Establishment of training and activities for capacity building
- Work in a multi-stakeholders process
- Implementation of the process
- Look for a donor Organization's support
- Certification
- Monitoring and evaluation process

As a way of achieving GAP you must act simultaneously on the 3 pillars, using sustainable standards as a tool and certification/verification to have access to the international markets. From the methodology it can be seen that the first step is to decide on the product and the country.

### **4.3 The main inputs, outputs and key elements of success**

Through the analyses of the cases there are inputs and outputs of the process, as it is shown in the table below:

## Inputs and outputs



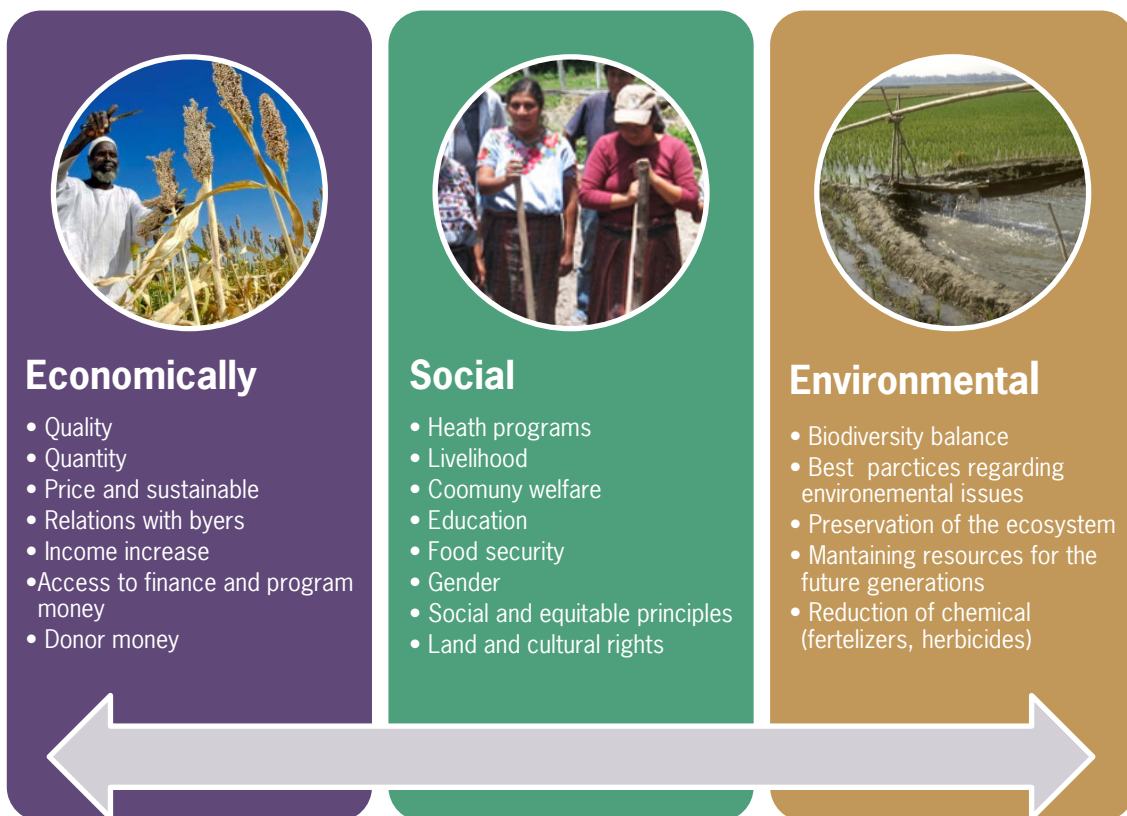
The usage of a multi-stakeholder process allows better implementation processes and, by itself, can be considered a key elements of success.

## Framers community in a multi-stakeholders process

Stakeholders	Role
Farmers	<ul style="list-style-type: none"> <li>• Apply GAP</li> <li>• Apply and own sustainable standard</li> <li>• Monitoring and evaluation</li> </ul>
Sustainable Label (NGO)	<ul style="list-style-type: none"> <li>• Provide information and support on Sustainable Standards</li> </ul>
Drivers (Different actors)	<ul style="list-style-type: none"> <li>• Responsible for managing the program objectives</li> <li>• Management of stakeholders</li> </ul>
Certification bodies	<ul style="list-style-type: none"> <li>• Verifying of compliance</li> </ul>
Donors (National and international)	<ul style="list-style-type: none"> <li>• Provide support of the process</li> </ul>



As a result, the access to international markets, by using certification/verification, must be seen through the actions that are based on the three pillars, as it can be seen in the image presented below:



## 4.4 Recommendations

Bearing in mind the success cases and to understand the importance of GAP to achieve international markets by using sustainable standards, there are areas that must be explored:

- For a better analyses of the processes it is necessary to collect information from producers' realities, make an assessment on the indicators and understand how far a sustainable standard is applied in the community. This often results from different labels, even if sometimes it is confidential information. Nevertheless, this can be tested by key indicators and may establish a path for success, which can be used in future projects.
- International markets demand quality and by using sustainable standards, as a tool, it means that producers can achieve success in the market. Quantities' improvement have also a down side, this means that if the supply is higher than the demand then the price goes down and it will have consequences on the achievement of sustainability. For the projects the analyses of products from developing economies should be a key factor to take into consideration together with the impact delivered on environmental and social aspects.
- International markets demand quality products and, as it is difficult to fulfill this requirement, sustainable standards have an important role in guiding this principle. Quality is a way to differentiate product and a key element for the industry. Sustainable standards define indicators, but they are not constant in all labels and they must include long term achievements where competitiveness is a key factor. Further investigation on the role of quality in sustainability, using sustainable standards, and the relation between the achievement of quality and the impact on

economic, environmental and social aspects should be addressed as a way to promote trade and alleviate poverty.

- Standards and certification can play an important role to help the improvement of organization models, to alleviate poverty and to strength the resources so that sustainability is maintained for the next generations. In many agricultural communities the main topics for certain organizations are the model of organization that must be achieved and the role of women in agriculture. Other aspects are the fact that women invest in the community and they contribute for an increase in food security in the communities. Sustainable labels help the organizational structure but, in many countries, the establishment and promotion of woman's role in agriculture is a plus. There is a need to promote capacity building programs and projects that are focused on the role of women and on the promotion of trade.
- Communication between farmers and buyers is essential to promote trade and generate better income for producers. Sustainable standards, certification and GAP's promotion help to promote this link. Studies regarding on how to promote long term relationships and on the development of benefits to producers are a great help in this area, specially dealing with capacity building programs and projects on financing, pre-financing and traceability aspects.
- Diversification is a key factor on a market's approach, as it can promote better income and deliver positive impact on economic, environmental and social areas. Programs exploring new products, indigenous collection and on how they can be integrated in the community's products are a plus.
- Land rights and the principle of equitable sharing benefits should be explored.
- Other major key point in the cases presented are education and the access to knowledge, which are key drivers to promote sustainability. Further development of capacity building programs associated with producers needs are a requirement that should be put in place.
- Producers get together to become stronger and create market and supply quantities for the industry and, at the same time, producers must use the land to guarantee food for the families. Further studies on the dimension that a community should have to maintain sustainability should be followed.
- Farmers need to improve their production and maintain a business. The establishment of projects where new techniques and methods can complement the role of the standards, as a way to improve sustainable production, should be addressed.

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# Appendix 1

## Description of the cases

### *Latin America (Perú) Coffee production*

#### **Description of the organization**

Chirinos cooperative of Northern Peru, which was founded in 1968 with just 36 farmer-members, has grown to roughly 392 members from several communities in the Cajamarca region. The cooperative mainly production is coffee and is known to have good quality.

The cooperative had good quality coffee but with low productivity. The usage of bad agricultural practices and burning the agricultural files helped to decrease the quality in the fields and led to its degradation. The very close usage, by farmers, of permanent cash crops as a way to maximize yields and income is also one of the down sides that led to the degradation of the field. The environmental and economic challenges associated with this practice often led to significant soil degradation including erosion, loss of nutrients and depletion of top soil, which caused the crops to be more susceptible to diseases and pests.

#### **Description of the situation**

The Chirinos cooperative is located in the north of Perú, in a region of difficult access. The cooperative has a partner – Sustainable Harvest – , uses two sustainable Standards Organic and uses Fairtrade as a way to get access to international markets.

Sustainable Harvest staff got experience in working together with producers, as a way of looking for alternatives to commercial fertilizers, by using local resources and methodologies adapted to regional needs.

By establishing trainings with farmers on how to produce high quality and low-cost organic fertilizer, they were able to implement a program to help increase production and protect biodiversity and the soils.

The Japanese call the methodology Bokashi, in Colombia it's referred as Gaicashi and in other regions Pachakushi. But no matter the name, the approach is much the same. Using locally available waste products such as coffee pulp, manure, micro-organisms and plant waste, the organic material is broken down by carefully-selected micro-organisms, making the process faster than most techniques commonly used by small scale farms.

Because of Fairtrade and Organic Certification there was a need to look for alternative ways to make the soil better fertilised and the increase of productivity, following the requirements in the standard and avoiding dependence of the commercial fertilisers that are costly and can cause risks to both humans and the environment. The methodology used was the Bokasshi method where the producers used waste products such as coffee pulp, manure.

As a factor this technique needs to balance biodiversity and the usage of manure from animals.

#### **Outcome**

The compost includes milk, manure, vegetables and left over from the coffee collection. The producers, apart from the technique, began producing vegetables and used part of their production leftovers to produce using organic fertilizer. The community also started to raise animals so they can use the manure. As an outcome producers increased their production by 50%.

No longer dependent on outside markets of nutrients for their crops, they are no longer adversely affected by price fluctuations or the chemicals or seasonal unavailability of farm inputs. Producers got better income and invested in schools, education and infrastructures. With the certification the access to the external market became a reality.

### *Latin America (Belize) Sugar*

#### **Description of the organization**

Belize Sugar Cane Farmers Association are producers of sugar in Belize.

The sugar industry is very important in Belize, sugar cane production and export represent 60% of Belize's agricultural export production. About 6,000 farmers grow sugar cane and many others are directly employed in sugar production. An example is the mill where the cane is cleaned, crushed and processed.

Sugar cane is used both for sugar production and as feed stock for ethanol production. Today an estimated of 40,000 acres of sugar cane in the northern lowlands are harvested every year. Approximately 8 tons of sugar cane is needed to produce 1 ton of sugar.

In the last years there is a need of sustainable sugar in the market.

#### **Description of the situation**

In the northern districts where cane is grown, 85% of the population is dependent, directly or indirectly, on the sugar industry. Many farmers are smallholders with very little land. In the past, these farmers have supplied the factory operated by Belize Sugar Industries, Ltd. These small farmers and the factory have faced many challenges including international sugar regimen changes, price fluctuations and harsh weather conditions including Hurricane Dean in 2007, which devastated many plantations and caused a decrease in 50% of the production.

In February 2008, the Belize Sugar Cane Farmers Association joined the Fairtrade system. As a result, 6,000 small-scale growers in this association now benefit from Fairtrade program.

#### **Outcome**

By following the Fairtrade principles producers got access to the international market and got certified. There was an increase in their income, the producers got technical assistance from trainings and there was a reduction in the usage of fertilizers and pesticides.

With an increase in the production and in sales there was an increase in the amount of money that was invested for the good of the community (Premium money). The Fairtrade premiums have allowed the association to invest in social and economic development projects in the community, as well as quality improvement programs. These projects are approved by general membership of the Belize Sugar Cane Farmers Association.

With the extra income there was an investment in road constructions, health programs that brings benefits to its members. Scholarships for children were given so that they could attend primary and secondary school. It was also implemented a workers plan to improve conditions.

### *Africa (Zimbabwe) – Essential Oils*

#### **Description of the organization**

KAITE is a company based in Zimbabwe, Africa, founded to realize the vision of sustainable, integrated economic, social, cultural development of the individual, society and environment. This organization uses socially responsible entrepreneurship as a model of work and is the first local enterprise to work with



small-scale women farmers to produce these products to export. KAITE's core social investments in primary health care, HIV and AIDS prevention and care, schooling and orphan care for the farming communities it works with.

This organization works with small-scale farmers to produce, process and certify organic essential oils, herbs and spices. This organization connects the 500 cooperating partner farmers to local and international Fairtrade markets in order to target key markets in Europe and the US in the flavouring, fragrance, cosmetics and pharmaceutical industries.

This case explores how KAITE is currently organizing the harvest of naturally occurring essential oil plants *Tagetes minuta* (khaki weed) and *Tarchonanthus camphorates* (camphor bush) in different regions of Zimbabwe and producing organic essential oils, using mobile stills especially engineered locally.

KAITE uses the Standards from the Union for Ethical BioTrade (UEBT) to promote 'Sourcing with Respect' of ingredients that come from biodiversity and acting on social and economic parameters.

### **Description of the situation**

With the help of a grant from a donor (Doen Foundation) in 2010 to KAITE, the commerce of the harvesting and extraction of *Tagetes* and *Tachonatus* essential oils became a reality. The aim of the Community Trading Grants is to accelerate the implementation of the Ethical BioTrade Principles within local communities. KAITE is working towards meeting the UEBT requirements and will be conducting baseline studies in the areas where collections are done. Furthermore, there will be training of collectors on procedures of harvesting and conservation as well as on the rights of the communities and on access and benefit sharing. With the help of KAITE and the Community Trading Grant, farmers can now earn an income through the collection and processing of plants that had no value in the past.

Collectors are trained to collect at most 50% of heads, flowers or leaves of the plants. The remainder is left in the field to allow for reseeding. In this way, the plants are not destroyed and remain intact after harvesting. In case of fire damage, seeds are scattered over the area to enable reseeding.

The oils that KAITE produces are used in the cosmetic industry (for perfumes) as well as in the pharmaceutical industries in Europe, the US, Asia, Middle East and South Africa. The oil is produced by means of steam distillation, which does not have negative effects on the environment or the people who are working at the processing unit. The distillation unit is mobile and is moved from area to area where the distillation is done on site. This helps to reduce costs and also makes the processing unit more accessible for collectors.

### **Outcome**

With the usage of the United ethical Biotrade standard and the grant, Kaite achieved two impacts in the communities.

Traditionally, *Tagetes minuta* and *Tarchonanthus camphorates* were considered weeds and burnt. As they are now income generating plants for the communities where they are growing, these communities have a vested interest in preserving the plants, collecting sustainability and facilitating the reseeding and re-growth for the following year's harvest and thus the following year's income.

The Community Trading Grant is used to train collectors to discourage fires and to encourage the conservation of biodiversity. Also, preservation of seeds of the two varieties by collecting from the wild and commercially propagating under an organic environment, and thus facilitating natural interactions with other organisms will be promoted.

KAITE's vision is to improve the socio economic living standards of wild collectors and the communities they work with. One way to achieve this is the production of high value essential oils. Collectors are trained and communities themselves, in cooperation with KAITE team members, managed collection. Processing the essential oil, conducted by KAITE team members, takes place in the communities.

Volumes used are increasing, as well as the benefits for the communities. The overall volume of the collected raw material is expected to go up from 300 tons of Tagete heads in the first year to 700 tons in year three. Similarly, the volume of Tarchonanthus leaves and flowers collected is planned to rise from 150 tons to 350 tons within the first three years of the project. Depending on the harvest rate, the oil extraction, the quality of the plants and other factors, the earnings per kg to distil oil for a community are between 15 and 35 US\$/kg. In addition, in accordance with the Ethical BioTrade requirements on fair and equitable benefit sharing, prices are periodically reviewed. This income has resulted in a large improvement in the living standard of the communities.

To further empower the communities with whom they are working with, KAITE is preparing a policy document that identifies and explains the range of community rights on land and natural resources in its areas of operation, as well as the measures taken to ensure that these rights are not affected or infringed upon. KAITE will provide training on these rights for communities, including those related to land tenure and fair and equitable benefit sharing. In addition, KAITE is working to identify sites of cultural, ecological, economic and religious importance within the communities in which it is doing wild plant collections in order to be able to preserve these sites. This information and specific measures that must be taken will be included in the policy document.

In a politically strained environment, KAITE operates based on mutual trust and understanding, which has cemented the relationships with the communities. KAITE is very pleased with the outcome so far and, giving local enthusiasm for the partnership, expect to grow together with the communities in which they are operating. The members of the communities have also been enthusiastic about the partnership.

### *Africa (Swaziland) Indigenous Products*

#### **Description of the organization**

Swazi Indigenous Products (SIP) was started in 2004 with the aim of creating new income from generating activities for rural Swazi women. The company is one 100% community-owned, meaning that any profits are destined for the rural women themselves. Wild harvested fruits are used to produce oil, which is sold as raw material to the global cosmetics market, as well as being formulated into a range of locally made finished cosmetics products that are available domestically and internationally. Sharing the benefits that result from trade in local biodiversity in a way that helps support local, sustainable development is at the heart of SIP's work. SIP's work with marula oil, since 2010, adopted the United Ethical BioTrade standards as a way of getting access to the international market and act on social and environmental issues.

#### **Description of the situation**

Swaziland is among the many Southern African countries that have used the products of the Marula tree for centuries. Swazi women collect the Marula fruits to make beer. Not only does this home brew have important cultural significance, it also provides essential supplementary income for rural Swazi women. Once the fruit has been used, the hard-shelled nut is dried in the sun and can be cracked open to free the oil-containing seeds. Like the Marula fruit, oil from the seeds can be used to supplement the income of poor households. Instead of throwing the nuts away after making the beer, the women crack them and supply the seeds for oil. The work of SIP thus adds an extra income-generating step to a traditional activity.

The Marula tree (*Sclerocarya birrea*) is widespread throughout Southern Africa, growing in arid, marginal lands. While its fruits have been traditionally used as the basis for home brewed beverages, the seeds are known for their high content of moisturising oil. Local populations have long used the oil directly on the skin as a moisturiser and to alleviate stretch marks, and its high antioxidant content and good stability makes it a strong candidate for commercialisation within the global cosmetics industry.

The fair and equitable sharing of benefits derived from the use of the marula oil and is a key principle for SIP, in particular as it is 100% owned by its suppliers. The board of directors, half of which are rural women, review prices annually, which means that suppliers are very heavily involved in pricing. Consequently, prices paid by SIP for the marula oil are some of the highest in the region. The oil's high quality helps to preserve the high prices, but the company has had to overlook some of bulk buyers as it is unable to supply marula oil at the low prices requested.

In refusing the lower prices offered and greatly fluctuating sales volumes required by the larger buyers, SIP has accepted sales of lower volumes, which affects the scale of the socio-economic impact of the venture. In the early stages of the company's development it sold a large proportion of its production to one large buyer, leading to a high level of dependency. The end of this partnership meant an end to this dependency. However, SIP has struggled to find sufficient market demand for marula oil without this leading buyer. SIP now sells smaller volumes at higher prices as well as using a large quantity of the oil produced for its own range of finished cosmetics products, the Swazi Secrets range.

Trying to balance supply and demand can also be complicated due to environmental factors. SIP strives to purchase all the marula oil that is produced by its suppliers. However, some years have seen drops in yields related to weather conditions, which can jeopardise the carefully calculated balance.

In addition, to help balancing supply and demand the development of the Swazi Secrets range was also an attempt to generate additional revenue. At the time of writing, SIP's finished products range Swazi Secrets is available in speciality shops in 16 European countries as well as in the US. The domestic processing of the high quality oil into finished formulations enables higher levels of skills development, as well as higher local earning potential. In 2011, approximately 2 tonnes of marula oil was used in the Swazi Secrets range compared to approximately 1 tonne sold as bulk oil.

Expanding the organic intake is another way SIP has identified to increase prices. At the time of writing, approximately one in six of its marula suppliers are certified organic and the long-term objective is to move towards 100% certified. SIP pays a price premium for the organic oil to suppliers and the elevated price it receives from external buyers allows it to pay for the added certification and related costs.

## **Outcome**

The focus on fair prices and income generation had impact on the economic status of the individuals involved in the sourcing. Traditionally, brewing the marula beer was the biggest income earner for rural women. For many women the additional income got from the seeds now outstrips what they earn from the fruit. SIP has performed a number of social impact studies illustrating that the extra income is used on basic food stuffs, including maize and salt, as well as on bus fares to clinics for basic health care and school fees, as the country does not yet have universal free primary education. Swaziland has been struck hard by the AIDs epidemic (HIV prevalence in adults aged 15-49 is estimated to be 26%, UNAIDS 2010) and many families are missing a generation with grandparents. Extra income that can be spent on necessities and schooling can make a significant difference to such families. The greater financial independence that comes through membership to SIP has also helped to enhance the status of the rural women. However, progress is slow and women still have relatively little social influence and political power in the country. This is challenging SIP's structure as it is a cooperative owned by the women themselves.

Trying to explain to women, who have no real social or political influence, that they are part owners and have an influence over profits when they arrive. SIP is not currently profitable, it has been a difficult task for SIP management. The social structure and the relatively low level of political and social standing can also prove challenging to some of the projects that SIP would like to put in place.

While SIP is confident that its practices do not have a negative effect on the environment, there is little data related to how the wild harvesting of marula fruits by SIP suppliers could affect the long-term survival of the ecosystem. The tree itself is not harmed in the harvesting as fruit are only collected when they have ripened and dropped to the ground. However, this could mean that there are fewer seeds available to germinate into adult trees.

In order to help identifying the impact of SIP's marula harvesting on the environment, the company requested external help from the University of Grahamstown in South Africa. Experts at the university are currently reviewing SIP's own calculations on its harvesting practices to identify whether these represent a true picture. In addition, SIP plans to compare plots that are untouched by human influences with those currently being harvested from, in an attempt to further investigate environmental effects.

In addition to the potential impact fewer seeds could have for germination, the survival of the young trees may also be threatened by grazing livestock and other factors unrelated to SIP's harvesting activities. Although this is a challenge that SIP understands to be of great importance to identify threats for the ecosystem, measures must be taken to address them. This can be challenging, as the source communities do not always have the necessary power to implement projects that go above and beyond their own activities. In order to tackle some of the issues that affect the marula ecosystem, SIP is aiming to raise awareness of conservation, environmental risks and the need for sustainable practices in general.

This awareness project is a long-term venture and although underway is in its early stages. The aim of the project is to increase members' awareness for environmental risks, including, for example, over grazing, erosion and the threat of invasive species. The training occurs during the monthly meetings when the team visit the communities for kernal buying and general business matters. The hope is that SIP's supply communities will share this knowledge with neighbouring villages, to spread awareness even wider.

As part of its strategy to ensure that the marula is being used sustainably, SIP has instigated a tree-planting programme, starting with a number of training sessions in 2010 to explain why it is a necessary step. The lack of awareness on biodiversity and conservation in general makes this kind of project challenging. If communities themselves have not started seeing a decline in the resource it can be difficult to explain the necessity of the action. The marula tree is part of the fabric of society for many rural Swazi communities, it has always been there, and explaining why it needs replenishing has not been easy. The success of this kind of initiative depends on strong outreach work and SIP has a team to drive this within the communities.

Particular challenges that were highlighted include the trade-off between higher price, lower volume sales and lower prices that attract the larger buyers. In addition, the impact a company can have on threats within the source ecosystem but that extend beyond their own activities is questionable. In order to help addressing the latter, SIP is implementing both an awareness programme and a tree-planting scheme, but the socio-political status of the communities involved in the sourcing, in this case rural women, has meant that radical progress is challenging. Low levels of awareness surrounding the value of biodiversity and conservation in general make such projects even more difficult. It is clear that SIP's experience, especially on its ability to impact external threats to the ecosystem, illustrates the potential value of adjustments within the Ethical BioTrade Standard as well as its interpretation by auditors.

### **Description of the organization**

Chetna Organic aims to improve the livelihood options of small farming households in rain-fed regions of India by making their farming systems more sustainable and more profitable. Chetna has developed an innovative strategy combining the strengths of collective action and creating a supply chain owned by the farmer. Chetna has grown from 234 farmers in 2004 to a membership base of 8,138 farmers in 2010.

Chetna Organic aims to improve the livelihood options of small scale farming households in the rain-fed regions of India by making their farming systems more sustainable and more profitable.

Chetna Organic started in 2004 as an Organic & Fairtrade Cotton Supply Chain Intervention Project in rainfed regions of Andhra Pradesh & Maharashtra in India and working with 234 farmers organized into 19 groups.

The Chetna Organic Farmers Association (COFA) was registered in 2007 as a not for profit organisation focused on sustainable agriculture and livelihoods to benefit Chetna farmers and the rural communities in general. These are achieved through engaging in various forms of: extension services, capacity building and socio-technical interventions, establishing and strengthening the internal control systems, field research and studies, enterprise development for income enhancement, education, food security and family nutrition, policy advocacy and campaigning.

### **Description of the situation**

Started in 2004 as a pilot in six rain-fed districts of Andhra Pradesh and Maharashtra. The Pilot was facilitated by Solidaridad and ICCO as 'Organic & Fairtrade Cotton Supply Chain Intervention Project'.

In 2007 operations were expanded to Kalahandi and Bolangir districts of South Western Odisha. There are 35,000 acres of land under organic farming as part of Chetna; 17,000 – 20,000 of this is under cotton.

### **Key stakeholders**

- Smallholder farmer and farm worker families, 9 local Coops, 10 local NGO/CBO
- Government Agencies, NABARD, Solidaridad, Inter Church Organization for Development Cooperation (ICCO)
- Ford Foundation India, Rabobank Foundation, G-Star Raw Denim (GSRD) Foundation, Jackpot Foundation
- Rudolf Steiner Foundation, JICA, Forum for Integrated Development (Hyderabad), Network Initiatives such as NPMI, Shop-4-Change, Buyers, certification bodies, etc.

In addition to promote organic farming, Chetna has developed a complete farmer owned supply chain. In this respect, Chetna Organic Agriculture Producer Company Ltd (COAPCL) was incorporated in 2009 as a 100% farmer owned trading company which works towards bringing ethical and more remunerative market opportunities for its member farmers through a combination of collective procurement and sales as well as moving up the value chain to engage in activities beyond sale of raw produce. Towards this goal, COAPCL is also involved in helping co-operatives establish local level processing units and manage them at market level efficiency. COAPCL works towards collective marketing of cotton and rotational crops such as lentils, rice, wheat, soya bean in addition to Non timber Forest Produce such as Wild Forest Honey, Turmeric etc that are produced by its member farmers. The company also facilitates all necessary certifications such as organic, fairtrade, shop for change fairtrade and Non-Pesticide Management Initiative (NPMi).

Both COFA & COAPCL work are under the umbrella of Chetna Organic performing different functions for the benefit of small holder farmers. Under these two national level organisations are 571 farmer Self Help Groups federated into 9 Farmer Cooperatives from 290 villages in 3 states.

The total number of member farmers associated with Chetna is now 8,138.

The OneWorld Foundation India team has undertaken a review of the Chetna programme with focus on activities in Odisha. The review identified the following as important lessons to take from Chetna's experience which can aid in replication of the programme:

- Building trust through visible results - For the beginning of the project, Chetna's staff worked with a limited number of farmers, once the quantity of organic production was at a similar level to conventional (chemical dependent production), farmers were able to see the long term benefits and participation figures increased.
- Systemising the supply chain - By eliminating middlemen in marketing and lobbying for a separate marketplace and by establishing a producer company that allows farms to establish direct relationships with brands, distributors and retailers, Chetna has managed to simplify and make the supply chain more effective and beneficial to farmers.
- Developing a competitive advantage - Chetna's business model is based on transparency, traceability of the product and long term relationships with brands and retailers. All of this, alongside with organic farming techniques and fairtrade practices, contributes to give cotton growth, by Chetna farmers, a competitive advantage over conventionally grown cotton.
- Long term relationships with buyers - By working directly with buyers, Chetna aims to guarantee markets for the producers. Chetna also offers buyers the option to trace the product by giving precise details on the variety of cotton and place of production. Some retailers and brands that COAPCL has developed through relationships include: Jackpot (Denmark), Felissimo (Japan), Marks & Spencer, bioRe(Switzerland), Fair & Co, Imps & Elves (both Netherlands). COAPCL has ventured into the domestic market segment for organic and Fairtrade cotton by collaborating with top Indian fashion designer Anita Dongre and Indian Fair Trade label – Shop for Change.

## **Outcomes**

### Benefits for the farmers

The monitoring and learning tools that were put in place by Chetna over the years to measure both qualitative and quantitative changes show that the farmers have benefited from involvement with Chetna Organic. The cooperatives have worked to empower the farmer SHGs (Self-Help Groups) and to empower individual farmers by disseminating information on technical know-how, availability of institutional credit, access to various government schemes and markets. It has assisted in:

- Procuring quality non-GMO seeds at a reasonable price, due to economies of scale
- Improving quality of land by adopting organic techniques
- Developing niche markets for cotton and better markets for non-cotton food crops
- Assuring premium price for the specialized cotton production. On an average, Chetna prices for cotton have been 10-15% above the market price and other savings for farmer include: reduction in health outlays, certification and transportation costs, aggregation, decentralized and transparent weighing procedures, etc.
- The Fairtrade premium has been used by farmer groups for a multitude of community benefit projects ranging from market focussed, such as establishing community owned warehouses, processing units (rice mills, lentils processing units etc.) to social projects like starting a pre-primary school for the benefit of children of farm labours, investments in improving local sanitation

facilities and in productivity improvement efforts like purchase of cattle, setting up eco centres and connected bio gas units etc.

Chetna realizes the business of organic cotton needs to be part of a larger agenda of agro-ecology, food security and livelihoods. Chetna believes that there is some way to go before real impacts on member farmers can be measured. Chetna is committed to make investments in the farms and enabling policy changes in favor of smallholder agriculture.

#### Products

- Cotton: Chetna has an annual production capacity of 1500 tons of organic Extra Long Staple Cotton 31-33mm, Long Staple Cotton 29-30mm and Medium Staple 27-28mm.
- Non-Cotton: Currently Chetna has an annual production capacity of 2500 MT of organic Soya Bean as well as pulses/lentils, cereals, millets and non-timber forest produce and is planning on expanding its offering of non-cotton crops.

#### *Asia (Nepal) - Certification*

##### **Description of the Organization**

The sub-tropical to temperate forests in two mountain districts (Bajhang and Dolakha) of central and far-western Nepal Himalaya are, like most forests in Nepal, government-owned but managed by local people organised into legally recognised Community Forest User Groups (CFUGs). Presently in Nepal there are 14,387 CFUGs managing about 1.2 million ha of forest.

FECOFUN is a national federation of forest users which advocates for community forestry user group rights. It supports community NTFP management and sales as a key strategy in enhancing rural livelihoods. They have been supported in this work by ANSAB (Asia Network for Sustainable Agriculture and Bio resources) who recognised that the main challenge was to transform user groups into entities with technical capability in sustainable forest management, running economically viable, yet socially just forest enterprises.

##### **Description of the situation**

ANSAB facilitated a multi-stakeholder process leading to the formation of a unique alliance of industry, government, NGOs, communities and forest certifiers which helped to put community-forestry based enterprises development, certification and marketing on the national agenda.

This Nepal Non-timber Forest Products Public-Private Marketing Alliance identified FSC certification as a way to link Nepali and foreign NTFP buyers, producers, NGO and government programs assisting the NTFP sector to:

- Increase incomes and employment for NTFP producers
- Promote sustainable resource management
- Expand responsible buying practices within industry.

The alliance facilitated the development of interim FSC timber and NTFP certification standards, a group certification model, a huge awareness raising and capacity building effort, to address the problem of lack of knowledge on certification among professionals and relevant stakeholders.

A group certification model was adopted whereby FECOFUN works as a Resource Manager on behalf of the CFUGs in the certified pool. To participate in the scheme, CFUGs applied to FECOFUN and were in compliance with the forest management guidelines prepared by them. FECOFUN provides capacity building support and monitors the CFUGs.



In January 2005, the Rainforest Alliance/Smartwood awarded FSC forest management group certification to FECOFUN for NTFPs, which was later expanded to include timber. The initial assessment covered 11 CFUGs selected by the Alliance for pilot certification. Today the certificate covers 21 CFUGs managing 14,086 hectares. User group size varies greatly ranging from 65 to 544 households, and from 28ha to 1981 ha per group. Additionally eight forest enterprises received FSC Chain of Custody certification, including the Bahjang based “Malika”, which produces the first hand-made FSC certified paper in the world, which was used by cosmetics company AVEDA for gift boxes in 2007.

## **Outcomes**

### Impacts

Certification has led to a strengthening of conservation efforts. ANSAB has helped to develop guidelines to identify and protect rare, threatened and endangered species. CFUGs are trained to map areas set aside for the protection of sensitive wildlife habitat, cultural sites and streams. FECOFUN provides a format for CFUG members to monitor changes in forest conditions.

An additional benefit is the strengthening of democratic institutions resulting in a more equitable society. CFUGs in Dolakha have negotiated settlements with Yak grazers over tenure and territorial issues, and created a micro loan program for poor members. Training has been provided by FECOFUN in transparent accounting, and CFUGs in Bahjang have developed more democratic systems.

### Lessons Learnt

An appropriate model of group certification can incorporate a large number of smallholders. With an expandable system the cost of certification per group comes down as the membership grows:

- A critical mass of products and groups are needed not only to make it cost effective, but also to attract appropriate buyers
- More national capacity, such as increased numbers of national auditors, also helps to bring certification costs down
- Forest certification is not appropriate for all groups and is costly if benefit is not obtained via international marketing
- Selection of community groups for certification should be based on a number of criteria, including: richness in NTFPs; size of the forest areas and /or potential for expansion; enterprise-orientation, networking-potential, interest in participation, and willingness to improve forest management, monitoring and auditing systems.

### The Future

Among the key challenges for community forestry certification in Nepal below are presented the main points:

- Long term financial support to strengthen the FSC interim national working group, develop FSC standards and national capacity on certification
- Recruitment of additional private sector and NGO members to the alliance membership to contribute promote greater FSC certified sales
- Expansion of the certified group to make the annual audit and five year certification costs sustainable
- Technical support to Nepali NTFP companies to meet international standards for quality, product design, processing and documentation



# Appendix 2

## Success cases analyses

### *Chirinos – Peru*

#### 1. Impact

##### a. Which changes have resulted from the analyses of the cases?

The main changes felt by producers can be seen in three levels:

##### i. Environmental

- Use of natural fertilizer
- Use of natural resources
- Increase of biodiversity
- Promotion of biodiversity

##### ii. Economical

- Saving from the process
- Diversification of products – animal production and vegetables
- Investment on infrastructures for the community

##### iii. Social

- Improvement of the welfare and livelihoods

##### b. To what extent the impacts contribute to a longer goal?

The improvement of capacity building of the community allow them to use this technique successfully

- i. As they were able to better comply with the requirements of the standard they are still certified and can sell to international markets.

##### c. Why or why not the impact was achieved?

Since they maintained the certification and there was an increase in the production and quality process

##### d. What unexpected situations, positive or negative, came out from this analyses?

- i. Mobilization of the community
- ii. More producers joint the association to benefit from their structure

##### e. To what extent these unexpected situations had on producers?

- i. Increase of members in the community due to the development of new roads

#### 2. Relevance

##### a. Was there situation presented the right thing for producer?

- i. It was the best to do, due to the fact that this organization needed to increase its quality, the soil was getting degraded and there was a need to adopt a technique that could solve this problem
- ii. The usage of strands allowed to achieve sustainability

##### b. Was the certification focused on GAP a good idea for producers in gaining access to the international market?

- i. This achievement improved conditions and allowed a better income

- c. Was the certification of GAP targeted to producer's needs?
  - i. The process came from the market and triggered farm's needs

### 3. Effectiveness

- a. How do planned intervention, aligned with the (explicit and implicit) objectives in voluntary sustainable standards have, as a way of accessing the international market?
  - i. Since the drivers for all the case are market needs and all process came from there, it can be seen a direct correlation in the process
  - ii. Nothing was mentioned on the follow up actions after the case. However, in the standard setting the usage of indicators must be adapted to the process and to community's needs.
- b. How effective are the interventions of partner organisations in identifying, designing and implementing actions for producers?
  - i. The trader's role was very important since he was the one that identified the technique that could be used, provided the necessary training to implement the technique with the uses of local resources and promote development of new products in the community
  - ii. For the standard organization the criteria provides a guide of principles to achieve sustainability and without it there would be no guidance. In the case the two standards helped plan what needs to be done to improve the community life, regarding soil conservation but also helped to promote social aspects and economic ones.
  - iii. With a multi-stakeholders process it was able to manage farmers knowledge and the benefits increased to all the members of the community and promoted employment, and better conservation of the biodiversity.
- c. How effective these interventions for all the community?
  - i. Sustainable standards are international
  - ii. The trader's requirements are for certified products and based on market's needs
  - iii. The product is known to be good and have potential to grow

### 4. Efficiency

- a. How efficient are the case studies presented in achieving international market?
  - i. With this case it was possible to understand that the usage of a standard, as a tool, enables the achievement of social, environmental and economic benefits. It is possible to establish long term relations with traders and to get certified products in the market
  - ii. The international technique is proven to solve issues
- b. How efficient are the activities done within the application of sustainable standards in allowing access to the international market?
  - i. With the usage of sustainable standards requirements there was a need to get a better efficient solution, which increased quality in the soils, does not create problems to communities and delivers impact in the community

## 5. Sustainability

- a. To what extent the principles/requirements of sustainable standards and its certification, are drivers to achieve GAP and allow access to international market for producers?

The International market asks from the producer quality and quantity. The sustainable standard explains how to achieve sustainability, but if knowledge and cooperation is not reached from the producers the chances for success are very little. In this case because of the engagement of the community and the increase in knowledge was the key to achieve GAP and the cases to the international markets, in a sustainable way..

## *Belize Sugar*

### 1. Impact

- a. Which changes have resulted from the analyses of the cases?

The changes resulted in three main areas:

- i. Environmental
  - Technical assistance and training on environmental aspects
  - Reduction of pesticides
  - Reduction of fertilizers
- ii. Economical
  - Access to international markets
  - Need to have higher income
  - Need to be better protected against price fluctuation and natural crises
  - Access to loans and special funds
- iii. Social
  - Road repair
  - Health projects development
  - School facilities
  - Scholarships for children
  - Building and renovating houses
  - Implementation of a work plan

- b. To what extent the impacts contribute to a longer goal?

- i. The implementation of the Fairtrade standard allowed the community to be certified
- ii. Through the sustainable standard it is needed to develop indicators that allow to analyse how the system is going and to make the necessary adjustments
- iii. The standards established a need to develop a plan that must be approved by the community, which is a critical point to maintain the certification

- c. Why or why not the impact was achieved?

- i. The implementation of GAP was done by adopting the standard
- ii. The access to international markets was achieved through the program developed by Fairtrade and by the establishment of the sustainable label

- d. What unexpected situations, positive or negative, came out from this analyses?
    - i. The situation presented in this case was positive, as the community was able to establish long term relationships with a company and there were social, environmental and economic positive outcomes
  - e. To what extent these unexpected situations had on producers?
    - i. With this development it can be seen that the community established many social and environmental program special targeted to the uses of herbicides.
    - ii. The community started to have better conscious on how to better protect its members and storage facilities started to be developed and implemented.
2. Relevance
- a. Was there situation presented the right thing for producer?
    - i. Bearing in mind the community needs and the results, and it can be said that yes this was the desired outcome
  - b. Was the certification focused on GAP a good idea for producers in gaining access to the international market?
    - i. It was a good achievement but this was done by a program and there was no indication of the next steps apart from the ones driven from the standard implementation. There is a need to see if the element for competitiveness for the community is in place.
  - c. Was the certification of GAP targeted to producer's needs?
    - i. Yes it was since there it was possible to established GAP by using a standards and its certification and as a result the community increased their incomes and this allowed sustainability to move forward
3. Effectiveness
- a. How do planned intervention, aligned with the (explicit and implicit) objectives in voluntary sustainable standards have, as a way of accessing the international market?
    - i. All the activities started with a market need and farmer's problems dues to market prices fluctuation and decrease of production due to natural catastrophes. As a result Fairtrade helped to implement sustainable standards that defines measures to overcome this process (Fairtrade minimum price and Fairtrade Premium) and allowed with certification access to the international market.
    - ii. Fairtrade standards has many requirements regarding environmental, social and economic aspects and with the implementation process there where identified areas where there was a need to improve and there where establish solutions for this, this was done with training of farmers in the standards and a risk analyses supported by the farmers.
  - b. How effective are the interventions of partner organisations in identifying, designing and implementing actions for producers?
    - i. The partner organization in this process is Fairtrade International, because of the fact that the process had input from a label and the work was done with a community, GAP was achieved and access to the international market was also a success. All the intervention were target to community's needs.

- c. How effective these interventions for all the community?
  - i. The main difficult that the community had in this process was due to price fluctuation in the markets, and no protective scheme that allow the communities to have a support when suffered natural catastrophes. With the Implementation of Fairtrade program and the benefits that where gained from them (Fairtrade minimum price and Fairtrade premium) they were able to have much support.

#### 4. Efficiency

- a. How efficient are the case studies presented in achieving international market?
  - i. The case is efficient as they deliver results (after the standard implementation) in Social Environmental and Economic
  - ii. They show an establishment of a long term relationship between the farmer and the buyer
  - iii. They show that certification is obtained as an access to the international market
  - iv. The fact that the organizations are certified imply the application of a control system to make the necessities corrections over time.
- b. How efficient are the activities done within the application of sustainable standards in allowing access to the international market?
  - i. In the case it can be seen that because of the choice of an international sustainable certification based on a sustainable standards GAP was achieved and the producers were able to apply measures that internally because of the extra income that came from the international market opportunities

#### 5. Sustainability

- a. To what extent the principles/requirements of sustainable standards and its certification, are drivers to achieve GAP and allow access to international market for producers?
  - i. With the implementation process, training and the collaboration producers where able to achieve the international market and identify improvement areas such as education of children, reduction of pesticides, reduction of the uses of fertilizers and better conditions to the workers.

### *Africa (Zimbabwe) – Essential Oils*

#### 1. Impact

- a. Which changes have resulted from the analyses of the cases?
  - i. Economic
    - Training on benefit sharing and rights for the community
    - Increase income for communities
    - Increase quantity as this is a demand from the market
    - Constant revision of prices as a way to increase income and protect farmers from market changes
  - ii. Social
    - Increase awareness of social principles such as equity sharing and health programs and protection of the rights for the communities
    - Increase welfare and livelihoods

- iii. Environment
    - Training on harvesting and principles of conservation
    - Better income through the collection and processing of plants
    - Better conservation of biodiversity
- b. To what extent the impacts contribute to a longer goal?
  - i. The market's needs together with sustainable label and the donor's money allowed the implementation process and was able to address the producer's needs. This had a positive impact on the 3 pillars of GAP.
  - ii. With this program there was the possibility to achieve certification and to establish long term relationships with the cosmetic market.
- c. Why or why not the impact was achieved?
  - i. This situation was achieved due to a mixture of the following factors:
    - Market needs
    - Farmers needs
    - Training on identified topics
    - Donor's program
    - Sustainable standard
    - Certification
- d. What unexpected situations, positive or negative, came out from this analyses?
  - i. Sustainable practice for the preservation of the plant and reseeded practices to allow preservation
  - ii. Development of a vision in the community as a way to improve socio economic living standards
  - iii. Development of a policy on community rights
  - iv. Revision of prices as part of the procedure
  - v. Establishment of land tender, fair and equitable sharing
  - vi. Preservation of identified sites regarding cultural, ecological, economical and religious matters
  - vii. Increase of working partnerships
- e. To what extent these unexpected situations had on producers?
  - i. Policies on addressing environmental issues
  - ii. Policy document addressing community rights on land and natural resources in the areas of operation

## 2. Relevance

- a. Was there situation presented the right thing for producer?
  - i. This organization has a social model and works with small scale women farmers that want to achieve better income and want to implement programs related to improvement of health care issues (HIV and Aids), schooling for children's and orphan care. These programs were achieved by the implementation of sustainable standard in the community.

- b. Was the certification focused on GAP a good idea for producers in gaining access to the international market?
  - i. The achievements was a good idea as it promotes capacity building improvement, which generated better income and delivered impacts on the 3 pillars of GAP.
- c. Was the certification of GAP targeted to producer's needs?
  - i. The process was done as a consequence of the need to improve more income and to give an answer to market's needs.

### 3. Effectiveness

- a. How do planned intervention, aligned with the (explicit and implicit) objectives in voluntary sustainable standards have, as a way of accessing the international market?
  - i. All the activities began with market and farmer's needs, better income to improve the community welfare and livelihood. Through certification it was possible to generate better income and to invest in programs related to welfare and livelihood. However, additional steps were taken for the establishment of policies that address environmental and land issues, equitable sharing and Fairtrade conditions. In this case it was used the United Ethical trade standard.
- b. How effective are the interventions of partner organisations in identifying, designing and implementing actions for producers?
  - i. The process was very effective, as the standards provides the guiding toos and principles that guides the implementation and after that certification, the donner provided the finance for the development of the project and the communities worked together and acquire more knowledge.
  - ii. A partner organization, a pharmaceutical company, identified markets where producers could sell their products.
- c. How effective these interventions for all the community?
  - i. The main need of the community was to increase income and establish health programs. This was possible through the establishment os ways to access international markets.

### 4. Efficiency

- a. How efficient are the case studies presented in achieving international market?
  - i. The case study allowed farmers to achieve positive effect on social, economic and environmental aspects.
- b. How efficient are the case studies presented in achieving international market?
  - i. By using an international sustainable standards and its verification process, the producers where able to get access to the international market and sell their good to a pharmaceuticals organization. Also the standards allowed the production allow to achieve environmental, social and economic advantages.

### 5. Sustainability

- a. To what extent the principles/requirements of sustainable standards and its certification, are drivers to achieve GAP and allow access to international market for producers?

- i. With this project and by using the standards from United Ethical Biotrade to promote “sourcing with respect” of ingredients that come from biodiversity and acting on social and economic parameters.

### *Africa (Swaziland) - Indigenous products*

#### 1. Impact

- a. Which changes have resulted from the analyses of the cases?
  - i. Economic changes
    - The usage of seeds from the beer production to produce oils generated an extra income
    - Development of a new product, for the cosmetic industry, into a new market
    - Development of an own line – Swazi secrets
  - ii. Environmental changes
    - Establishment of capacity building programs to bring awareness on environmental topics
    - Establishment of a project regarding reseeded process of the Murula tree
  - iii. Social changes
    - Development of the principles from fair and equitable sharing benefits
    - Establishment of better conditions for its members
    - Development of programs regarding social and welfare of the communities
    - Improvement status of rural women
- b. To what extent the impacts contribute to a longer goal?
  - i. Access to international markets
  - ii. Share benefits, which result from trade in local biodiversity and helped to support local sustainable development
  - iii. Improvement of the social model of the community – the organization has a social model as a bases
  - iv. Facing challenges regarding biodiversity principles, price, quality and sales model
- c. Why or why not the impact was achieved?
  - i. The main goals of the project were achieved:
    - Better access to international markets
    - Establishment of a program regarding the environmental principles (reforestation and biodiversity regarding the product)
    - Improvement of conditions for the communities
  - ii. There are still some changes that need improvement:
    - Trade-off between higher prices, lower volume sales and lower prices that attract buyers
    - Impact on threats within their source ecosystem beyond their own activities



- d. What unexpected situations, positive or negative, came out from this analyses?
  - i. Identification of areas where the community need to work to improve them and establishment of a program cooperation with the University of Grahamstown.
  - ii. Due to the fact that the community has lack of awareness on the environmental issues and the model of the community is centred on social aspects. the pricing review is always a challenging area.
- e. To what extent these unexpected situations had on producers?
  - i. Women have still little influence and political power on the country that makes the progress to move slowly.
  - ii. Development of a reforestation program for Murula trees
  - iii. Explanation of the principles of biodiversity bond their activity still remains a challenge.

## 2. Relevance

- a. Was there situation presented the right thing for producer?
  - i. For the community it opened a new door for external markets and allowed not just a better income, but also to maintain the trees for future generations and to establish a business in a sustainable way.
- b. Was the certification focused on GAP a good idea for producers in gaining access to the international market?
  - i. The community was able to be involved in sustainable matters and to use a label focused on environmental issues, which allowed them to better work with this approach.
- c. Was the certification of GAP targeted to producer's needs?
  - i. Through certification the community was able to have better income, maintain the business, preserve trees and better address social aspects. However, there are still some challenges that must be addressed.

## 3. Effectiveness

- a. How do planned intervention, aligned with the (explicit and implicit) objectives in voluntary sustainable standards have, as a way of accessing the international market?  
Through certification the community was able to have better income, maintain the business, preservation trees and better address social aspects. However, there are still some challenges that must be addressed.
- b. How effective are the interventions of partner organisations in identifying, designing and implementing actions for producers?
  - i. Partner organizations are a key factor for success:
    - Sustainable standards – A good partner to achieve the international market, a guide to implement GAP and a way to provide capacity building for the community.
    - Donner – The needed help to implement the program
    - University of Grahamstown – To help harvesting in a sustainable way
- c. How effective these interventions for all the community?
  - i. Working with the Murula seeds it has delivered an extra income for the community

- ii. The intervention helped to work on fair and equitable sharing benefits, which are the key principles for the organization model
- iii. Improvement of quality and volumes helped the community to preserve the high prices
- iv. Interventions helped to establish health programs and improve social welfare
- v. The program improved the rural status of women

#### 4. Efficiency

- a. How efficient are the case studies presented in achieving international market?
  - i. The donors and other partners' inputs helped to increase knowledge and to allow the community to be in compliance with sustainable principles
  - ii. There is still a need to go further in the achievement of sustainability but this is a normal process and is part of the review and improvement in the adaptation of a standard to the organization.
- b. How efficient are the activities done within the application of sustainable standards in allowing access to the international market?
  - i. Sustainable standards were helpful to identify market opportunities, to give guidance on how to achieve positive impacts with GAP and to deliver sustainability to the community.
  - ii. Sustainable standards also helped the community to work on structure, on the environment, on social aspects and in the identification of needs.

#### 5. Sustainability

- a. To what extent the principles/requirements of sustainable standards and its certification, are drivers to achieve GAP and allow access to international market for producers?
  - i. Through GAP, the verification allowed trade and helped to improve sustainability by applying the principles included in the standard.

### *Asia India Cotton*

<http://farmhub.textileexchange.org/upload/library/Case%20studies/The%20Chetna%20Story.pdf>

#### 1. Impact

- a. Which changes have resulted from the analyses of the cases?
  - i. Environmental
    - As the product is organic there is no use of chemicals
  - ii. Economic
    - Improvement of quantity and quality – farmers were grouping together since their individual production would not be attractive to the international market
    - With the aggregation of farmers they were able to make the middle man disappear
    - Farmers got more close international companies by establishing relationships with producer companies and by simplifying the supply chain (brands, distributors and retailers)
    - Chetna's business model is based on transparency, traceability of the product and long term relationships with brands and retailers

- The principles of Fairtrade and Organic gave the organization a competitive advantage
  - Development of a traceability process
  - Better access to international funding, governmental funding and institutional credit
  - Decrease in certification and transportation costs
  - Transparent weighing procedures
  - Establishment of community owned warehouses and processing units
- iii. Social
- Reduction in health outlays
  - Development of social projects, such as: pre-primary school for the benefit of children of farm labours, investments in improving local sanitation facilities and productivity improvement efforts like purchase of cattle, setting up eco centres and connected bio gas units
- b. To what extent the impacts contribute to a longer goal?
- i. As farmers have a very small land, turning the product more competitive, in terms of quality, would be impossible. Therefore, by joining and adapting Fairtrade principles they were able to improve quality and quantity and have close relationships with companies.
- c. Why or why not the impact was achieved?
- i. Since the beginning, farmers were able to see the benefits of standards to improve quality and quantity and to have better income.
- d. What unexpected situations, positive or negative, came out from this analyses?  
The amount of farmers belonging to the organization increased.
- e. To what extent these unexpected situations had on producers?
- i. Quality and quantities increased
  - ii. Better position to receive international and government funds
  - iii. Better access to finance for the programs establishment
  - iv. Better access to companies and retailers

## 2. Relevance

- a. Was there situation presented the right thing for producer?
- i. Without this program a small farmer, with small land, would always be dependent on the middle man and would not achieve the quality and quantity of products demanded by the market.
- b. Was the certification focused on GAP a good idea for producers in gaining access to the international market?
- i. It is a reality that this achievement brought benefits for the farmers.
- c. Was the certification of GAP targeted to producer's needs?
- i. Initially there was a disadvantaged position for farmers. With this process the number of farmers, in 6 years, grew from 234 to 8138.

### 3. Effectiveness

- a. How do planned intervention, aligned with the (explicit and implicit) objectives in voluntary sustainable standards have, as a way of accessing the international market?
  - i. By providing training, showing benefits, applying standards and getting certification, farmers were able to achieve the international market.
  - ii. The usage of a facilitator that was working with different stakeholders was also a key to achieve the desired goals.
- b. How effective are the interventions of partner organisations in identifying, designing and implementing actions for producers?
  - i. Partner interventions made not only possible for producers to join and supply market needs, but also to bring social, environmental and economic benefits.
- c. How effective these interventions for all the community?

For the community this project was the only chance to have income and better conditions.

### 4. Efficiency

- a. How efficient are the case studies presented in achieving international market?
  - i. Without the donors, the project could not take place. Due to the project's success, currently it is possible to have more producers joining the program and getting benefits.
  - ii. The trainings, the standards 'requirements and the implementation were key drivers to make this project happen.
- b. How efficient are the activities done within the application of sustainable standards in allowing access to the international market?
  - i. The sustainable standards were the best support to achieve quality and quantity and to deliver achievements in GAP.

### 5. Sustainability

- a. To what extent the principles/requirements of sustainable standards and its certification, are drivers to achieve GAP and allow access to international market for producers?

The application of sustainable standards allowed the community to improve their welfare, social model, pricing policy, environmental principles regarding biodiversity and reforestation and harvest practices there was a way to achieve sustainability and get to the international market

## *Asia Nepal – Forest*

Small, low intensity and community forests Forest Stewardship Council

### 1. Impact

- a. Which changes have resulted from the analyses of the cases?
  - i. Certification has led to a strengthening of conservation efforts. ANSAB has helped to develop guidelines to identify and protect rare, threatened and endangered species. CFUGs are trained to map areas set aside for the protection of sensitive wildlife habitat, cultural sites and streams. FECOFUN provides a format for CFUG members to monitor changes in forest conditions.

- ii. The strengthening of democratic institutions result in a more equitable society.. CFUGs in Dolakha have negotiated settlements with Yak grazers over tenure and territorial issues, and created a micro loan program for poor members. Training has been provided by FECOFUN in transparent accounting, and CFUGs in Bahjang have developed more democratic systems.
  - b. To what extent the impacts contribute to a longer goal?
    - i. A critical mass of products and groups are needed not only to make it cost effective, but also to attract appropriate buyers.
    - ii. More national capacity, such as increased numbers of national auditors, also helps to bring certification costs down.
    - iii. Forest certification is not appropriate for all groups and is costly if benefits are not obtained via international marketing.
    - iv. Selection of community groups for certification should be based on a number of criteria, including: richness in NTFPs; size of the forest areas and /or potential for expansion; enterprise-orientation, networking-potential, interest in participation and willingness to improve forest management, monitoring and auditing systems.
  - c. Why or why not the impact was achieved?
    - i. The results were achieved for non-timber and later there was an extension for timber. FSC certification was a way to link Nepali and NTFP buyers, producers, NGO and government programs.
  - d. What unexpected situations, positive or negative, came out from this analyses?
    - i. An appropriate model of group certification can incorporate a large number of smallholders. With an expandable system the cost of certification per group comes down as the membership grows.
    - ii. A critical mass of products and groups are needed not only to make it cost effective, but also to attract appropriate buyers.
    - iii. More national capacity, such as increased numbers of national auditors, also helps to bring certification costs down.
  - e. To what extent these unexpected situations had on producers?
    - i. The initial certificate covered 11 CFUGS while today they cover 21 CFUGs that manage 14,086 hectares.
    - ii. The used group size varies from 65 to 544 householders and from 28ha to 1981 ha per group. Additionally eight forest enterprises received a FSC chain of custody certification, including the production of the first hand-made FSC paper used for by AVEDA gift boxes in 2007.
2. Relevance
- a. Was there situation presented the right thing for producer?
    - i. It was the right approach, as different stakeholders came together and with a facilitator it was allowed the promotion of capacity building, certification and the improvement of GAP based on the 3 pillars.

- b. Was the certification focused on GAP a good idea for producers in gaining access to the international market?
          - i. Bearing in mind the results and the values achieved since the beginning of the program, there was an increase on area and on the number of households.
        - c. Was the certification of GAP targeted to producer's needs?
          - i. The program's target achieved farmer's needs. There was a big challenge to transform groups into entities with technical capabilities in sustainable forest management and capable to become economical viable.
- 3. Effectiveness
  - a. How do planned intervention, aligned with the (explicit and implicit) objectives in voluntary sustainable standards have, as a way of accessing the international market?
    - i. With the usage of a multi-stakeholder process that leads to the formation of an unique alliance of industry, government, NGO, communities and forest certifiers, it helped to put in the agenda community-forest based on enterprises development, certification and marketing.
  - b. How effective are the interventions of partner organisations in identifying, designing and implementing actions for producers?
    - i. The multi-stakeholder process together with the facilitation and capacity building led to deliver benefits for farmers on economic, social and environmental levels.
  - c. How effective these interventions for all the community?
    - i. First, the users adopted certification for non-timber and after seeing the benefits they extended to timber and developed standards. Initially the assessment counted with 11 CFUGs and now there are 21 CFUGs, which resulted from the effectiveness of Community Forest User Groups.
- 4. Efficiency
  - a. How efficient are the case studies presented in achieving international market?
    - i. The multi-stakeholders process delivered great impact on the 3 pillars of GAP and, apart from this, allowed to take lessons and make recommendations for the future, which shows that the system is alive and is a useful tool.
  - b. How efficient are the activities done within the application of sustainable standards in allowing access to the international market?
    - i. The usage of standards was set to have access to international markets and to guide the process by delivering impact on the 3 pillars of GAP. The achievement shows that the process was efficient.
- 5. Sustainability
  - a. To what extent the principles/requirements of sustainable standards and its certification, are drivers to achieve GAP and allow access to international market for producers?
    - i. The certification was a way to bring together producers and buyers. The process allowed to define new steps to follow in order to make the process more adapted to the community. There were more producers who joint the program

## Appendix 3

### Analyses of the key elements per case

Cases	Key elements of success
Coffee	<ul style="list-style-type: none"> <li>– Market's need of sustainable products (quality and quantity)</li> <li>– Analyses of the reality for producers and their needs</li> <li>– Sustainable standard and label</li> <li>– Donor's money</li> <li>– Multi-stakeholder process</li> <li>– Commitment among producers</li> <li>– Increase of capacity building and training</li> <li>– Better income for producers</li> <li>– Better education, welfare, livelihoods and health</li> <li>– Improvement of environmental awareness and practices</li> <li>– Improvement of biodiversity</li> <li>– Improvement of soils preservation</li> <li>– Maintain business for next generations</li> <li>– Increase the number of certified producers</li> </ul>
Sugar	<ul style="list-style-type: none"> <li>– Market's need of sustainable products (quality and quantity)</li> <li>– Analyses of the reality for producers and their needs</li> <li>– Sustainable standard and label</li> <li>– Donor's money</li> <li>– Multi-stakeholder process</li> <li>– Commitment among producers</li> <li>– Increase of capacity building and training</li> <li>– Better income for producers</li> <li>– Establishment of connections with international companies</li> <li>– Establishment of long term relations</li> <li>– Better access to credit</li> <li>– Better protection against fluctuation of prices and losses</li> <li>– Better education, welfare, livelihoods and health</li> <li>– Improvement of environmental awareness and practices</li> <li>– Improvement of biodiversity</li> <li>– Increase the number of certified producers</li> <li>– Improvement of soil preservation</li> <li>– Maintain business for next generations</li> </ul>
Essential oils	<ul style="list-style-type: none"> <li>– Market's need of sustainable products (quality and quantity)</li> <li>– Analyses of the reality for producers and their needs</li> <li>– Sustainable standard and label</li> <li>– Donor's money</li> <li>– Multi-stakeholder process</li> <li>– Commitment among producers</li> <li>– Increase of capacity building and training</li> <li>– Better income for producers</li> <li>– Establishment of connections with international companies</li> <li>– Establishment of long term relations</li> <li>– Better protection against fluctuation of prices and losses</li> <li>– Better education, welfare, livelihoods and health (specially HIV combat)</li> </ul>

	<ul style="list-style-type: none"> <li>– Improvement of environmental awareness, practices and conservation</li> <li>– Better benefit sharing</li> <li>– Better social model with improvement of the women role in agriculture</li> <li>– Protection of land and cultural rights</li> <li>– Improvement of biodiversity</li> <li>– Empowerment of women role in agricultural community</li> <li>– Improvement of soil preservation</li> <li>– Maintain business for next generations</li> <li>– Increase the number of certified producers</li> </ul>
Indigenous products	<ul style="list-style-type: none"> <li>– Market's need of sustainable products (quality and quantity)</li> <li>– Analyses of the reality for producers and their needs</li> <li>– Sustainable standard and label</li> <li>– Donor's money</li> <li>– Multi-stakeholder process</li> <li>– Commitment among producers</li> <li>– Increase of capacity building and training</li> <li>– Better income for producers</li> <li>– Establishment of connections with international companies</li> <li>– Establishment of long term relations</li> <li>– Balance between supply and demand</li> <li>– Better relation between the market and the suppliers</li> <li>– Improvement of price policy and market strategy</li> <li>– Better protection against fluctuation of prices and losses</li> <li>– Better education, welfare, livelihoods and health (specially HIV combat)</li> <li>– Empowerment of women role in agricultural community</li> <li>– Improvement of environmental awareness, practices and conservation</li> <li>– Better benefit sharing</li> <li>– Better social model with improvement of the women role in agriculture</li> <li>– Protection of land and cultural rights</li> <li>– Improvement of biodiversity and the ecosystem</li> <li>– Improvement of soil preservation</li> <li>– Maintain business for next generations</li> <li>– Increase the number of certified producers</li> </ul>
Cotton	<ul style="list-style-type: none"> <li>– Market's need of sustainable products (quality and quantity)</li> <li>– Analyses of the reality for producers and their needs</li> <li>– Improvement of quality and quantity</li> <li>– Increase access to international funding programs, government programs and access to finance</li> <li>– Sustainable standard and label</li> <li>– Donor's money</li> <li>– Multi-stakeholder process</li> <li>– Commitment among producers</li> <li>– Increase of capacity building and training</li> <li>– Better income for producers</li> <li>– Establishment of connections with international companies, retailers and elimination of the middle-man</li> <li>– Establishment of long term relations with retailers and companies</li> <li>– Balance between supply and demand</li> <li>– Better relation between the market and the suppliers</li> <li>– Improvement of price policy and market strategy</li> <li>– Protection against fluctuation of prices and losses</li> </ul>



	<ul style="list-style-type: none"> <li>- Better education, welfare, livelihoods and health</li> <li>- Aggregation of small holders</li> <li>- Improvement of environmental awareness, practices and conservation</li> <li>- Better benefit sharing</li> <li>- Improvement of biodiversity and the ecosystem</li> <li>- Improvement of soil preservation</li> <li>- Maintain business for next generations</li> <li>- Increase the number of certified producers</li> </ul>
Forestry	<ul style="list-style-type: none"> <li>- Market's need of sustainable products (quality and quantity)</li> <li>- Analyses of the reality for producers (Community forest)</li> <li>- Sustainable standard and label</li> <li>- Donor's money</li> <li>- Multi-stakeholder process that combines NGO, International companies, communities tec..</li> <li>- Commitment among producers and other stakeholders</li> <li>- Increase of capacity building and training</li> <li>- Better income for producers</li> <li>- Increase employment</li> <li>- Expansion of sustainable buying</li> <li>- Establishment of connections with international companies, retailers and elimination of the middle-man</li> <li>- Establishment of long term relations with retailers and companies</li> <li>- Balance between supply and demand</li> <li>- Better relation between the market and the suppliers</li> <li>- Strengthening of democratic institutions and better equitable society</li> <li>- Improvement of price policy and market strategy</li> <li>- Improvement of environmental awareness, practices and conservation</li> <li>- Improvement of biodiversity and the ecosystem</li> <li>- Maintain business for next generations</li> <li>- Increase the number of certified producers</li> </ul>
<b>Cases</b>	<b>Key elements of success</b>
Coffee	<ul style="list-style-type: none"> <li>- Market Need of Sustainable product (quality and quantity)</li> <li>- Analyses of the reality of producers and needs</li> <li>- Sustainable standard and label</li> <li>- Donor money</li> <li>- Multi-stakeholder process</li> <li>- Commitment from the producers</li> <li>- Increase capacity building and training</li> <li>- Better income for producers</li> <li>- Better education, welfare, livelihoods and health</li> <li>- Improvement of Environmental awareness and practices</li> <li>- Improvement of Biodiversity</li> <li>- Improvement of soils preservation</li> <li>- Maintaining the business of the next generations</li> <li>- Increase number of certified producers</li> </ul>
Sugar	<ul style="list-style-type: none"> <li>- Market Need of Sustainable product (quality and quantity)</li> <li>- Analyses of the reality of producers and needs</li> <li>- Sustainable standard and label</li> <li>- Donor money</li> <li>- Multi-stakeholder process</li> <li>- Commitment from the producers</li> </ul>

	<ul style="list-style-type: none"> <li>– Increase capacity building and training</li> <li>– Better income for producers</li> <li>– Better connections with international company</li> <li>– Establishment of long term relations</li> <li>– Better access to credit</li> <li>– Better protection against fluctuation of prices and losses</li> <li>– Better education, welfare, livelihoods and health</li> <li>– Improvement of Environmental awareness and practices</li> <li>– Improvement of Biodiversity</li> <li>– Increase number of certified producers</li> <li>– Improvement of soils preservation</li> <li>– Maintaining the business of the next generations</li> </ul>
Essential oils	<ul style="list-style-type: none"> <li>– Market Need of Sustainable product (quality and quantity)</li> <li>– Analyses of the reality of producers and needs</li> <li>– Sustainable standard and label</li> <li>– Donor money</li> <li>– Multi-stakeholder process</li> <li>– Commitment from the producers</li> <li>– Increase capacity building and training</li> <li>– Better income for producers</li> <li>– Better connections with international company</li> <li>– Establishment of long term relations</li> <li>– Better protection against fluctuation of prices and losses</li> <li>– Better education, welfare, livelihoods and health (specially HIV combat)</li> <li>– Improvement of Environmental awareness, practices and conservation</li> <li>– Better benefit sharing</li> <li>– Better social model with improvement of the women role in agriculture</li> <li>– Protection of land and cultural rights</li> <li>– Improvement of Biodiversity</li> <li>– Empowerment of women role in agricultural community</li> <li>– Improvement of soils preservation</li> <li>– Maintaining the business of the next generations</li> <li>– Increase number of certified producers</li> </ul>
Indigenous products	<ul style="list-style-type: none"> <li>– Market Need of Sustainable product (quality and quantity)</li> <li>– Analyses of the reality of producers and needs</li> <li>– Sustainable standard and label</li> <li>– Donor money</li> <li>– Multi-stakeholder process</li> <li>– Commitment from the producers</li> <li>– Increase capacity building and training</li> <li>– Better income for producers</li> <li>– Better connections with international company</li> <li>– Establishment of long term relations</li> <li>– Better balance in supply and demand</li> <li>– Better relation between the market and the supplies</li> <li>– Improvement of the price policy and market strategy</li> <li>– Better protection against fluctuation of prices and losses</li> <li>– Better education, welfare, livelihoods and health (specially HIV combat)</li> <li>– Empowerment of women role in agricultural community</li> <li>– Improvement of Environmental awareness, practices and conservation</li> <li>– Better benefit sharing</li> </ul>

	<ul style="list-style-type: none"> <li>– Better social model with improvement of the women role in agriculture</li> <li>– Protection of land and cultural rights</li> <li>– Improvement of Biodiversity and the ecosystem</li> <li>– Improvement of soils preservation</li> <li>– Maintaining the business of the next generations</li> <li>– Increase number of certified producers</li> </ul>
Cotton	<ul style="list-style-type: none"> <li>– Market Need of Sustainable product (quality and quantity)</li> <li>– Analyses of the reality of producers and needs and improvement of quality and quantity</li> <li>– Increase access to international funding programs, government programs and access to finance</li> <li>– Sustainable standard and label</li> <li>– Donor money</li> <li>– Multi-stakeholder process</li> <li>– Commitment from the producers</li> <li>– Increase capacity building and training</li> <li>– Better income for producers</li> <li>– Better connections with international company, retailers and elimination of the middle-man</li> <li>– Establishment of long term relations with retailers and companies</li> <li>– Better balance in supply and demand</li> <li>– Better relation between the market and the supplies</li> <li>– Improvement of the price policy and market strategy</li> <li>– Better protection against fluctuation of prices and losses</li> <li>– Better education, welfare, livelihoods and health</li> <li>– Aggregation of small holders together</li> <li>– Improvement of Environmental awareness, practices and conservation</li> <li>– Better benefit sharing</li> <li>– Improvement of Biodiversity and the ecosystem</li> <li>– Improvement of soils preservation</li> <li>– Maintaining the business of the next generations</li> <li>– Increase number of certified producers</li> </ul>
Forestry	<ul style="list-style-type: none"> <li>– Market Need of Sustainable product (quality and quantity)</li> <li>– Analyses of the reality of producers (Community forest)</li> <li>– Increase connection with international market</li> <li>– Sustainable standard and label</li> <li>– Donor money</li> <li>– Multi-stakeholder process that combines NGO, International companies, communities, etc.</li> <li>– Commitment from the producers and other stakeholders</li> <li>– Increase capacity building and training</li> <li>– Better income for producers</li> <li>– Increase employment</li> <li>– Expansion of sustainable buying</li> <li>– Better connections with international company, retailers and elimination of the middle-man</li> <li>– Establishment of long term relations with retailers and companies</li> <li>– Better balance in supply and demand</li> <li>– Better relation between the market and the supplies</li> <li>– Strengthening of democratic institutions and better equitable society</li> <li>– Improvement of the price policy and market strategy</li> <li>– Improvement of Environmental awareness, practices and conservation</li> <li>– Improvement of Biodiversity and the ecosystem</li> <li>– Maintaining the business of the next generations</li> <li>– Increase number of certified producers</li> </ul>

## Appendix 4

Work that CDI has been developing in the last two years on GAP

### *TRACK RECORD ON GOOD AGRICULTURAL PRACTICES (2011-2013)*

<p><b>Europe</b> 2013-2014 <b>European Commission</b></p>	<p><b>Ad-hoc study visits/seminars for officials/policy makers from trading partner countries to support SPS policy</b></p> <p>set up ad-hoc study visits/seminars for officials/policymakers from trading partner countries to support the understanding of how the implementation of Sanitary and Phytosanitary Measures.</p> <ol style="list-style-type: none"> <li>To organise study visits in the field of SPS for officials/policy makers from trading partner countries;</li> <li>To provide study visits which should consist of seminars, presentations on EU practice in SPS areas and should be accompanied with field trips to demonstrate different aspects of the food chain;</li> <li>To organise ad-hoc study visits via individual assignments defined and contracted through Specific Contracts;</li> <li>To organise a number of an estimate of 4 study visits of one week each per year within the European Union.</li> </ol>
<p><b>Egypt</b> 2012-2013 <b>Netherlands organisation for international cooperation in higher education (Nuffic)</b> € 200,000</p>	<p><b>Tailor Made Training: Improve access to safe food of animal origin for Egyptian people</b></p> <p>The General Organization for Veterinary Services (GOVS) of the Ministry of Agriculture and Land Reclamation, as the Veterinary Competent Authority, has the mandate for protecting animal health from infectious diseases. GOVS's task is therefore to set and implement national policies for the protection of domestic animals, for the control and eradication of diseases inside the country and from import of animal and zoonotic disease into the country. This also implies setting the standards regarding meat inspection.</p> <p>GOVS is currently not able to meet its goal regarding availability of safe and wholesome food of animal origin. The largest part of the population has to rely on meat and meat products originating from local and informal sources.</p> <p>Need to develop appropriate interventions in four areas:</p> <ul style="list-style-type: none"> <li>• Build close collaboration with Ministry of Local Development</li> <li>• Development of pool of well-trained veterinarians</li> <li>• Development of pool of well-trained extension officers to work with farmers and butchers to enhance their awareness on hygienic slaughtering.</li> <li>• Development of organisational / multi-stakeholder arrangements</li> </ul>
<p><b>Indonesia</b> 1/1/2009 – 31/12/2011 <b>Agency for Marine and Fisheries Human resources</b></p>	<p><b>Value Capture Fisheries</b></p> <p>This project aimed at implementing a capacity building framework to improve quality safety and environment friendly operations of the Indonesian fishery sector. Capacity strengthening of the Indonesian partners to standardise manuals for each type of the fishing ports, training stakeholders to fulfil the requirements for the value chain management, enabling the establishment of a well-functioning and up to date quality control system, and to improve on the economic viability and sustainability of the Indonesian fisheries sector.</p>

<b>development (AMF HRD) / NL Ministry of Economic Affairs (ex EL&amp;I)</b> Euro 1,200,000	
<b>Benin</b> 1/3/2008 – 28/2/2012 <b>Netherlands organisation for international cooperation in higher education (Nuffic)</b> Euro 1,900,000	<b>Renforcement de l'enseignement sur la gestion (contrôle) de la qualité juridico-commerciale et de la qualité technique pour la production et l'exportation des produits agricoles prioritaires et de pêche.</b> The project contributed to the development of training programmes of ENEAM, FASEG-UAC and FASEG-UP, through the introduction of academic and educational innovations and through the capacity building of their staff and strengthening their research programmes. The links between the training institutions and the national bodies for control and supervision of agricultural products and food, and other actors engaged in the field of quality management were strengthened. Main components of the project were: curriculum development (Formulate a diversified curriculum tailored to the needs of labour market regarding management and international trade of priority agricultural products and fish); staff capacity building and research programme development; institutional development (Improve the functioning of, and inter-institutional collaboration with the private sector in the domain of management and international trade of priority agricultural products and fish).
<b>South Africa</b> 9/2011 – 8/2015 <b>Netherlands Organisation for International Cooperation in Higher Education (Nuffic)</b> € 1,000,000	<b>Sustainable Agriculture in South Africa (SASA)</b> Inefficient resource use, land degradation, increased greenhouse gas emissions, loss of ecosystem services and habitat loss for biodiversity are some of the problems that South Africa faces. Agriculture has been identified as the greatest threat to biodiversity. SA faces the same problem as much of the globe: how to produce more food with less land and resources, while remaining within ecological boundaries? The project aims at strengthening the capacity of Stellenbosch University and Conservation South Africa in the area of sustainable agriculture education and training to benefit students, land users, commodity groups and extension service providers through major outputs such as an MSc programme, focused research, practical learning materials and short courses.
<b>Ethiopia</b> 2011-2013 <b>Netherlands Ministry of Foreign Affairs (DGIS) / Netherlands Embassy Ethiopia</b> €1,100,000	<b>Capacity building for scaling up of evidence-based best practices in agricultural production in Ethiopia (CASCAPE)</b> Support the Ethiopian Government to increase agricultural productivity in a sustainable way in order to enhance agricultural growth and achieve food security. The objectives of CASCAPE are: to identify current practices and bottlenecks for agricultural productivity on multiple aspects of farm management; to identify evidence-based best practices for sustainable agricultural production and the factors successful implementation; to innovate in bringing together sustainable practices from different components (bio-physical, socio-economic, environmental) to increase agricultural productivity; to strengthen the capacity of stakeholders (e.g. extension staff, university staff, students) in relation to the above mentioned objectives; to formulate recommendations to create an enabling environment for agricultural productivity. Lead implementer: Alterra.

<p><b>Indonesia</b> Phase I: 01/01/2006 – 01/07/2008 Phase II: 01/07/2008 – 31/12/2011 <b>Netherlands</b> <b>Ministry of</b> <b>Economic Affairs</b> Phase I: Euro 1,290,000 Phase II: Euro 5,100,000</p>	<p><b>Indonesia-Netherlands Partnership on Highly Pathogenic Avian Influenza (HPAI)</b> The Indonesian and Dutch government established a partnership programme which aims to contain the risks of Avian Influenza in Indonesia. The bilateral partners jointly determined a number of important capacity building and institutional development requirements, aiming at helping contain the risks of HPAI for human and animal health in Indonesia. The programme included activities in the following fields:</p> <ul style="list-style-type: none"> <li>• National institutional and organisational developments aimed at further development of a legal and regulatory framework and the development of a national contingency plan.</li> <li>• Enhancing organizational capacities at regional level (provinces and districts) to ensure broad based implementation capacity to control and eradicate HPAI in Indonesia</li> <li>• Developing and testing the effectiveness of an integrated vaccination strategy in two pilot locations in West Java</li> <li>• Studies under controlled conditions to test the potency of the available vaccines to prevent transmission of the virus from vaccinated birds as a prerequisite for eradication</li> <li>• Collaborative efforts by Indonesian and Dutch public and private stakeholders to improve the facilities and production of vaccines</li> <li>• Capacity development veterinary laboratories for diagnostics of poultry diseases (serology and PCR) through training and technical assistance, provision of equipment and laboratory management to deal with large numbers of samples from surveillance programmes.</li> </ul>
<p><b>NETHERLANDS</b> <i>Yearly course</i> <b>NL Ministry of</b> <b>Economic Affairs</b> <b>+ NUFFIC</b> Appr. 120,000 yearly</p>	<p><b>International Cours on Integrated Pest Management and Food Safety</b> Capacity building for mid-career senior professionals, managers, policy makers on Integrated pest management and Food Safety. In recent decades, consumers have become increasingly concerned about the safety and quality of their food. These concerns, combined with increased environmental awareness, have led to a need for sustainable agricultural production systems. Good Agricultural Practices (GAP) and Integrated Pest Management (IPM) have become essential components of sustainable agriculture. The training programme aims to enhance the participants' knowledge and ability to identify and solve problems in IPM and aspects related to sustainable agriculture and food safety. Topics in these courses included among others: multi-stakeholder processes, participatory research and extension, constraints in IPM and its implementation, policies affecting IPM implementation, examples of IPM policies, horticultural chains, public and private standards such as pesticide legislation and regulations, GLOBALGAP and its consequences for IPM implementation, selective use of pesticides within IPM, development of personal or regional action plans.</p>
<p><b>Netherlands</b> Yearly course <b>Netherlands</b> <b>organisation for</b> <b>international</b> <b>cooperation in</b> <b>higher education</b> <b>(Nuffic)</b></p>	<p><b>Course: Governance and food safety in international food chains</b> This course focuses on the institutional aspects of food safety control in relation to trade of food in international supply chains. Contents: development of international food safety standards, risk analysis, impact of international agreements on Sanitary and Phytosanitary measures (SPS) and Technical barriers to trade (TBT), harmonization of legislation and compliance to requirements in international trade, (Good Agriculture Practices GAP, Good Manufacturing Practices GMP), management systems (such as Hazard Analysis and Critical Control Point HACCP) including private standards such as GlobalGAP, BRC, and ISO22000.</p>

	Address and discuss tools to analyse constraints and weaknesses in national food safety systems and to develop scenarios to address these issues are discussed including topics as management of change, and mechanisms of stakeholder consultation.
<b>The Netherlands</b> 2013 <b>NL Ministry of Economic Affairs</b>	<b>International course: Lost harvest and wasted food - Managing the crop supply chain for increased food security</b> Estimates indicate that 30% to 40% of the food produced globally is lost post-harvest or wasted because it is never consumed. In the course, we look at ways to minimise losses, reduce food waste and explore alternative uses. During the course we critically analyse the supply chain, and design sustainable alternatives with special attention to harvest practices, storage, spoilage and food waste management.
<b>The Philippines</b> Yearly course <b>NL Ministry of Economic Affairs</b>	<b>International course: Transition to sustainable production systems - Crop-livestock-environment interactions in a changing climate</b> The transition to more sustainable food production entails issues like farming systems design, livelihood development, resource conservation, certification, policy setting for food chain management and others. The programme addresses a wide range of topics in farming systems, particularly from South and Southeast Asia.
<b>The Netherlands</b> Yearly course <b>NL Ministry of Economic Affairs</b>	<b>Agriculture in transition - Between tradition, innovation, and visioning: building new models for the future</b> Agriculture entails much more than just producing food – it also relates to feed, fibre and fuel, to climate change, waste management, landscape design, leisure, social stability, income and health. Agriculture has to find new balances between producing food, managing natural resources, and providing a livelihood base for the rural population. This course offers a system perspective on agriculture as well as skills to design innovative and sustainable farming options. It looks at how to balance sustainable production practices and market demands within a changing policy environment.
<b>Ethiopia, South Africa</b> 2012 <b>Netherlands Min. Economic Affairs</b>	<b>Studies on the feasibility of fish value chain development in Ethiopia and South Africa Studies</b> Two feasibility studies were carried out to assess opportunities for the development of a fish value chain in Ethiopia (Lake Tana) and South Africa (West Coast). Both studies built on knowledge and experience gained in the sector and involved private partners, NGO's fishers coops and organisations, private sector and relevant government authorities. It is expected that the feasibility studies lead to the organisation and establishment of public private partnerships working in and for the artisanal fisheries sector. In this way the sector is expected to play a more noticeable role in food security strategies, not only in terms of food supply, but also in terms of private sector development.

<b>France</b> 2011 <b>International Plant Protection Council (IPPC)</b>	<b>Analysis and options for improvement to guide the Focus Group on streamlining current IPPC standard setting process</b> In order to improve and streamline the process of adopting draft International Standards for Phytosanitary Measures (ISPM) a focus group has been installed to follow up. To assist a focus group meeting CDI will analyse the current standard setting process from a quality management perspective, propose methods for streamlining, in particular with respect to the member consultation process and the approval processes (regular and special) for draft ISPM's, attend the focus group meeting and act as neutral facilitator as required and assist in preparing a report outlining the conclusions of the focus group for presentation to the SPTA in October 2011.
<b>Indonesia</b> 2011 <b>NL Ministry of Economic Affairs (ex EL&amp;I)</b> €60,000	<b>Impact assessment: incentives for Good Agricultural Practices</b> To assess the impact of incentives for the introduction of GAP standards in Indonesia, that avoid confusion and even conflicts between rising national, international, public and private standards using the design of a multi-stakeholder process of consultation and collaboration with the mission to establish a harmonized system for enhancing good agricultural practices and certification for both the national and export markets, especially with regard to food safety aspects
<b>Eritrea</b> 2011 <b>European Commission/FAO</b>	<b>In-country training in Integrated Pest Management (IPM) – European Union- funded Food Facility</b> As part of the EU Food Facility GCP/ERI/015/EC project started in July 2009 a group of core IPM trainers who had to facilitate fast tracking of integrated pest management practices at field level in project areas. A tailor made IPM training was done with selected trainees. The training programme aimed at enhancing the participant's knowledge and ability to identify and solve problems in IPM and aspects related to sustainable agriculture and food safety. The course was an integral part of a training package consisting of several components targeting different levels of MoA (Management, practitioners researchers) including farmers.
<b>Indonesia</b> 2013 <b>NL Ministry of Foreign Affairs</b>	<b>Improve Vegetable Production and Marketing for small farmers to Increase the Food Security status and to promote Private Sector Development in Indonesia (Veg-IMPACT)</b> Improved production methods of vegetables and the application of Good Agricultural Practices (GAP) have in recent years led to an increased profitability of vegetable production at farmer's level, improved product quality and food safety and less emission of agro-chemicals. Linking producers to markets through the development of product market combinations (PMCs) is the major objective of the program. To this extend farmers' production practices, GAP, postharvest vegetable handling, logistics and marketing are addressed to create impact in the market. Pilots of specific vegetables product-market combinations will be implemented in five major vegetables producing provinces in Indonesia (West, Central and East Java, Sulawesi and Sumatra). Within the project CDI is responsible for food safety & quality issues in the supply chain, the role of GAP and the policy dialogue with major stakeholders.



<b>Ghana, Costa Rica, Indonesia, Netherlands, USA</b> 2010 <b>World Bank</b>	<b>IFC Global Palm Oil Strategy Development / Global Agribusiness Strategy</b>  Support IFC through a major strategy review exercise of its activities and future direction in the palm oil subsector. Consultation process with stakeholders, to get their views on IFC's engagement; Assess options on how IFC can address issues related to the palm oil supply chain; Identify approaches and mechanisms for mitigating environmental, social and risks associated with palm oil; Develop a framework and a set of principles to guide IFC's future engagement; Identify implications for agribusiness review process together with IFC staff.
2010 <b>World Bank</b>	<b>IFC Global Palm Oil Strategy Development / Global Agribusiness Strategy</b>  Support IFC through a major strategy review exercise of its activities and future direction in the palm oil subsector. Consultation process with stakeholders, to get their views on IFC's engagement; Assess options on how IFC can address issues related to the palm oil supply chain; Identify approaches and mechanisms for mitigating environmental, social and risks associated with palm oil; Develop a framework and a set of principles to guide IFC's future engagement; Identify implications for agribusiness review process together with IFC staff.
<b>Indonesia</b> 2010	<b>Food quality and safety system (Fish Compass) for Indonesian exporters to access the EU market. Indonesia</b>  With private sector cold chain association, developing, introducing and pilot a monitoring/ early warning system in line to comply to EU import regulations. Towards up scaling through PPP.
<b>Ghana, Costa Rica, Indonesia, Netherlands, USA</b> 2010	<b>IFC Global Palm Oil Strategy Development / Global Agribusiness Strategy</b>  Support IFC through a major strategy review exercise of its activities and future direction in the palm oil subsector. Consultation process with stakeholders, to get their views on IFC's engagement; Assess options on how IFC can address issues related to the palm oil supply chain; Identify approaches and mechanisms for mitigating environmental, social and risks associated with palm oil; Develop a framework and a set of principles to guide IFC's future engagement; Identify implications for agribusiness review process together with IFC staff.
<b>EGYPT</b> 9/1/2008-12/31/2010 <b>VWA</b>	<b>Animal Disease Monitoring and Control Policies and Practices in Egypt</b> <b>This project focuses on Institutional reform, Development of Surveillance and Contingency planning and Human Resource Development for the General Organisation for Veterinary Services (GOVS).</b> The outputs expected from the project include: <ul style="list-style-type: none"> <li>- New/amended animal health legislation, aligned with the acquis communautaire, in place.</li> <li>- The structure of GOVS reformed and under the leadership of a full time CVO.</li> <li>- Management teams, with delegated responsibilities for the main areas of GOVS' work, selected and provided with on the job training.</li> </ul>

	<ul style="list-style-type: none"> <li>- National strategy and action plan for disease surveillance completed and in operation.</li> <li>- Coordination between GOVS and the Governorates/MoLD (through the development and operationalization of MoUs) is improved to ensure sampling and testing for national animal and zoonotic disease surveillance.</li> <li>- Test results analysed by GOVS to drive the development of policy and to provide feedback to the Veterinary Clinics.</li> <li>- Contingency plans for major epidemic and zoonotic diseases prepared, discussed and agreed.</li> <li>- The Egyptian national I &amp; R programme developed and rolled out to as many governorates as possible.</li> <li>- Information/awareness/education/training level of relevant staff improved through adequate training and study visits.</li> </ul> <p>CDI provides experts to develop the new organogram for GOVS staff as well as provide management-training courses. Wageningen International will be active to support the preparation of the Strategy and Action Plan and distribution to Veterinary Directors of Governorates for adoption. They will also take care of the upgrading of awareness campaigns and training of stakeholders.</p> <p>Training needs assessment report agreed with all parties, the management training delivered to 40 GOVS Veterinarians and the organization of Train-the-Trainers courses in sampling and shipment techniques delivered to 60 veterinary trainers. In addition they will organize study tours to EU MS related to the operation of surveillance programmes for 30 veterinary staff from MoALR, MoLD and laboratories.</p>
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<b>VIETNAM</b> 1/1/2010- 12/31/2010 <b>LNV bilateral</b> <b>Vietnam</b>	<b>Reliable and measurable standards for emissions in aquaculture - Vietnam pangasius</b> Description problem/question The production of the catfish pangasius in Vietnam has grown enormously in the past decade. Over 600,000 tons of pangasius products were exported to over 100 countries. The European Union imports approx.. 35% of the volume of pangasius that is exported by Vietnam. Questions with regard to environmental impact of pangasius culture and the food safety of the products were raised. Standards for a more environmental friendly production and food safety are being developed by the Vietnamese government, pangasius producers, national and international NGO's, processors and exporters. The practical, logistical and technical issues surrounding the control & compliance still need to be verified. Research objectives To assist the implementation of the PAD/ASC certification scheme this BO project will develop advise (recommendations) with regard to measurable and practical indicators for the impact of fish farms participating in the PAD/ASC certification scheme on water pollution and waste. The recommendations will be based on experiences gained in a pilot project (test run) that will be held in a pangasius production area.
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<b>INDONESIA</b> 3/31/2008- 12/31/2010 <b>EVD</b>	<b>Strengthening the Agricultural Quarantine Agency Indonesia</b> The AQA, as the sole Indonesian organisation to inspect and certify the safety of agricultural and food products from animal and plant origins at the border points - both international and inter-island check points - will have to develop the food safety inspections in order to comply with the critical mandate that is designated to it under current Indonesian law. The seven entry/exit points have been carefully selected on the basis of current export and import volumes of agricultural and food items. By including management and several inspectors of the seven most important border inspection points in the training aspects of the project, the impact on food safety inspection
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	<p>system of Indonesia will be considerable. Furthermore, the project partners will ensure that AQA will have adequate capacity to pursue the expansion of the capacity building activities beyond the project implementation cycle. For this, the project will adopt a training-of-trainers approach.</p> <p>Furthermore the Ministry of Agriculture in Jakarta has indicated it will provide the political and institutional preconditions to ensure that the project implementation strategy will lead to the required impact</p> <ul style="list-style-type: none"> <li>- The food safety inspection and certification mandate of the AQA have been clarified formalised within the organisation and among other relevant partners in Indonesia's food safety control system.</li> <li>- The organisational arrangements and facilities required to implement import/export food safety inspection and certification have been full-filled.</li> <li>- A module for training AQA inspection staff in their new inspection duties has been developed, implemented and monitored.</li> </ul>
<b>South Africa</b> 2010 <b>Netherlands</b> <b>Organisation for International Cooperation in Higher Education (Nuffic)</b>	<b>Refresher Course 'Value chain strategies for food safety in Sub-Saharan Africa'</b> This course will examine the strategies developing countries take in Sub-Saharan Africa to cope with challenges originating from the international food safety context. Emphasis will be placed on value chain perspective where multi-stakeholder processes are needed to initiate system-wide enhancement of food safety systems. Different public-private initiatives will be compared and discussed. The refresher course will enable participants to play an active role in adapting to trends and developments in the field of food safety in Sub-Saharan Africa by strengthening their organizations as change agents in order to effectively contribute to local economic development and poverty reduction in the region.
<b>PHILIPPINES</b> 1/1/2010- 12/31/2010 <b>LNV + NUFFIC</b>	<b>Course on Transition to Sustainable Production Systems 2010</b> Most concerns about the future of our planet relate to the need for sustained food production, poverty eradication, food safety, reduced CO2 emissions, and conservation of our common resources. Animal- and crop production provides valuable food and farm income; it can help to recycle wastes, or even to regenerate eroded watershed areas. It also, however, exhaust natural resources or cause pollution, disease and food scares. This course addresses issues of practical farm design, transition to sustainable food production, modelling for resource conservation and policy issues such as biodiversity and millennium development goals.
<b>NETHERLANDS</b> 1/1/2010- 12/31/2010 <b>LNV</b>	<b>Guiding sustainable agriculture-wetland interactions (BO-10-011-114)</b> The GWAP module is specifically targeted to inform technical responses of agricultural practices that may favourably alter the pressures (P), and thereby the driver-pressure-state interactions. Drivers as fulfilling the attainment of food security are factors strongly shaping current agriculture-wetland interactions, and are there to stay (see WR33). The principal aim is thus to define GWAP that (a) acknowledge the existing drivers to exploit wetland ecosystems for their provisioning services, and (b) foster agronomic and water management practices that have a minimal disturbing/detrimental influence on the state of the ecosystem, and hence the other ecosystem services. GAWP, in analogy with the well-established GAP (good agricultural practices), need then to be defined in terms of production and management techniques/practices that have a minimal impact in (a) agricultural based pollution and biodiversity impact (fertilizer/herbicide management, biodiversity, carbon sequestration etc.), and (b) the hydrological and ecological state of the ecosystem. In addition, GWAP will need to foster diversification of agriculture, as a strategy of minimizing mono-stresses associated with mono-culture on the state of the ecosystem. Although primarily

	intended to address the pressure-state interactions of agricultural uses of wetland ecosystems, well established GWAP may also serve, as is currently increasingly the case with GAP, to address driver-pressure interactions when used as product certification tools in agricultural markets.
<b>INDONESIA</b> 1/1/2010- 12/31/2010 <b>LNV</b>	<b>Impact assessment: incentives for Good Agricultural Practices (BO-10-00-109)</b> Ineffective or partly implemented Good Agricultural Practices (GAP) systems may lead to unsustainable market access to regional and international markets. Better understanding of incentives and measures to increase compliance whilst remaining flexible and innovative to changes in production systems may lead to better compliance and resilience of SME based food production systems for rural communities. Collection and sharing of lessons learned for improved GAP implementation by Indonesian horticulture farmers as promoted through Provincial governments; with identification of drivers; bottlenecks and strategies to increase impact of the programme. Indonesia is implementing a GAP programme for horticulture. The start was funded by the WSSD trilateral partnership (trainings in 2009). Many provinces have already been successful in setting up implementation and compliance systems due to active support of the Provincial government, and willingness of farmers to maintain or improve market access. However, results are mixed and further implementation of the GAP programme is slowing down. Reflection on lessons learned in Indonesia as well as in other countries under comparable conditions is conducive to increase impact of current programme. The objective of this project is to determine with factors serve as an incentive for improved implementation of GAP and produce recommendation how implementation of GAP can be increased. The project is carried out in collaboration with Bogor Agricultural University and the Horticultural Chain Centre in Jakarta. Key stakeholders were interviewed and joined the workshop. The stakeholders represented both government, departments of horticulture and of standardisation & certification of the Ministry of Agriculture, local government ie provincial departments, the private sector represented by certification bodies, supermarkets, horticultural producers and major exporters.
<b>CHINA</b> 1/1/2006-1/1/2010 <b>LNV</b>	<b>Sustainable Development of the Dairy Chain in China (BO-10-006-116)</b> The consumption of milk in China increases very fast, i.e. per capita milk consumption increased from 7kg in the 1980's to 18 kg in 2005, which is still about 10% of the world average. Milk production is expected to grow by 6-9% per year until 2015. The dairy sector in China faces various inter-related challenges: (i) improving socio-economic sustainability of the dairy chain, including production and product quality and food safety, (ii) increasing environmental sustainability (iii) strategies for poverty reduction and risk coping in rural areas.  The Netherlands with its intensive dairy production systems and well organized dairy chain has much knowledge regarding the different chain components and how different public and private stakeholders interact and cooperate to obtain high efficiency, sustainable milk production (care for people, planet and profit), quality assurance schemes to guarantee food safety. This knowledge can contribute to more efficient and sustainable dairy chains in China. This project contributes to the knowledge needs for policy development of LNV in relation to market access and quality demands, e.g. partnerships for increasing market access and integrated chain management; policy advice on innovations for chain management and development and the theme

	<p>Sustainable development of agricultural sector, e.g. innovative production technologies, GAP, integrated quality control with special reference to the dairy sector.</p> <p>Goal of the project is to contribute to the development of a sustainable dairy supply chain and improvement of livelihood of dairy producers in China by providing options for policy development (for the Chinese and the Dutch public and private sector).</p> <p>Purpose of the project is to undertake an explorative study on the dairy sector in China by means of a diagnostic survey (in two contrasting areas), identification of constraints / bottlenecks in the supply chain and development of policy options for improvements and pilot activities, all in cooperation with various stakeholders.</p>
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<p><b>Kenya</b> 2010 <b>Netherlands</b> <b>Organisation for International Cooperation in Higher Education (Nuffic)</b></p>	<p><b>Refresher course on transboundary fisheries governance: concepts and practice in Lake Victoria</b></p> <p>The course not only discusses fisheries management concepts as in the original course but will deepen the discussion by including different perspectives about transboundary fisheries governance. It builds on existing concepts and offers a framework to organize thinking about governance that can strengthen and enhance systems presently in place in the participants own work situation. It also offers the participants the skills and knowledge for designing and facilitation of multi stakeholder dialogues and social learning processes to achieve good (enough) governance and responsible effective fisheries management. A direct benefit will be the deepening of the participants personal skills, such as facilitation, communication and conflict management which they can immediately put these into practice.</p> <p>Like the original programme, the refresher course will be guided by the FAO's Code of Conduct for Responsible Fisheries in that it sets out 'principles and international standards of behaviour for responsible practices with a view of ensuring the effective conservation, management and development of living aquatic resources, with due respect for the ecosystem and biodiversity'.</p> <p>The refresher builds on the experiences and lessons learned with fisheries governance in Lake Victoria. Lake Victoria is the second largest freshwater body in the world, and is facing several environmental stresses, which are adversely impacting the basin's ecosystem, as well as the region's economy. Apart from supporting a wide diversity of flora and fauna, Lake Victoria also supports a large fishing industry for export and local consumption, water supply, lake transportation, and hydropower generation.</p> <p>The course looks at the challenges faced by the three East African Communities (EAC) Partner States', Kenya, Tanzania and Uganda, in harmonising their national policies, legislation, and regulatory standards to ensure sustainable management of Lake Victoria's shared water and fisheries resources. As such, the Lake Victoria case will serve as a model to illustrate failures and successes of co-management approaches and practices in East Africa. It provides insights in how regional transboundary collaboration can be strengthened to reduce environmental stress and improve the livelihoods of communities in the lake basin.</p> <p>Organisations working in fisheries management in Lake Victoria were involved in the course to share their ideas, lessons learned and best practices. The Tanzanian Fisheries Research Institute (TAFIRI) focused on data and information needed in support of decision-making processes and management planning. The Lake Victoria Fisheries Organisation (LVFO) shared their experiences with the empowerment of fisheries communities to become equal and active partners in fisheries management and development in Lake Victoria. Views from different stakeholder from local fishing communities to the business sector exporting fish products to Europe will be heard during the course.</p>
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<p><b>Netherlands</b> 2007-2010 <b>Bureau CROSS</b></p>	<p><b>MTEC Food Safety Course</b> International training course on effective national food safety controls for (semi-)public sector organisations for EU neighbouring countries, to assist in harmonisation of EU food safety control practices. The general aim of this MTEC course is to train staff working for (semi-) public sector organisations in the development and effective operation of food safety systems; to prepare staff for new tasks and responsibilities at personal, organisational and institutional level that emerge during the pre- and post EU accession-period in case of Bulgaria, Croatia, Romania and Turkey and during the trade relationships with the EU in case of the neighbouring countries.</p>
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Sustainable standards are a tool to achieve GAP and certification/ verification is a way to demonstrate its compliancy. This project is based on gathering examples on how Good Agricultural Practices (GAP), when successfully applied, bring benefits to producers by using sustainable standards and how certification / verification process allow producers to have access to international markets. With this project lessons can be learnt on how the projects were conducted, why they were successful and what role could be played by the government.

**More information:** [www.wageningenUR.nl/cdi](http://www.wageningenUR.nl/cdi)

