

# A Taste of Tomorrow

Inspiring Change in the Global Food System

Fairfood International Strategy 2012 - 2014





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# Foreword

by Anselm Iwundu, Executive Director

## Why Fairfood International? Why now?

**Without a doubt, our global food system is broken. Food and beverage supply chains all over the world are plagued by unsustainable practices. Basic labour and human rights are ignored, natural resources are exploited at dizzying rates and unfair business practices are all too common. As a result, global poverty, food insecurity and environmental degradation remain endemic. Clearly the food system is in need of a drastic change.**



Photo: Anselm Iwundu, Executive Director

For almost a decade now, Fairfood International has been raising awareness of sustainability challenges in the global food industry and the associated responsibilities for key players. The challenge we face is to reinvent our food system in order to feed the 9 billion people expected to populate the planet by 2050. Moreover, we have to do so in a way that preserves the environment for future generations, respects human rights and secures a thriving economy for all.

At the centre of this challenge lie the unsustainable agri-business practices of food and beverage companies. Research shows that many food companies exploit vulnerable people in their supply chains, deplete our natural resources and engage in unethical economic dealings. Now more than ever, our society needs Fairfood International to directly challenge companies in a constructive way to mend their ways. We need to keep encouraging them to adopt sustainable practices throughout their supply chains. Fortunately, quite a few of the big food and beverage companies are now acknowledging their corporate responsibility and are taking steps to act on it. But the food industry still has a very long way to go. Fairfood International will continue to inspire change towards a fair and sustainable food and beverage industry until the momentum is irreversible.

It is our mission to influence food and beverage companies to become responsible actors in the global food system. From a decade of experience and direct contacts with over 2500 food and beverage companies, we know that changes in corporate policy and practices can be secured by advocating for change in a constructive way. We do so from the conviction that food companies can and will play a positive role in tomorrow's sustainable global food system. Optimism is our driving force.

This overarching strategy document lays out the holistic approach we take towards realising our mission. This document is meant to inform all Fairfood's stakeholders, including food companies, partner organisations, our constituency and others who share our passion for a sustainable food and beverage industry. In line with this document, the Executive Board will annually prepare a Management Letter describing the aspects that Fairfood International intends to focus on each year.

The following four complementary strategic pillars together make up the basis of our advocacy work:

1. Solid research and contextual knowledge of companies and the food industry;
2. Direct, proactive & effective engagement with food companies;
3. Constructive and effective campaigns; strong, passionate and engaged global community;
4. Meaningful partnerships and capacity development of some of our partners

The strategy we have laid out in this document also describes three strategic enablers -financial stability, operational excellence, a talented and diverse team– and how we intend to maintain them. We trust that the implementation of this strategy in the coming years will foster greater connections between Fairfood International, its global community, its strategic partners and food companies around the world. This will definitely bring us one step closer to realising our objective of changing the food industry and ultimately enjoying a sustainable food system that ensures significant improvements in the lives of people and our environment.

- Anselm Iwundu

**“With an expected global population of 9 billion by 2050, the world needs organisations like Fairfood International to directly challenge food and beverage companies to adopt more sustainable practices throughout their entire supply chains.”**



# Why the Food Industry?



Photo: Globally, rice, maize and livestock rearing are three of the most important crops in the global food system. The production of these three crops alone generated over €4.7 billion in 2010.

## The Global Food Industry

At €3.9 trillion of revenues in 2006, food and agriculture is the single largest industry in the world [1]. In developing countries agriculture and the food industry typically accounts for 50% of gross domestic product (GDP) [2]. Hence, agriculture has a crucial role to play in the global economy and as a tool for fostering social and economic development. It is estimated that investments in agriculture have a poverty reduction impact that is larger than those in any other sector [3].

And yet, looking at the social, environmental and economic impacts of the sector, it is clear that widespread sustainability has not been achieved.

## An (un)Sustainable Food System

With respect to social issues, internationally regulated labour standards are routinely violated throughout the world. Long hours are common and conditions at work in the agricultural sector are poor. The International Labour Organisation (ILO) estimates that each year 170,000 agricultural workers die worldwide as a result

**“The existence of over 4,000 plant and animal species is threatened by agricultural intensification.”**

of workplace accidents. As many as 40,000 of those are a direct result of pesticide poisoning [4]. Due to persistently low wages and poor economic opportunities within the industry, child labour is also widespread. In 2008, an estimated 130-150 million child labourers worked in agriculture [5].

While the global food system is heavily dependent on women’s labour, it continues to undervalue their contribution and routinely violates their basic human rights [6]. Women working in food supply chains typically receive lower salaries, fewer advancement opportunities, less secure employment and are forced to work unreasonably long hours while still taking on traditional household and childrearing responsibilities. As a result, although women produce the majority of the food consumed in developing countries they make

At **€3.9 trillion** in revenue, in 2006, food and agriculture is the **single largest** global industry [1].

Agriculture and the global food system are of vital importance for social, environmental and economic development. In developing countries, agriculture and the food industry is of even more importance.

The food system is **broken**, failing to ensure **basic food security** and **sustainability** for people around the world.

A food system, so closely entwined with problems of rural poverty, gender inequality and environmental degradation, must be reinvented to reach the objective of food security for all.



UN Millennium Development Goal 1:  
**Eradicate Extreme Hunger and Poverty**

**Poverty** and **Hunger** are concentrated in rural areas, among food producing households:

**75%** of the world’s hungry live in rural areas [12].

**Over 60%** of rural households rely on agriculture as their primary source of income.

**30%** of these households live in extreme poverty on less than US\$1.50 per day [17].



UN Millennium Development Goal 3:  
**Promote Gender Equality and Empower Women**

**Gender Inequality:** Women are responsible for producing more than 55% of the world’s food supply, but make up more than 70% of those who are hungry [7]. Their labour is indispensable for the functioning of the food system, yet they continue to have unequal access to resources and support.

Women represent **41%** of farmers around the world, yet own only **2%** of land and receive only **5%** of extension services. It is estimated that women in Africa receive less than **10%** of all credit going to small farmers and a mere **1%** of the total credit going to the agricultural sector [6].





UN Millennium Development Goal 7:  
Ensure Environmental Sustainability

Land Use

4.9 billion hectares of the earth is under agricultural use.

3.4 billion hectares as pasture and grazing lands and another 1.5 billion for crop production [15]. Up to 40% of agricultural lands are already seriously degraded [8].

The global food and agriculture industry is deeply reliant on natural resources and yet mismanagement is far too common.

Land degradation affects the ecological integrity and productivity of:

33% of the earth's total surface area

2.6 billion people

In over 100 countries [9]



3 companies control 45% of global coffee roasting activities [13]



4 companies control 40% of global cocoa grinding [13]



30 retail companies control one-third of all grocery sales around the world [14]

up nearly two-thirds of the global poor [7]. At the same time, land degradation affects the ecological integrity and productivity of 2 billion hectares of land. Up to 40 percent of the world's agricultural land is seriously degraded [8]. Over 4,000 assessed plant and animal species globally are threatened by agricultural intensification and expansion [9]. If we are going to achieve food security for all in the coming decades, a significant change must occur to ensure that the natural resources involved in agriculture are managed sustainably.

Economically, the food and beverage industry is rife with business practices that undermine sustainable development and growth. The use of tax havens costs developing countries an estimated US\$124 billion per year [10]. This is the same amount that was spent by governments on Official Development Assistance in 2010 [11]. Widespread corruption, tax avoidance and other questionable business practices continue at a massive cost to people around the world. Until we turn these business practices around, we are denying developing countries the opportunity to participate on a level playing field and to use agriculture and trade to benefit economic development.

These social, environmental and economic issues are directly influenced by how businesses in the food and beverage industry conduct themselves and how they choose to manage their supply chains. The global food

system has a massive impact on the world. There is mounting evidence of the negative impacts of the industry over the past five decades, especially on the livelihoods of the world's most vulnerable people and the ecological integrity of the planet. At Fairfood International, we believe that companies should take responsibility for the impact their actions have on the world. By doing so, we believe food and beverage companies can become a force for good in tomorrow's world.

Fairfood's advocacy is based on our 'Sustainability Agenda', outlining an inclusive and holistic three-pillar approach to sustainability, addressing the social, environmental and economic issues that arise in the food industry. In the 'Sustainability Agenda'

Fairfood Sustainability Agenda (2012)		
Social	Environmental	Economical
<ul style="list-style-type: none"> <li>Child Labour</li> <li>Discrimination</li> <li>Insufficient Income and Income Insecurity</li> <li>Forced Labour</li> <li>Unreasonable Working Hours</li> <li>Unhealthy and Unsafe Working Conditions</li> <li>Lack of Freedom of Association</li> <li>Violations of Land Rights</li> <li>Restricted Access to Natural Resources</li> </ul>	<ul style="list-style-type: none"> <li>Air Pollution</li> <li>Water Mismanagement and Contamination</li> <li>Harmful Agricultural Practices</li> <li>Degradation of Natural Ecosystems</li> <li>Lack of Animal Health and Welfare</li> <li>Soil Degradation</li> </ul>	<ul style="list-style-type: none"> <li>Lack of Access to Financial Services</li> <li>Corruption</li> <li>Tax Avoidance</li> <li>Unfair Buying Practices</li> <li>Market Distorting Subsidies</li> <li>Unfair Import Tariffs and Quotas</li> <li>Discriminatory Standards</li> <li>Unclear Agreements</li> <li>Abuse of Dominant Position</li> </ul>

"40,000 agricultural workers die as a direct result of pesticide poisoning each year."

we outline the most pressing issues that must be solved to improve sustainability within each of the three pillars. Our agenda is based on international agreements, norms and conventions, which outline the responsibilities and requirements of stakeholders throughout the industry. By basing our agenda on internationally recognised agreements, we maximise the legitimacy of what we ask of companies and thereby minimise any discussions that would delay companies taking action.

We advocate for sustainability in the food and beverage industry because we believe that just as much as companies can create or exacerbate sustainability problems along their supply chains, they also have to ability to transform supply chains for the better. By addressing sustainability from a balanced (social, environmental and economic) perspective, companies have the ability to protect, respect and value the sustainable management of natural resources, improve the livelihoods of vulnerable people around the world and foster fair economic development.

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# Our Strategy

Fairfood International is a vital part of the global movement of people who are passionate about creating change towards a sustainable food and beverage industry. Established in 2002 by volunteers, Fairfood has evolved into a professional non-profit organisation supported by many volunteers. At the time of writing, we are encouraging more than 2,500 food and beverage companies in over 80 countries to adopt sustainable business practices.

## Our Vision

Fairfood International envisions a future with a fair and sustainable food system, which is able to feed the world, in a way that preserves the environment for future generations, respects human rights and secures a thriving economy for all. Companies will acknowledge, meet and go beyond the expectations and requirements laid out in international conventions and agreements.

We believe that when all food and beverage companies acknowledge their responsibility and take steps to make the impact of the supply chains of their products a positive one, there will be concrete and measurable improvements in the livelihoods of people and in the quality of the environment. By addressing social, environmental and economic issues throughout their supply chains, companies will have a significant impact on poverty reduction, environmental

protection, natural resource management and economic development.

By the year 2020, Fairfood International will be the leading voice of the global movement to promote sustainability in the global food system. Through proactive dialogues, Fairfood will have incentivised food and beverage companies to engage in fair and sustainable business practices. We will have contributed to clear and measurable changes from the companies in their policies and practices to ensure that they take full responsibility for the sustainability of their supply chains.

## Our Mission

We have made it our mission to be a catalyst for change towards a fair and sustainable food system. We approach this mission by advocating for the sustainability of food and beverage supply chains

“Fairfood focuses directly on food and beverage companies to achieve the greatest impact on the creation of a more sustainable food system to support the entire world’s population.”



Photo: Maize (above) is produced in 163 countries in the world – more than any other commercial crop, making it a vital link in the global food system.

## Sustainability is a Process

We view sustainability as an ongoing process and not an end result. We celebrate the steps toward increasing transparency amongst companies, even when they still need to do more implementation. However, we also expect that companies recognise their responsibility, are ambitious and take concrete actions which, address their sustainability impacts.

Photo: Red chilies at a wholesaler in India.



worldwide. We encourage companies in the food system to take significant and measurable steps towards making their supply chains sustainable.

## Why we Advocate for Sustainability to Companies

We believe that companies have the responsibility to lead their own journey to sustainability. At Fairfood International, we are not involved with companies' implementation of sustainability initiatives. Rather we persuade companies to take full ownership of the process themselves, including its funding and implementation.

We engage in positive discourse with companies, approaching them with optimism but without naivety. We believe in taking a critical approach when

necessary, but starting from a positive position to encourage companies to open up.

To realise our vision and fulfil our mission we have chosen to approach companies directly. So far, many transnational corporations in the food industry have shown their capacity to cause harm to the human rights and lives of individuals [1]. However, we believe that, as stated in the United Nations Norms on the Responsibilities of Transnational Corporations [2], these corporations and other business enterprises also have the capacity to foster economic well-being, development, technological improvement and wealth.

Furthermore, we recognise the significance of international declarations such as the 1948 UN Declaration of Human Rights [3] and the UN 'Protect, Respect and Remedy' Framework for Business and





Photo: The vegetable aisle in a modern supermarket. In much of the world, supermarkets are the gateway for most of the food and beverage products the world consumes.

Human Rights [4], which emphasises that companies, as vital organs of our modern society, have the power and responsibility to respect human rights within their spheres of influence. We believe in the significance of these principles and choose to pursue our mission by directly targeting the private sphere of the food industry.

At Fairfood International, we have seen that companies in the food and beverage industry recognise the business case for addressing sustainability issues in their supply chain. Many companies have shown that implementing good practices minimises costs and risks in the long run. These companies have also demonstrated how using natural resources more efficiently, addressing potential scandals related to unethical behaviour proactively and making sustainable investments to the productivity of their supply chain makes good business sense.

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Fairfood International

## Strategy Map 2012 - 2014





# The Four Pillars Of Our Strategy

In order to realise our mission, we employ a holistic advocacy strategy that is based on four strategic pillars.



## Strategic pillar 1: Solid Contextual Knowledge of Companies and the Food Industry

Being well informed on sustainability and the food and beverage industry is vital in order to engage in positive dialogues and encourage the necessary changes in corporate policy and practice. Our research directly supports a variety of our advocacy needs. Our reports are mainly used internally; they inform our dialogues with companies and they help shape the development and progress of campaigns.

Our research provides contextual information about the food industry and conditions, issues and supply chains throughout the world affecting sustainability. We also provide targeted internal advice to guide the advocacy process on corporate policies and practices, as well as make assessments of the initiatives that companies apply to address sustainability challenges. We continually build expertise in specific areas and focus our energy where it will have the greatest impact on improving sustainability.

### i. Background Knowledge and Context

We continuously conduct research on major commodities and issues prevalent in food and

beverage supply chains. This enables us to always provide up-to-date knowledge on international norms, current debates on development and trade, and business cases for addressing sustainability issues, as it relates to our advocacy work. Through this research we also keep our 'Sustainability Agenda' updated. We have a broad and relevant knowledge of issues throughout the industry, including regional trends and market developments that affect companies and changes in the field of sustainability certifications and other initiatives.

### ii. Internal Advice

In order to hold constructive dialogues with companies and execute effective campaigns, Fairfood also analyses specific policies and relevant initiatives of companies in the food and beverage industry concerning sustainability. Our objective is to provide internal advice on: a) simple steps to identify companies' sustainability levels; b) standardised profiles of what companies are doing with respect to sustainability in order to provide targeted input on what companies have done well and where improvements can still be made; and c) assessments of supply chain initiatives that can potentially help companies improve the sustainability of their products.

### iii. Strategy and Impact

Our research work secures a scientific foundation for the formulation and refinement of our strategy and approach. We use our broad knowledge of the entire industry to provide targeted advice to the why, how and what of our strategy. At Fairfood International, we continually strive to increase our impact; internal monitoring and evaluations play a central role in this.

In addition to directly influencing the strategy and nature of our corporate engagement activities, our research also contributes to the third and fourth pillars of our advocacy strategy. Our research is a key component of how we engage with our constituency, provides targeted input to campaigns, and informs our choices in building partnerships.

*Photo: Modern marmalade processing facilities. New initiatives and developments in the food industry are essential in the shift towards sustainability.*



## Our Research Principles

- Research is based on **peer reviewed** academic sources and publicly available information from companies, non-governmental organisations (NGOs) and other relevant stakeholders.
- Research partnerships are established ensuring **solid connections** around the world with expertise in specific sustainability issues, initiatives, and food and beverage commodities.
- Research products are **succinct** offering our audiences relevant information and references to further detailed information.
- Original papers are published, highlighting our unique approach to advocacy and providing **innovative arguments** for increasing sustainability.



“We persuade food and beverage companies to enact policies and practices that increase the sustainability of their products.”

## Strategic Pillar 2: Direct, Proactive and Effective Engagement with Food and Beverage Companies

Through the corporate engagement strategic pillar, Fairfood International persuades food and beverage companies to enact policies and practices that increase the sustainability of their products.

We expect to see such changes reflected in three potential types of outcomes:

### 1. Increasing transparency towards consumers and other stakeholders:

- Acknowledgement of corporate responsibility;
- Statements about the company’s present and future sustainability efforts; and
- Engaging with stakeholders on key sustainability issues.

### 2. Monitoring, evaluating and reporting on sustainability indicators:

- The production and publication of sustainability or Corporate Responsibility reports and policies;

*Photo: Fairfood International visiting with a European food and beverage company.*



- Reporting on standardised sustainability frameworks, metrics and indexes; and
- Creation and publication documentation outlining sustainable sourcing practices (e.g. best practices guidelines, supplier codes of conduct).

### 3. Implementing recognised sustainability policies and practices:

- The permanent commitment towards sourcing third-party certified ingredients;
- The commissioning of assurance evaluations for existing sourcing practices;
- The use of independent third-party auditors to monitor compliance with and implementation of sustainability policies and practices; and
- Obtaining of third-party product and/or supply chain certifications.

## Our Corporate Engagement Principles

- We are **transparent** about our expectations towards with food and beverage companies.
- Corporate engagement is **constructive** and aimed at reaching a dialogue with companies.
- We **engage** with other relevant stakeholders before we consider any actions towards a company.
- We are **reliable and professional** throughout the corporate engagement process.

In order to ensure that our encouragement process yields concrete results and contributes to real and lasting impact, the policy and practice changes that companies commit to must meet the following criteria:

- The changes must pertain to the issues in the Fairfood International Sustainability Agenda and must be verifiable by Fairfood or an independent party; and
- They are communicated to Fairfood International and/or other stakeholders in a written form. The changes must have either been implemented or will be implemented within a specific period of time.

Fairfood’s corporate engagement takes place through a two-tiered approach:

1. We first identify and initiate direct and regular contacts with a large number of food and beverage companies. The goal of these contacts is to introduce Fairfood International and what we stand for as well as to raise awareness of the responsibility that companies carry for the sustainability of their products; and

2. With a selected number of companies we engage in tailored and targeted dialogues about their sustainability policies and practices. These are key players with whom Fairfood has a strategic reason for engaging at a more substantial level, ranging from information received from our partners and other stakeholders, to the potential impact the company could have on global supply chains. We establish contact with those individuals, who have the authority to make decisions or initiate binding sustainability commitments on behalf of their companies. When companies deliver on their responsibility and commitments, Fairfood will use its networks to commend the companies’ efforts directly and in public. However, when companies fail to do so, Fairfood reserves its right as a legitimate stakeholder to draw the public’s attention to those failures.

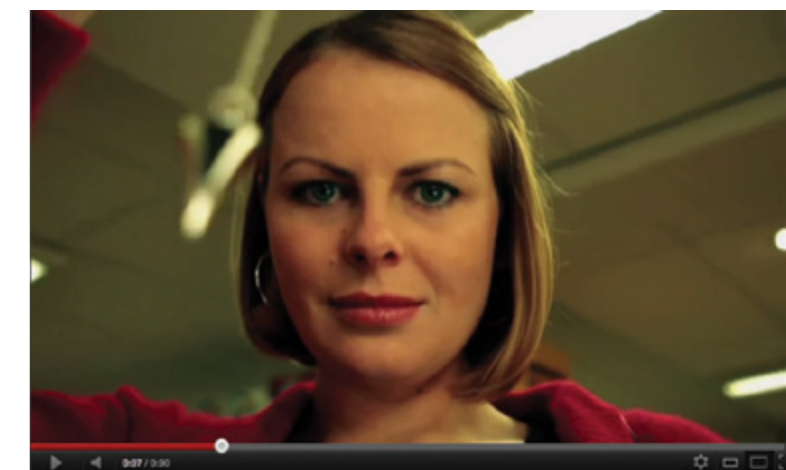
“The ultimate goal of our campaigns is to create a positive outcome for all involved: the food industry, consumers and the planet alike.”

## Strategic pillar 3: Constructive & Effective Campaigning

Built on expert knowledge and research from within Fairfood International, our campaigns are central to achieving our organisational objectives. They draw public attention to the issues facing the food industry today, how companies can resolve them and strive towards a more sustainable global food system for tomorrow. We campaign together with our supporters and partners around the world through extensive use of social media and online campaigns.

### Positive or critical

At Fairfood International, we make a distinction between positive and critical campaigns. It is often assumed that campaigns run by non-governmental organisations (NGOs) are primarily critical. We believe that positive and constructive communication is as important in effecting change where it’s needed, as is critical communication.



*Photo: a clip from a Fairfood International commercial encouraging consumers to be more aware of the sustainability issues behind their food.*



We aim to strike a balance between these two styles of communication and through the combination of both, to explore a new, modern and more effective way of campaigning. Our positive campaigns highlight and share good initiatives and solid commitments to sustainable business policies and practices by companies; our critical campaigns address neglected issues, missed commitments, greenwashing or stonewalling by companies. This approach simultaneously takes into account the economic, environmental and business realities of food production, as well as the moral and business imperatives for companies to commit to more sustainable food production.

The ultimate goal of our campaigns is to create a positive outcome for all involved: from farmers and suppliers to food companies, consumers and the planet alike. We believe that this is the best way to consistently achieve change throughout the food industry and achieve a sustainable global food system.

#### Innovative

We pride ourselves on innovation in our campaigning tools and methods. We spend considerable time and effort developing and engaging our online communities on social media platforms like Facebook and Twitter. In the coming years we are determined to increase and inspire our global online and offline constituencies even further. We will seek new online platforms and innovative tools that can provide us with an advantage in building and reaching our support base, while increasing our ability to campaign successfully.

#### Our Campaigning Principles

- **Knowledgeable:** about the issues, the business context and the product;
- **Realistic:** about the attainable while remaining ambitious;
- **Innovative:** exploring and creating new ideas to reach and engage our global networks; and
- **Firm but fair:** be open, frank and transparent



Photo: A fruit vendor in India

#### Strategic pillar 4: Meaningful Partnerships and Capacity Development

Strong and relevant partnerships with like-minded organisations help us to have an ever greater impact on achieving our mission. In our partnerships we share expertise regarding advocacy work, explore fundraising opportunities together, join forces in campaigns and connect to each others' networks, amongst other things. We value working hand in hand with organisations with diverse cultures and missions. With clear communication we strive to benefit from combining complementary approaches and create synergies. We have established partnerships with NGOs, research institutes, governmental institutions and companies. Examples of our partners include ActionAid UK, Red Puentes Internacional working in Latin America, Oxfam Novib based in the Netherlands, La Isla Foundation in Nicaragua, Vrutti Livelihood Centre in India, Free2Work in the United States and many others, which are described in detail on our website. We are grateful for the added value and inspiration that collaborating with these organisations brings.

#### Capacity Development

In 2012, Fairfood started to integrate capacity development as a core part of its partnerships' strategy. We aim to share our expertise with partners who are looking to develop capacities that are in line with ours. This will help create an even stronger global network of organisations passionate about making the global food system fair and sustainable.

#### Special projects

At Fairfood International, we also implement special projects, like "The Land of Promise". This project,

**"Through these partnerships we support each other by sharing knowledge and expertise, fundraising opportunities and networks."**

funded by the Dutch Postcode Lottery, aims to protect the nature and people of the Philippine island of Mindanao by making the pineapple industry more sustainable. Another current project, funded by CNV International, is aimed at developing the research and advocacy capacities of labour unions around the world. Such projects allow us to build on our core activities and focus on specific challenges to sustainability in a given region or sector. We often seek deep collaboration with partners in such projects. More special projects are expected in the years to come.

#### Our Partnership Principles

- **Engaging** equally with partners of all sizes from around the world.
- **Adding Value** to each others' organisations by joining forces on shared objectives.
- **Learning** from our partners' different perspectives and complementary approaches.
- **Contributing** to the capacity development of our partners.

Together these four pillars form Fairfood International's holistic approach to realising change in the global food system. The four pillars are centrally managed to ensure our activities are well synchronised and optimally effective.



# Our locations

With representatives all over the world, we have a better understanding of issues and solutions in the region. As a result, we can better tailor our advocacy approach to companies.



# Organisation and Values

For the four pillars of our strategy to work together effectively, we need a strong internal vision of who we are as an organisation. Our clearly established organisational values guide daily work processes, as well as our wider quality and impact objectives. These values also influence our fundraising and growth strategy to ensure that we continue to develop in ways that are in line with our beliefs. Finally, Fairfood International has invested in the development of our people and an efficient, no-frills organisational structure, which will help us to maintain a high quality of output through the coming years.

## Our Organisational Values

We recognise that as an organisation we also carry responsibility for our impact on society. We hold ourselves accountable to clear organisational values and ensure that we have the same expectations of ourselves as we do of others around us. These values guide our work and shape our basic beliefs about ourselves. They are practically implemented and monitored through various processes, such as the quality management system and our corporate social responsibility policy and reporting.

### Our Values in Action

At Fairfood International we have an elaborate quality management system designed in accordance with ISO 9001:2008 standards and our organisational values. This system ensures that our work satisfies the needs of our main stakeholders and is conducted

in a professional, effective and efficient manner to optimise results. This system helps us streamline the design and monitoring of our workflow to ensure that our values are effectively implemented.

Through tools such as organisational checks we make sure Fairfood International does not engage

**“We do not accept money from food and beverage companies. This ensures our independence and enables us to advocate for sustainability without any conflict of interest.”**

with organisations that do not act in line with our sustainability agenda and values. Fairfood International also holds itself to the same expectations of transparency in communicating with its stakeholders and strives towards the implementation of an elaborate sustainability reporting system.

## Organisational Values

- We are **optimistic** about the opportunities for changing the Food Supply chain.
- We understand, however, that change is difficult and are **reasonable** in our expectations and appreciate every step that brings us further to our goal.
- We believe it is vital to find **innovative** ways to approach sustainability issues. We know that in a changing world new problems arise that demand new solutions and we strive to find these new approaches.

## Our Funding: Present and Future

Fairfood strives to secure diverse financial means for its growth from various types of donors. We do this through applying for funding from institutions like other NGOs, governmental institutions and trust funds. Currently, Fairfood International has a number of funders, including two major funders that have committed to supporting our work for the coming years. As part of the Medefinancieringsstelsel (MFS) II co-financing system for sustainable development, the Dutch Ministry of Foreign Affairs has awarded Fairfood International funding until the end of 2015. Fairfood International received this funding as a (candidate)



## “Diversifying the origin of financiers prevents dependence on political and economic circumstances.”

member of the IMPACT Alliance, a group of innovative development organisations based in the Netherlands led by Oxfam Novib, and including SOMO, Butterfly Works, 1% Club and Hirda. Fairfood International receives an average of €1,1 million per year. We are also a proud beneficiary of the Dutch Postcode Lottery, which is part of Novamedia/Postcode Lotteries, the world’s third-largest private charity donor [1]. Fairfood International became a beneficiary of the Dutch Postcode Lottery in 2010 and receives an annual contribution of €500,000.

In the next few years we will introduce new fundraising activities, including seeking the support of major philanthropists as well as the general public, approaching potential donors through social media, as well as events. Fairfood already has a tradition of receiving support from companies through sponsoring in kind, whereby companies offer their products or services to us for free. In order to guarantee our independence and objectivity in our advocacy activities, we do not accept funding or sponsoring in kind from food and beverage companies. Our goal for the next few years is to obtain a more diverse portfolio of financial supporters in order to ensure our strategic freedom and financial stability.

### Our team

Fairfood employees are passionate, dynamic and idealistic. They have a multicultural background. All our staff are driven and inspired to contribute to our mission and to preserve our values. As Fairfood International has a long tradition of working with volunteers. Our workforce consists, for a major part, of volunteers, who are drawn to our cause and seek to contribute to it.

#### Investing in Our People

Through our people we achieve our objectives. Not only does their hard work and dedication ensures we can realise our vision of a sustainable food system, they are our ambassadors to food and beverage companies, donors, partners and our constituency. Through their hard work and dedication, we can realise our vision of a sustainable food system.

Therefore it is important that our people have the relevant skills, competences, knowledge and the right attitude to work at Fairfood. We accomplish this by recruiting and retaining talented people. We invest in our people so they can excel in their job. We also help

### Unique Workforce

Fairfood International has a diverse workforce; our staff represents over 30 different nationalities, as well as different religions, genders, sexual orientations, ages and cultures. This array of backgrounds allows us to explore new ideas and approaches with a variety of perspectives.

*Photo: Fairfood Staff at a teambuilding retreat, September 2011.*

them to deal with change, making them ready to take on new tasks and responsibilities, inside or outside of Fairfood.

#### Organisational Structure

The organisational structure of Fairfood International is split into five functional departments, the Executive Board, the Supervisory Board and the Advisory Board. The five departments of Fairfood International are: Advocacy, Communications, Research, Business Development and Operations. Each department consists of various functions (e.g. Corporate Identity, Food Industry Analysis, etc.). The active advocacy functions are divided over different regions (e.g. North America, Africa, Eastern Europe, etc.). Each function is fulfilled by a manager, who is responsible for achieving objectives relevant to his/her position and the activities needed for this. Unpaid employees assist the managers with the daily activities. A director heads each department and consequently guides the managers; the directors report to the Executive Director. The Executive Board is ultimately responsible for achieving the overall objectives of the organisation and the successful implementation of Fairfood’s programmes and activities.

#### Supervisory and Advisory Boards

The purpose of the Supervisory Board is to ensure that the Executive Director sets out a solid and sound general strategy, and that this strategy is implemented consistently. In addition, the Supervisory Board is responsible for supervising the Executive Board in managing the foundation. This board consists of at least five members, who are non-remunerated and have different backgrounds.

Fairfood International is in the process of fully composing its Advisory Board. This board will consist of an international network of prominent experts representing different nationalities and professional backgrounds. Their role will be to provide relevant advice to the executive board on strategic matters and to expand the professional network of the organisation. The Advisory Board members support the organisation voluntarily; they have no legal



*Photo: Fairfood Staff at a teambuilding event*

### Community engagement

We strive to engage with the communities around us everywhere we work by working with a large team of volunteers, who are considered full members of the team and who receive real responsibilities in their work. Fairfood is able to provide citizens of all ages and levels of experience, who are passionate about changing the food industry, the opportunity to participate in the cause.

fiduciary responsibility and no authority to vote on corporate matters. Whereas the Advisory Board provides such support, the Supervisory Board remains the formal employer and supervisor of the Executive Board.

### Sources

1. <http://www.icco.eu/en/news/news-overview/news-item/en/2636>



# Fairfood at a Glance

per January 2012

<b>Vision</b>	<ul style="list-style-type: none"> <li>• A sustainable global food system that ensures significant improvements in the lives of people and on our environment.</li> <li>• To become the leading voice in the global sustainable food movement.</li> </ul>
<b>Mission</b>	To facilitate change towards a fair and sustainable food and beverage industry.
<b>Intervention</b>	Advocacy
<b>Focus Parameters</b>	Sustainability; Food and beverage companies; Supply chains
<b>Sustainability Agenda</b>	Insufficient Income and Income Insecurity; Child Labour; Forced Labour; Discrimination; Unhealthy and unsafe working conditions; Lack of Freedom of association; Unreasonable working hours; Insufficient income and income security; Precarious work; Violation of land rights; Restricted access to Natural Resources; Harmful agricultural practices; Harmful livestock rearing and aquafarming practices; Air Pollution; Soil degradation; Water mismanagement and contamination; Degradation of natural ecosystems; Tax Avoidance; Abuse of Dominant position; Market distorting subsidies; Discriminatory standards; Lack of Access to Financial services; Unclear agreements; Corruption; Unfair Import Tariffs and Quotas; Unfair buying practices
<b>Annual Budget</b>	Over € 2 million
<b>Country of Head Office</b>	The Netherlands
<b>Our Locations</b>	Germany, India, South Africa , the United Kingdom and the United States
<b>Main Special Projects</b>	<ul style="list-style-type: none"> <li>• The Land of Promise - Advocating sustainability to the pineapple industry focusing on Mindanao, the Philippines. A 3-year project funded by the Dutch National Postcode Lottery.</li> <li>• International Cooperation programme - Capacity development with labour unions in five countries to improve labour rights and conditions for workers in the food industry at the end of production chains. An annual project funded by CNV Internationaal.</li> </ul>
<b>Strategic Partners</b>	ActionAid UK, Red Puentes Internacional, Rank a Brand, La Isla Foundation, Vrutti and Filelinx, amongst others.
<b>Main Donors</b>	<ul style="list-style-type: none"> <li>• Dutch Ministry of Foreign Affairs (via IMPACT Alliance): € 5.5 million</li> <li>• Dutch National Postcode Lottery (including extra project): €3.6 million</li> </ul>
<b>Approx. No. of employees</b>	33 Paid staff; 150 volunteers per year



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[www.fairfood.org](http://www.fairfood.org)  
[www.fairfood.org/donate](http://www.fairfood.org/donate)  
[www.facebook.com/fairfood](http://www.facebook.com/fairfood)  
[www.twitter.com/fairfood](http://www.twitter.com/fairfood)





*Photo: A woman from the Gujarat region in India surrounded by wheat fields*

## Join us!

Fairfood International's strategy shows you how we intend to achieve our mission of being a catalyst for change towards a sustainable global food system. We can only realise our vision with the help and support of volunteers, conscious consumers, partner organisations, donors, businesses and other allies.

If you support our mission and want to know more about how you can help, please visit us online at [www.fairfood.org/donate](http://www.fairfood.org/donate), on Facebook at [www.facebook.com/Fairfood](http://www.facebook.com/Fairfood) or on Twitter at [www.twitter.com/Fairfood](http://www.twitter.com/Fairfood)

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