



Strategic Plan CLAC 2022 - 2024

How we initiated the process?



Within the framework of the advisory and accompaniment process carried out by Azaí Consultores for the Latin American and Caribbean Network of Fair Trade Small Producers and Workers (CLAC), the first phase of the project focused on the contextualization by the consulting team regarding the organizational dynamics, the connection with the evaluation of the current Strategic Plan, its operational structure and programmatic work.

This, in order to collaboratively create CLAC's organizational alignment pyramid, from which the organization is articulated for the implementation of the new Strategic Plan 2022-2024.

In this sense, the purpose of this session is to present the results of the planning sessions, which will pave the way for the workshops to measure the Strategic Plan.

About the process



Sessions



Session length

✓ Session 1: Organizational diagnosis	✓ 2 hours
✓ Session 2: Presentation of findings	✓ 2 hours
✓ Session 3: Inspiring purpose	✓ 2 hours
✓ Session 4: Vision and MEGA	✓ 2 hours
✓ Session 5 and 6 (2): Organizational Goals and Strategic Objectives	✓ 4 hours
✓ Session 7 (3): Tactical Objectives	✓ 6 hours
✓ Session 8: Programs and projects	✓ 2 hours
✓ Session 9 (2): Values and principles and Results framework	✓ 4 hours
✓ Session 10: Final presentation	✓ 2 hours



Participants

Azai:

Lina Tangarife – Lead Consultant
 Diana Plazas – Senior Consultant
 Nicolás Serrato - Senior Consultant
 Isabel Aza - Senior Consultant
 Andrés Hernández - Research and consulting assistant
 Erika Rodríguez - Research and consulting assistant

Stakeholders consulted during the Process

Purpose of consultation

CLAC's Members consulted

Number of people reached by method of consultation

		SURVEYS	FOCAL GROUPS	PLANNING SESSIONS
✓ Topics to include in Strategic Planning	Board of Directors		36	
	SPOs	208 answers	32	
	National Plataforms	28 answers	16	
	Product Networks		39	
	Workers Network	3 answers	15	
	Plantations	26 answers		
✓ Organizational diagnosis	Board of Directors			5
✓ Construction of the MEGA	Board of Directors			5
✓ Construction of strategic and tactical objectives	Board of Directors			5
	Product Networks			10
✓ Values and principles	Board of Directors			5
	SPOs and Product Networks		15	
✓ Inspiring Purpose validation survey	SPOs	44 answers		



CLAC´s Strategic Action Framework Document

azai
consultores



Strategic Guidelines

SUSTAINABLE DEVELOPMENT

At CLAC we believe in the balance between the economical, social and environmental. Therefore, we adhere to the definition of the United Nations Brundtland Commission, recognizing the importance of meeting the needs of the present without compromising the ability of future generations to meet theirs.

INCLUSION AND EQUITY

At CLAC we believe that everyone deserves access to the same opportunities, which is why we leave no one behind. We promote participation and inclusion. We respect diversity and generate growth opportunities for everyone.

EMPOWERMENT

At CLAC we seek that all of us become active actors in our own development, in order to transform our realities and improve the quality of life.

INNOVATION

At CLAC we promote the incorporation of improvements to practices, processes, approaches and/or methodologies that provide producers with tools appropriate to their local context and to their production and marketing dynamics.

This approach includes the generation of a culture within the organization, characterized by a new combination of ideas, capabilities, resources, knowledge and technology.



Sustainable Development

Inclusion and equity

Empowerment

Innovation

HOPE CLAC

Name	Hope CLAC
Age	30 years old
Gender	Mestizo woman
Nacionality	Latinoamerican
Profession	Sociologist, Agronomist. Environmental Engineer. Specialist in Commerce and International Relations.
Hobbies	Songs to Latin America, philanthropy, storytelling, dancing, reading and traveling.
Personality	Rational, Assertive, Organized, Passionate, Compassionate and Creative.



Organizational Values and Competencies



Values:

- ❖ Social Responsibility
- ❖ Justice
- ❖ Gender equity
- ❖ Transparency
- ❖ Autonomy
- ❖ Responsibility
- ❖ Willingness



Competencies:

- ❖ Proactive
- ❖ Assertive
- ❖ Empathetic
- ❖ Empowered
- ❖ Universal and intercultural language
- ❖ Analytical
- ❖ Learns from her own mistakes
- ❖ Courageous



CLAC Strategic Alignment



Select a level of the pyramid by clicking on it.

To return here click on the pyramid in the upper right corner.





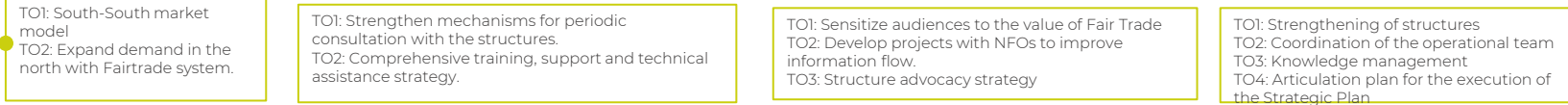
CLAC Strategic Alignment



CLAC is the network of producers' and workers' organizations that leads the promotion of the principles and values of Fair Trade in Latin America and the Caribbean, and we act as agents of change in our own reality, contributing to the construction of a more just, equitable and sustainable world.



To be the leading network in representing, accompanying and strengthening organizations of small Fairtrade producers and workers in Latin America and the Caribbean, fostering sustainable development and promoting empowerment, self-management and human rights to achieve decent livelihoods for producers, workers and their communities.



For more information, click here



Strategic Alignment

INSPIRING PURPOSE

CLAC is the network of producers' and workers' organizations that leads the promotion of the principles and values of Fair Trade in Latin America and the Caribbean, and we act as agents of change in our own reality, contributing to the construction of a more just, equitable and sustainable world.

Azai recommendation:

It should contain what we do, how we do it and what we do it for. The whole organization should feel identified with it and should use it in its daily narrative.

INSPIRING PURPOSE



Definition: The inspiring purpose is the heart of the identity of organizations, it is the basis for understanding what we do, how we do it and why we do it. It is part of the construction of the narrative, its dynamics, its identity and its projection into the future.



Methodology: Group workshop using the Golden Circle methodology, developed by Simon Sinek, in which three questions are posed to guide the exercise: why, how and what; it is a participatory exercise from which a group manages to align and land its inspiring purpose.





Strategic Alignment

VISION

To be the leading network in representing, accompanying and strengthening organizations of Fairtrade small producers and workers in Latin America and the Caribbean, fostering sustainable development and promoting empowerment, self-management and human rights to achieve decent livelihoods for producers, workers and their communities.

Azaí recommendation:

The vision must be smart. To this end, it is worth asking: How do we make the vision measurable? How do we know we are achieving it? What is the goal?

VISION



Definition: It is the strategy statement that allows us to embody the organization we need to achieve the Inspiring Purpose. It has elements such as the goal or the idea of success that we have as an organization. It also marks the point of arrival of the strategy and some lights on how to get there.



Methodology: The option of creating a Mega, i.e., a statement that allows CLAC to measure the level of compliance with its vision, was proposed.





Strategic Alignment

MEGA

By 2024 CLAC will have consolidated its position as the leading Fair Trade network with the greatest presence and representativeness in Latin America and the Caribbean, with the recognition and participation of more than 90% of its membership, reaching a 90% membership satisfaction index and an 80% allies' recognition index. By that time, CLAC's membership and structures will have increased their development index to 85%, and the percentage of producers and workers who perceive that their livelihoods are sustainable will have increased with respect to the 2022 baseline.

Azaí recommendation:

The vision must be smart. To this end, it is worth asking: How do we make the vision measurable? How do we know we are achieving it? What is the goal?

MEGA



Definition: The Mega of the vision allows establishing metrics for measuring and verifying compliance with the organizational vision. From the definition of indicators, it identifies how close CLAC is to achieving the idea of success projected for the organization.



Methodology: A consultation process was developed within CLAC with the facilitation of Azaí, which made it possible to find the optimal metrics and indicators to account for the fulfillment of the organization's vision.





Strategic Alignment

ORGANIZATIONAL GOALS



Definition: Organizational goals are those statements that provide a guide for the strategy and help us to frame some lines of execution. They are general and ethereal. They do not change over time and do not depend only on us, so it is in their nature that we need others to achieve them.

INCREASE ACCESS TO EXISTING OR
NEW MARKETS

PROMOTE FAIR TRADE,
PRINCIPLES AND VALUES

ORGANIZATIONAL
SUSTAINABILITY OF CLAC

STRENGTHENING AND
DEVELOPMENT OF MEMBERSHIP

ADVOCATE FOR RESPONSIBLE
PRODUCTION, TRADE AND
CONSUMPTION TO PROMOTE
SUSTAINABLE DEVELOPMENT

CONTRIBUTE TO THE SDGs THROUGH
THE INCLUSION OF GOOD SOCIAL
AND ENVIRONMENTAL PRACTICES





Strategic Alignment

STRATEGIC OBJECTIVES

1. Optimize access to markets through the promotion of Fair Trade in the North and South.

2. To increase the levels of empowerment and development of the membership, through the implementation of an integral offer of services that responds to their needs, priorities and expectations.



STRATEGIC OBJECTIVES



Definition: The strategic objectives indicate the means to achieve the organizational goals. They dimension temporally and tactically the achievement and evidence the progress towards the fulfillment of the vision.



Methodology: Through a series of workshops, the four strategic objectives of the Plan for the next three years were finally drafted.





Strategic Alignment

STRATEGIC LINES OF WORK

STRATEGIC OBJECTIVES



3. To implement a comprehensive strategy for positioning and advocacy of CLAC with respect to Fair Trade values, to promote responsible production and consumption in Latin America and the Caribbean.

4. Increase the organizational capacities of CLAC's structures and operational team to ensure better results.





Strategic Alignment

TACTICAL OBJECTIVES

STRATEGIC OBJECTIVE

1. Optimize access to markets through the promotion of Fair Trade in the North and South.



TACTICAL OBJECTIVES



Definition: Tactical objectives contain the concrete actions that the organization will take to achieve the strategic objectives. They are more operational in nature and have a limited scope.



TACTICAL OBJECTIVE 1.1

Implement a model in south-south markets to boost the consumption of Fairtrade products in Latin America and the Caribbean.



TACTICAL OBJECTIVE 1.2

Optimize, together with the members of the Fairtrade System, market access strategies for each product in northern countries in order to increase demand.





Strategic Alignment

TACTICAL OBJECTIVES

STRATEGIC OBJECTIVE

2. To increase the levels of empowerment and development of the membership, through the implementation of an integral offer of services that responds to their needs, priorities and expectations.



TACTICAL OBJECTIVES



Definition: Tactical objectives contain the concrete actions that the organization will take to achieve the strategic objectives. They are more operational in nature and have a limited scope.



TACTICAL OBJECTIVE 2.1

Strengthen the mechanisms for periodic consultation with the structures to guarantee the relevance of their support and strengthen the management of information on membership at the regional and national levels.



TACTICAL OBJECTIVE 2.2

Operationalize a comprehensive strategy of training, support and technical assistance offered to the membership with emphasis on the SDG:





Strategic Alignment

TACTICAL OBJECTIVES

STRATEGIC OBJECTIVE

3. To implement a comprehensive strategy for positioning and advocacy of CLAC regarding the values of Fair Trade, to promote responsible production and consumption in Latin America and the Caribbean.



TACTICAL OBJECTIVES



TACTICAL OBJECTIVE 3.1

Articulate existing efforts to communicate the results and impacts of Fairtrade to sensitize different audiences to its value.



TACTICAL OBJECTIVE 3.2

Develop projects with NFO to improve the flow of two-way information on Fairtrade, CLAC and its membership.



TACTICAL OBJECTIVE 3.3

To organize the advocacy actions developed by CLAC in a single strategy in regional scenarios that enables a favorable environment for Fair Trade.





Strategic Alignment

TACTICAL OBJECTIVES

STRATEGIC OBJECTIVE

4. Increase the organizational capacities of CLAC's structures and operational team to guarantee better results.



TACTICAL OBJECTIVES



TACTICAL OBJECTIVE 4.1

Implement a comprehensive strategy to strengthen the capacity of CLAC structures.



TACTICAL OBJECTIVE 4.2

Strengthen the coordination of the operational team to ensure its efficiency and agility, which is reflected in the satisfaction and active participation of our members.



TACTICAL OBJECTIVE 4.3

Implement Knowledge Management processes to add value for decision making, install a culture of results-based management, accountability, evidence of impact and continuous improvement in CLAC.



TACTICAL OBJECTIVE 4.4

Implement an articulation plan (communication, relationship, joint work) between the operational structures, membership and team to foster a sense of belonging, appropriation of the execution of the Strategic Plan and its participation in the Fairtrade system and global debates.





Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 1

Optimize access to markets through the promotion of Fair Trade in the North and South.



MILESTONES



Definition: In the planning framework, milestones refer to those processes or programs that CLAC implements to approach the fulfillment of tactical objectives and, with the achievement of the latter, strategic objectives.

	TACTICAL OBJECTIVE 1.1 <i>Implement a model in south-south markets to boost the consumption of Fairtrade products in Latin America and the Caribbean.</i>
Year 1	<ul style="list-style-type: none">- Document of the south-south market model built.- Socialization of the south-south market model.- Prioritization of 4 countries to implement the market model.
Year 2	<ul style="list-style-type: none">- Existing regulatory documents and chain actors registered in two countries.- Minimum Viable Product (MVP) of the Platform. Agreement with the System on the use of the platform.
Year 3	<ul style="list-style-type: none">- Existing regulatory documents and chain actors registered in two countries.- Evaluation of the South market model in 4 countries.- One e-commerce platform in operation.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 1

Optimize access to markets through the promotion of Fair Trade in the North and South.



MILESTONES



	TO 1.2 <i>Optimize, together with the members of the Fairtrade System, market access strategies for each product in northern countries in order to expand their demand.</i>
Year 1	<ul style="list-style-type: none">- Plans for the implementation of global strategies for each product, with an execution of at least 85%.- Document with the Business offer defined for HREDD topics.- Market access strategy document for other products approved.
Year 2	<ul style="list-style-type: none">- Implemented plans of global strategies for each product, with an execution of at least 85%.- Five pilot projects implemented as business offerings by type of service.- At least two GPM pilots implemented.- Market access strategy for other products implemented at 80%.
Year 3	<ul style="list-style-type: none">- Implemented plans of global strategies for each product, with an execution of at least 85%.- Ten pilot projects implemented as business offerings by type of service.- At least two GPM pilots implemented.- Market access strategy for other products implemented at 85%.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 2

To increase the levels of empowerment and development of the membership, through the implementation of an integral offer of services that responds to their needs, priorities and expectations.



MILESTONES



	TO 2.1 <i>Strengthen the mechanisms for periodic consultation with the structures to ensure the relevance of their support and strengthen the management of membership information at the regional and national levels.</i>
Year 1	<ul style="list-style-type: none">- Diagnostic document of existing mechanisms and recommendations for improvement.- MVP of digital consultation mechanism.- Webinar and presentation of report and annual strategic dialogue with the membership.
Year 2	<ul style="list-style-type: none">- Document with improved and approved consultation mechanisms and processes for their implementation.- Webinar and presentation of report and annual strategic dialogue with the membership.
Year 3	<ul style="list-style-type: none">- Strategic Plan Evaluation Document 2022-2024- New strategic plan document 2025-2027.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 2

To increase the levels of empowerment and development of the membership, through the implementation of an integral offer of services that responds to their needs, priorities and expectations.



MILESTONES

	TO 2.2 <i>Operationalize a comprehensive strategy of training, support and technical assistance offered to the membership with emphasis on the SDGs.</i>
Year 1	<ul style="list-style-type: none">- CLAC's service catalog document for the membership derived from the specific strategies**.- Services to the membership in accordance with the way it has been working.- Measurement of SPOs, HLs indexes.- Digital report on membership services.- Digital services catalog.
Year 2	<ul style="list-style-type: none">- Digital report of membership services.- Document with estimated cost per service and benefits defined in the service catalog.- Digital services implemented.
Year 3	<ul style="list-style-type: none">- Updated service catalog.- Evaluation document with recommendations for improvement.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 3

To implement a comprehensive strategy for positioning and advocacy of CLAC regarding the values of Fair Trade, to promote responsible production and consumption in Latin America and the Caribbean.



MILESTONES

	TO 3.1 <i>Articulate existing efforts to communicate the results and impacts of Fair Trade to sensitize different audiences to its value.</i>
Year 1	<ul style="list-style-type: none">- Outcome mapping document on CLAC's contribution to Fairtrade's Theory of Change.- CLAC results and impact monitoring methodology document.- External communication strategy document.
Year 2	<ul style="list-style-type: none">- Monitoring report and learning products- Communication products and strategy implementation reports.
Year 3	<ul style="list-style-type: none">- Monitoring report and learning products- Communication products and strategy implementation reports.





Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 3

To implement a comprehensive strategy for positioning and advocacy of CLAC regarding the values of Fair Trade, to promote responsible production and consumption in Latin America and the Caribbean.



MILESTONES

	TO 3.2 <i>Develop projects with NFO to improve the flow of two-way information on Fair Trade, CLAC and its membership.</i>
Year 1	<ul style="list-style-type: none"> - At least 12 impact stories per product for at least 6 of the products. - Coordination procedure document with NFO and proposed digital tool.
Year 2	<ul style="list-style-type: none"> - At least 12 impact stories per product for at least 6 of the products. - Clacbook commercial profiles integrated into FairInsight according to a harmonized format across CAN. - Coordination procedure with NFO implemented through a digital tool.
Year 3	<ul style="list-style-type: none"> - At least 12 impact stories per product for at least 6 of the products. - Clacbook commercial profiles integrated into FairInsight according to a harmonized format across CAN. - Coordination procedure with NFO implemented through a digital tool.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 3

To implement a comprehensive strategy for positioning and advocacy of CLAC regarding the values of Fair Trade, to promote responsible production and consumption in Latin America and the Caribbean.



MILESTONES



	TO 3.3 <i>Organize the advocacy actions developed by CLAC in a single strategy in regional scenarios that enables a favorable environment for Fair Trade.</i>
Year 1	<ul style="list-style-type: none">- Plans for the implementation of the Advocacy strategy with an execution of at least 85%.- Resource mobilization strategy document.
Year 2	<ul style="list-style-type: none">- Plans for the implementation of the Advocacy strategy with an execution of at least 85%.- Implementation plan for the resource mobilization strategy with an execution of at least 85%.
Year 3	<ul style="list-style-type: none">- Plans for the implementation of the Advocacy strategy with an execution of at least 85%.- Evaluation document of the Advocacy strategy.- Plans for the implementation of the resource mobilization strategy with an execution of at least 85%.- Resource mobilization strategy evaluation document.- Partnership strategy document.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 4

Increase the organizational capacities of CLAC's structures and operational team to guarantee better results.



MILESTONES



	TO 4.1 <i>Implement a comprehensive strategy for capacity building of CLAC structures.</i>
Year 1	<ul style="list-style-type: none">- Structural strengthening strategy document- Document containing the approved proposal for the global alliance of Producer Networks.
Year 2	<ul style="list-style-type: none">- Report of activities with structures.- Constitutive document of the global office of the Producer Networks (CAN).
Year 3	<ul style="list-style-type: none">- Report of activities with structures- Evaluation document of the integral strategy for strengthening structures.- 85% of execution of the Annual Operative Plan of the global office of the Producer Networks (CAN).



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 4

Increase the organizational capacities of CLAC's structures and operational team to guarantee better results.



MILESTONES



	TO 4.2 <i>Strengthen the coordination of the operational team to ensure its efficiency and agility, which is reflected in the satisfaction and active participation of our members.</i>
Year 1	<ul style="list-style-type: none">- Plan Development Document to implement PMO- At least 3 agile coordination pilots.- Approved compliance system/organizational code policies and processes document.- Triennial training plan for the operational team.
Year 2	<ul style="list-style-type: none">- PMO implementation with defined scope.- At least 5 agile coordination pilots.- Process records implemented.- Training plan implemented.
Year 3	<ul style="list-style-type: none">- Evaluation of the PMO implementation.- Definition of the PMO scope for the next strategic cycle.- At least 5 agile coordination pilots.- Process records implemented.- Training plan implemented.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 4

Increase the organizational capacities of CLAC's structures and operational team to guarantee better results.



MILESTONES

	TO 4.3 <i>Implement Knowledge Management processes to add value for decision making, install a culture of results-based management, accountability, evidence of impact and continuous improvement in CLAC.</i>
Year 1	<ul style="list-style-type: none">- Quality management plan document with action plan.- Operationalized Clasee platform.- Didactic resources on various topics available on the Clasee platform.- Learning component updated with integrated knowledge management processes and tools.
Year 2	<ul style="list-style-type: none">- Quality management system plan implemented.- Clasee platform operationalized.- Didactic resources on various topics available on the Clasee platform.- Report on the implementation of the integrated knowledge management model.
Year 3	<ul style="list-style-type: none">- Quality management system plan implemented.- Clasee platform operationalized.- Didactic resources on various topics available on the Clasee platform.- Report on the implementation of the integrated knowledge management model.



Strategic Alignment

MILESTONES

STRATEGIC OBJECTIVE 4

Increase the organizational capacities of CLAC's structures and operational team to guarantee better results.



MILESTONES



	TO 4.4 <i>Implement an articulation plan (communication, relationship, joint work) between the operational structures, membership and team to foster a sense of belonging, ownership of the execution of the Strategic Plan and its participation in the Fairtrade system and global debates.</i>
Year 1	<ul style="list-style-type: none">- Internal communication strategy document.- Best practices evaluation and recognition system document.
Year 2	<ul style="list-style-type: none">- Communication products and reports on the implementation of the internal communication strategy.- Evaluation and recognition system for best practices implemented.
Year 3	<ul style="list-style-type: none">- Communication products and reports on the implementation of the internal communication strategy.- Evaluation and recognition system for best practices implemented.



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