

Centre of Excellence Pitching Form

Member(s) pitching: Fairtrade Finland. Strategic decision making by experts from FT Finland, CLAC, FTA, NAPP, three NFOs and FI.

CoE Topic: **Human Rights and Environmental Due Diligence, HREDD**

Section 1: STRATEGIC CONTRIBUTION

1.1 What do you propose (at summary level) as the focus and deliverable of your Centre of Excellence? What do you see as the global Fairtrade ambition in this area?

As per Fairtrade Strategy 2025, we propose to focus on “**developing a unique Fairtrade proposition on HRDD that addresses farmers, workers, and our commercial partners needs and expectations**”. Producers’ key need is for other supply chain actors to co-invest more into production conditions and work to prevent, mitigate and remediate human rights and environmental challenges.

Our HREDD approach needs to simultaneously address these diverse needs and expectations: This balance is Fairtrade’s USP in HREDD. Where we manage to **connect farmers, workers and companies**, we have unique value as their HREDD partner, beyond what’s offered by consulting companies or RA (whose producer engagement is thin) or development NGOs (whose engagement with supply chains is thin).

Our COE will guide and facilitate the strive towards this goal via four workstreams, steered by the Strategy:

1. **System development**

Revision of trader and other **Standards**, internal **Risk and Impact Assessment** and a top-notch **Human Rights Report** are key steps in implementing the Strategy goal of “ensuring that Fairtrade has a solid and inclusive, bottom-up offer on HRDD” and contributing to more efficient and effective data collection and analysis.

2. **O2B**

We facilitate the development of “an **additional set of services** to support customers’ ... HRDD compliance”, including, for example, “human rights impact assessment and mitigation services for businesses and POs”.

3. **Advocacy**

We collaborate with the Advocacy COE, to support advocacy work on **HREDD policies** so that we “use our advocacy platform to campaign for business and governmental policies which support Human Rights”.

4. **Capacity building**

We build the capacity of FT Member Organisations, FI and FloCERT via the HREDD WG, Newsletter, regular webinars and workshops, diverse materials and (starting in Q1/2022) an online training course. Further, we have started “**exploring partnerships** to ensure effective and constantly developing HRDD proposition”.

1.2 Please detail how will this directly contribute to our ambition to grow both volumes of Fairtrade certified products and/or bring new income into the Fairtrade system? How does the Centre of Excellence contribute to our living income/ living wage ambitions?

HREDD alignment and services are crucial to maintain business, and an opportunity to grow. In its HREDD O2B recommendations of 9 June, **Growth task force** notes that customer demand for HREDD services is “significant” in a number of our biggest market areas. The task force sees that “HREDD service offer that demonstrates our expertise is targeted to create new and additional sourcing volumes”, while HREDD services can also bring in new additional income. Hence, “HREDD needs to be a key USP of Fairtrade over RFA”.

Also the top drivers identified in the **CEO growth survey** – impact data and supply chain transparency/traceability solution – relate to our work in several ways: The HREDD approach and expectations are driving corporate needs for these solutions, and our HREDD work is strengthening our ability to serve these needs.

As the salient human rights for Fairtrade, **LI and LW** are at the core of our HREDD work. For example, we plan

- Risk Assessment Services that highlight the lack of LILW as root causes of many human rights challenges;
- Advocacy work to include LILW in HREDD laws; and
- Communications assets that support FT Member Organisations to highlight LILW in public, political and commercial HREDD discussions.

Section 2: GLOBAL SYSTEM

2.1 How are you best placed to deliver this on behalf of the system? Please detail competence, capability, experience and commitment to the topic.

FET established on 6 July, that the Core Group of the HREDD WG is best placed to steer our HREDD work. Tensions between farmers', workers' and commercial partners' needs and expectations are notable – and making strategic decisions together can help us reach a unique HREDD proposition. To honour the Strategic aim to “develop HRDD services in an agile and innovative way”, we are glad to seek support for key decisions from FET.

As an operational lead, Fairtrade Finland and its COE team has demonstrated competence and commitment:

- Fairtrade Finland has **experience** of local HRDD work since 2014. Current COE Lead and CEO have been in the “coalition of the willing” that set FT’s HREDD work up from its outset in 2017 and led the related “System development” work since May 2019. We have piloted the COE approach since Jan 2020, investing considerable amounts of our own resources into system-level HREDD work, when workload has exceeded the anticipated levels.
- We are **committed** to building a unique Fairtrade HREDD proposition that addresses the needs and expectations of farmers, workers, and our commercial partners, and have demonstrated **competence** in building collaboration and innovation among Fairtrade Organisations.
- Our **expertise** in HREDD is strong and we are a sought-after expert support in the development of Fairtrade Standards, KPIs, programme work, guidance for POs and communications work. NFOs, FI and external partners regularly invite us to represent FT in public events. The Lead of our COE (Dr. Tytti Nahi) has followed the development of the global HREDD discourse since 2007.
- As programmes are among our key HREDD service tools and the “**Finland Programme**” is the single biggest programme at Fairtrade, it is useful to utilize the synergies between this programme and the HREDD COE. The programme has and will pilot HREDD services, engaging an increasing number of license holders.

2.2 How do you propose embedding this area into ‘Business as Usual’? What does the exit plan of the Centre of Excellence look like?

- COE is needed to develop Fairtrade’s HREDD approach: Incorporate HREDD into Standards and impact work, develop new services and more collaborative advocacy work, build capacity among FT Organisations. Once key tasks are done, the COE can be dissolved. We anticipate that this takes **2,5-4 years** from now – the Strategy says that e.g. our first Human Rights Report will be published in 2023.
- Great majority of our HREDD work **is embedded** in ‘Business as Usual’: COE is supporting numerous FT units and organisations to incorporate HREDD into their work, rather than developing and executing tasks alone.
- The biggest task COE itself is coordinating is the internal Human Rights and Environmental Risk Assessment. In future, this could logically become part of Global Impact and Ethics & Compliance units’ remit.

2.3 How do you propose sharing and disseminating best practice around the system to improve member involvement in this topic?

We propose to continue coordinating the **HREDD WG** for the purposes of

- utilizing all interested FT experts in the development of our HREDD proposition. The level of required contributions depends on COE resourcing.
- building FT members’ capacity for and collaboration in executing HREDD services and other work. This is important, because many HREDD services need to be executed by PNs and NFOs.
- gaining ongoing, rich inputs, to ensure that COE’s outputs serve FT members’ and stakeholders’ needs. As rightsholder perspectives are essential in HREDD work, PN experts’ inputs are particularly important.

The WG is large, but activities and meetings are well planned and timetabled, so members can participate and contribute selectively, only when relevant for their own work. We also propose to continue producing the HREDD **Newsletter, regular webinars** and workshops, diverse materials, and an online training course.

2.4 How will you merge/combine with existing working groups/global forums on this topic?

- We are keen to work together with the **Advocacy and Climate Change COEs**, developing clear divisions of work and avoiding duplication. Because advocacy on the EU’s HREDD legislation is particularly important during the winter and spring of 2021-22, we will continue to play our current role in facilitating collaborative advocacy work on HREDD policies, until a new division of work can be agreed with the Advocacy Director. After this, we’ll support HREDD advocacy work as agreed with the Advocacy COE.
- FI Global Impact also facilitates useful quarterly calls among the leads of the steadiest **working groups**.
- Close collaboration and support from the Director, Senior Advisors and Product Managers of FI’s Global Products, Programmes and Policy (**GPPP**) unit is crucial for HREDD COE, to utilize synergies, build on previous work, and avoid duplication with these experts and the working/commodity groups they coordinate.
- Our COE gains information about work at FI via monthly GPPP unit meetings, GPPP Director and ad hoc emails. It could be worth considering whether COE leads/Directors should attend FI Directors meetings, to ease information exchange and collaboration.

Governance model

The FET secretariat asked us to add reflections on our governance model. As per FET’s decisions on 7 July, we have

- strategic decision making by an eight-member Core Group
- operational lead by FT Finland
- capacity building, operational collaboration and further consultation via a Working Group.

We are glad with this governance model – it is actually easier for FT Finland to run the COE, if difficult decisions are made by a more representative Core Group – given that FET recognizes it as a departure from the focus on greater delegation, agile decision making and efficiency, as set out in Strategy 2025 and FET’s COE principles. Representative decision making via the Core Group naturally is less agile and slower than delegated decision-making.

Section 3: RESOURCE

3.1 Is your board supportive of you running a Centre of Excellence?

Yes. In February 2021, our board approved Fairtrade Finland’s strategy for 2021-2025, confirming that we are ready to act as HREDD CoE for this period if we gain the appropriate mandate and resources.

3.2 What is your proposed implementation date?

Provided that there are resources available, we can commit for the whole strategy period. Also, we are fine with the current thinking that the mandate would initially be given for 2022-2023.

3.3 Please provide detailed costings or budget to deliver this work for the next two years. What funding options have you considered? (please include all known costs and contributions where staff put in more than 10% of FTE)

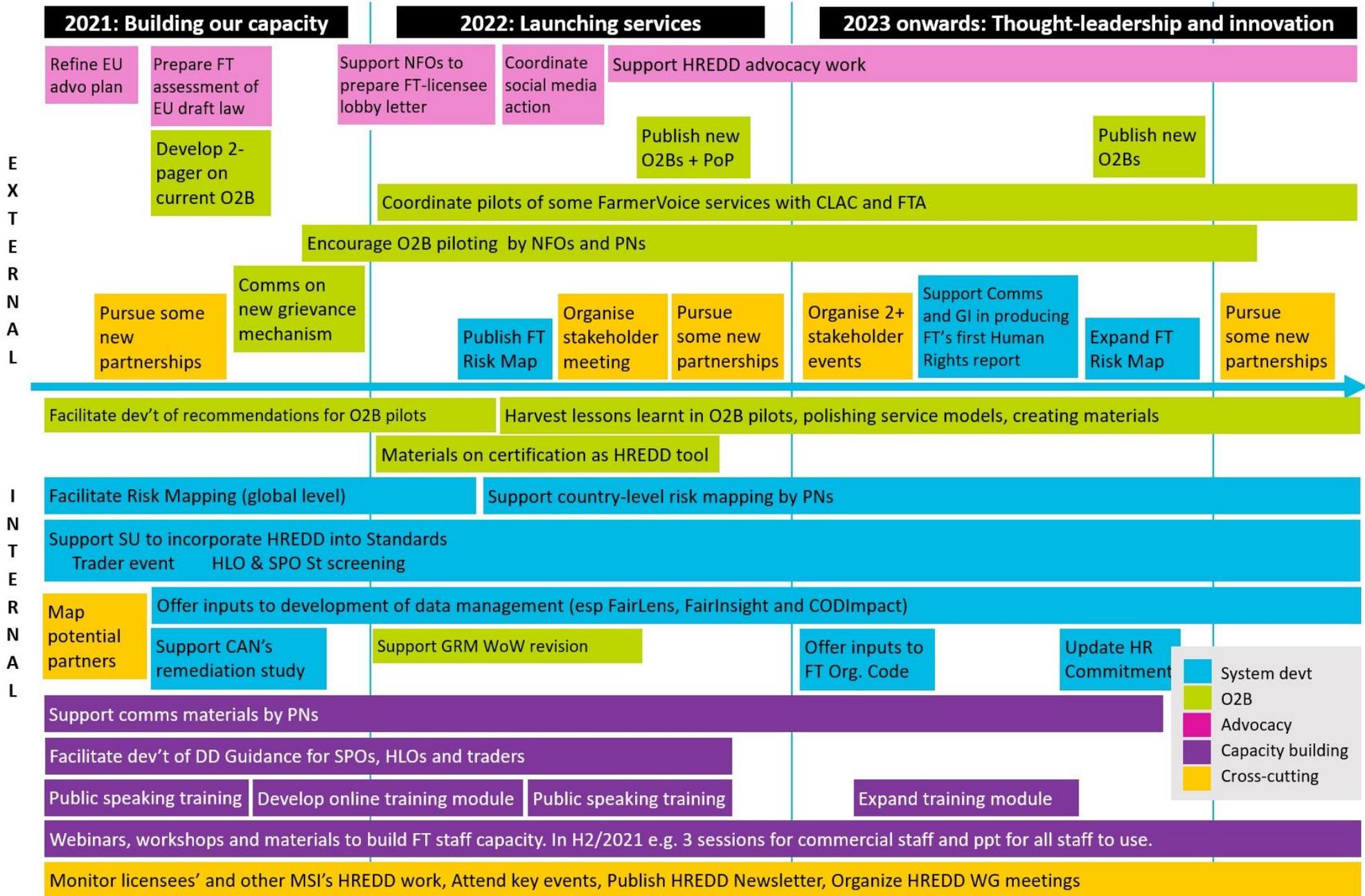
“Faster scenario” Cost Description and Type	Amount / 2022	Amount / 2023	Budget held in which member
Advocacy	20,000	12,000	FT Fi
O2B	76,500	68,000	FT Fi, MHNL, MHCH
System development	162,500	152,600	FT Fi, MHNL
Empowerment & capacity building	86,500	45,000	FT Fi, MHCH
Cross-cutting	64,000	64,000	FT Fi
Total	409,500	341,600	

- Please find two alternative **work plans and budget breakdowns in Appendix 1**. The work plan shows many dependencies between the work of our COE and other FT units/members (e.g. Standards development, public communications, advocacy work, O2B pilots and execution, etc).
- For comparison, our COE budget for 2021 includes €117k for personnel (Lead and Coordinator) and €75k for operational costs, which has allowed us to build our capacity and make progress on each four workstreams.
- To reach the strategic aspiration that HREDD services help Fairtrade grow, additional resourcing is needed for **O2B development** and related capacity building and system development.
- The additional personnel for O2B work will be hosted by the business development teams of **MHNL and MHCH**. All COE staff will nevertheless be managed by the Business and Human Rights Lead at FT Finland.
- The proposed budget includes €75k per year to facilitate essential **PN contributions** to COE work, including the Fairtrade Risk Map. Besides this COE work, PNs have key roles in the piloting and execution of HREDD services and capacity building work (see next page for CLAC's estimation of related costs).
- These above-mentioned costs relate to HREDD COE's work in developing the Fairtrade-wide HREDD policies, key processes, services and messaging. The costs of piloting and implementing fall on all Fairtrade organisations. To shed light and encourage discussion about these implementation costs, we forward you **CLAC's estimation of the costs of piloting and executing HREDD services and capacity building work in Appendix 2**. Please note that HREDD COE is not applying centralized funding for the exemplary implementation costs listed in Appendix 2.
- In addition, we have **applied for €825,000** from the Finnish Ministry of Foreign Affairs to run four pilots of FarmerVoice (Dialogue) Services in 2022-2025. If successful, a lion's share of these funds would go to FTA and CLAC.
- **The timelines for HREDD O2B development are particularly uncertain**, because PNs have just reached out to our COE, expressing concerns with O2B priorities, withdrawing from current O2B work and proposing that O2B development would be done by PNs. Our COE is exploring ways forward, and the Core Group will discuss them on Thursday 19 August.

3.4 What resource is required to deliver this work? Please include in 3.3 costs where any individual of any member of the system is required to contribute more than 10% of their time. Please list members/individuals required to contribute (it is expected you will have consulted members/individuals that you list in advance of submission)

Individual	Which member (PN, NFO, FI, FLOCERT)	% of time required "Faster" / "Lighter" scenario	Role
Tytti Nahi	FT Finland	100	Lead, system devt
Meri Hyrske-Fischer	FT Finland	100	Coordinator, capacity building, advocacy
Simone Hutter	MHCH	2022: 40 / 20 2023: 20 / 20	O2B development, related capacity building
New colleague	MHNL	100 / 80	O2B development, FT Risk Map
PN colleagues	CLAC, FTA, NAPP	€75k reserved per year, for salary support or outsourcing	

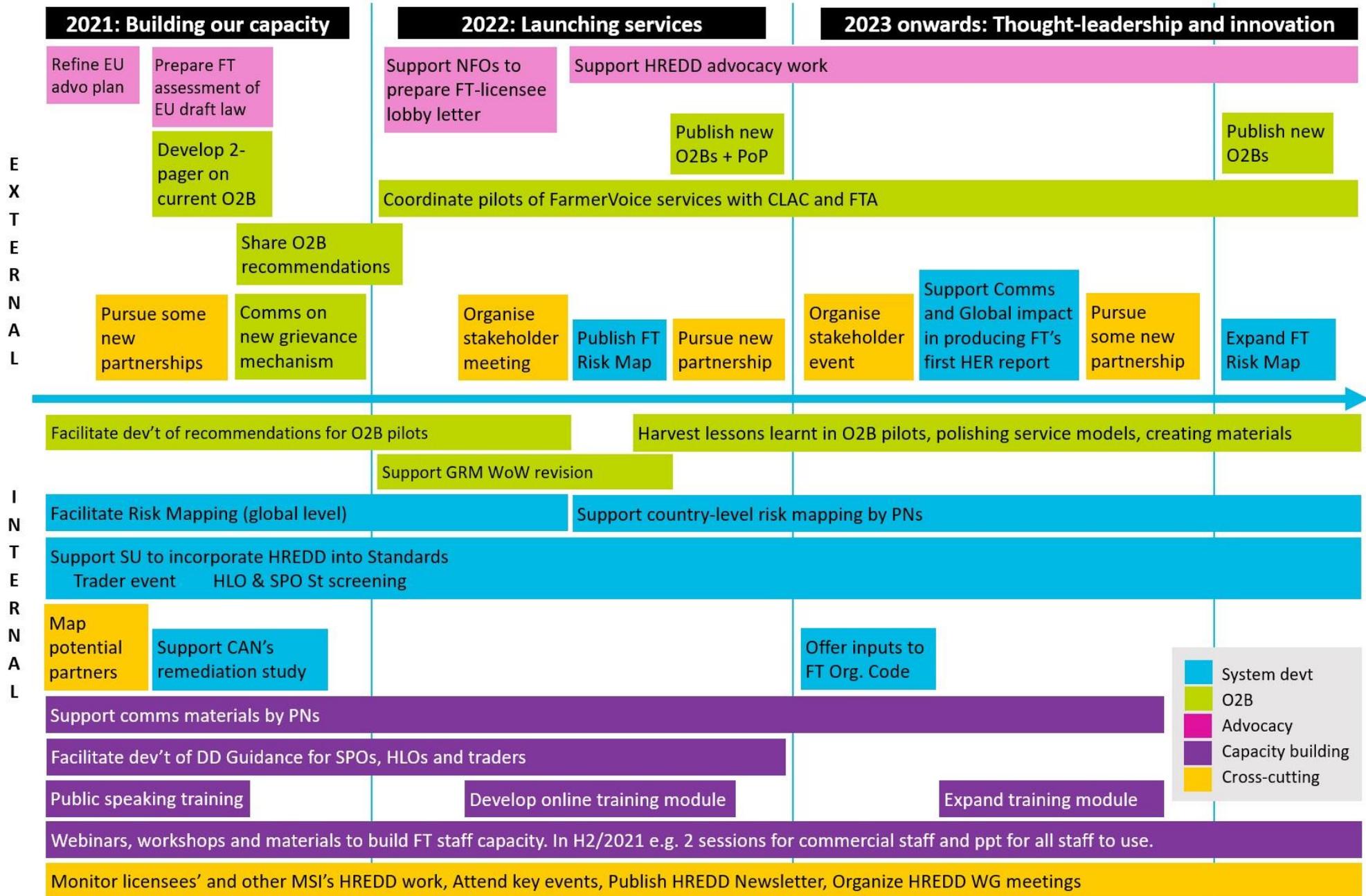
The work plan of HREDD COE, H2 of 2021 – 2023, faster (and smaller WG role)



What you want to achieve by 2023	Success indicator 2023	Remaining activities and budget 7-12/2021	Activities and budget 2022	Activities and budget 2023	Contribution to FT Strategy
ADVOCACY FT is recognised as a thoughtleader in HREDD policy discussions. FT's recommendations influence HREDD regulation by EU and governments in major FT consumer countries, and National Action Plans by major FT producer countries.	- FT receives 10+ invitations/year (PNs 4+) to speak about HREDD at high-level int'l events. - FT influence is evident in HREDD regulation by the EU, 5+ national laws and 2+ NAPs.	- Refine advocacy plan on EU HREDD law, Aug - Prepare FT assessment of EU draft law , Oct - Support advo experts to prepare lobby letter on the EU law and collect licensee signatures to it (Q4 - Q1/2022) - Support collaborative advocacy work among FT org's	- Publish the shared lobby letter by FT and licensees, Q1 - Coordinate social media action to promote the letter, Q1-2 - Support HREDD advocacy work	- Support HREDD advocacy work	Advocacy (PILLAR 3)
		BUDGET (for activities highlighted in bold) Operational 2,5+1=3,5k Staffing 8,5K	Operational 3k Staffing 17k	Operational -- Staffing 12k	
O2B Fairtrade has a clear HREDD service portfolio.	- 95% of license holders have received information about our HREDD service portfolio of 5+ service options.	- Facilitate PN-NFO agreement re next steps in HREDD O2B dev't - Develop 2-pager and presentation on FT's current HREDD O2B - Facilitate the dev't of HREDD WG recommendations for O2B pilots, Q3- - Ensure public comms on new grievance mechanism	- Encourage O2B pilots by members, collect lessons learned - Develop materials and publish new O2Bs, by Q3 - Coordinate FarmerVoice pilots with CLAC and FTA, Q1- - Revise & publish Principles of Corporate Partnerships (PoP)	- Develop materials and publish new O2Bs, by Q3 - Continue the FarmerVoice pilots - Continue to encourage O2B piloting	Business models beyond certification (PILLAR 2)
		Operational 5K Staffing 16,5K	Operational 6k + Finland programme funding Staffing 70,5k	Operational 6k Staffing 62k	
SYSTEM DEVELOPMENT Fairtrade has a top-notch HREDD process, including the first Human Rights Report. (NOTE: This also strengthens FT as an HREDD partner for companies and POs)	- Positive, public feedback received from key stakeholders on Fairtrade Risk Map; HREDD criteria in generic Standards; our first Human Rights Report.	- Facilitate Risk Mapping (global level) - Support SU to incorporate HREDD into Standards (esp cocoa, trader, HLO), incl. an event to traders and gap analysis of HLO and SPO St - Offer inputs to dev't of data management (esp CODImpact)	- Publish FT Risk Map (data from Risk Mapping), Q1 - Support country-level risk mapping by PNs - Continue to support SU to incorporate HREDD into Standards (esp trader, HLO, SPO) - Continue to offer inputs to data mgmt (esp FairLens,	- Expand FT Risk Map , support related PN work. - Work with Global Impact and Comms to turn Monitoring report into a Human Rights report - Continue to support SU and data mgmt - Update HR Commitment, Comment FT Org. Code	All pillars
		Operational 40K Staffing 16,5K	Operational 30+75=105k Staffing 57,5k	Operational 20+75=95k Staffing 57,6k	
EMPOWERMENT & CAPACITY BUILDING FT staff are at ease doing HREDD work as per FT strategy. POs are increasingly empowered to influence HREDD practices and policies.	- 95% of FT staff have received HREDD training, feedback indicates high practical relevance.	- Support comms material production by PNs - Facilitate dev't of DD Guidance for SPOs, May-Dec - Offer training on public speaking to HREDD WG, Sept - Develop online training module for FT staff, Q4 -Q1/22 - Webinars, workshops and materials for FT staff: E.g. 3 sessions for commercial staff; ppt on FT & HREDD for all FT staff to use	- Support comms material production by PNs - Facilitate development of DD Guidance for HLOs and traders - Launch the online training module, Q1 - Organise follow-up session on public speaking, Q2 - Continue webinars and workshops to FT staff	- Support comms material production by PNs - Expand online training module - Continue webinars and workshops to FT staff	Producer empowerment (PILLAR 1) Organisational foundation (PILLAR 4)
		Operational 7+2,5+4+5=18,5K Staffing 8,5K	Operational 7+30+3,5=40,5k Staffing 46k	Operational 4k Staffing 41k	
CROSS-CUTTING		- Pursue partnerships prioritized by HREDD WG in June - Monitor licensees' and other MSI's HREDD work - Attend key events - Publish 2-3 issues of HREDD Newsletter - Organize 2 effective HREDD WG meetings, Sept + Dec	- Organise stakeholder meeting , pursue some new partnerships - Continue to monitor customers & peers - Attend key events - Publish 3-5 HREDD Newsletters, organize 3 WG meetings	- Organise 2+ stakeholder events , pursue partnerships - Monitor customers & peers, attend key events - Publish 3-5 Newsletters, organize 3 WG meetings	Transformational partnerships (PILLAR 4) Organisational foundation (PILLAR 4)
		Operational - Staffing 8,5K	Operational 5+10+5+5=25k Staffing 39k	Operational 20+8+5=23k Staffing 41k	

TOTAL BUDGET REQUEST
Operational 179,5k
Staffing 230k
TOTAL 409,5k
Operational 128k
Staffing 213,6k
TOTAL 341,6k

The work plan of HREDD COE, H2 of 2021 – 2023, lighter



What you want to achieve by 2023	Success indicator 2023	Remaining activities and budget 7-12/2021	Activities and budget 2022	Activities and budget 2023	Contribution to FT Strategy
ADVOCACY To be confirmed with Advocacy COE. Previous goals: FT is recognised as a thoughtleader; FT recommendations influence HREDD regulation.	- To be confirmed with Advocacy COE - Previous indicators: FT speaks at 10+ high level HREDD events, influence evident in European and Southern regulations.	- Refine advocacy plan on EU HREDD law, Aug - Prepare FT assessment of EU draft law , Oct - Support collaborative advocacy work among FT org's	- Support advo experts to prepare lobby letter on the EU law and collect licensee signatures to it, Q1-2 - Support HREDD advocacy work	- Support HREDD advocacy work	Advocacy (PILLAR 3)
		BUDGET (for activities highlighted in bold) Operational 2,5+1=3,5k Staffing 8,5K	Operational 3k Staffing 17k	Operational - Staffing 12k	
O2B Fairtrade has a clear HREDD service portfolio.	- 80% of license holders have received information about our HREDD service portfolio of 3+ service options.	- Facilitate PN-NFO agreement re next steps in HREDD O2B dev't - Develop 2-pager and presentation on FT's current HREDD O2B - Facilitate the dev't of HREDD WG recommendations for O2B pilots, Q3- - Ensure public comms on new grievance mechanism	- Collect lessons from O2B pilots, Q2 - Develop materials and publish new O2Bs, by Q4 - Coordinate FarmerVoice pilots with CLAC and FTA, Q1- - Revise & publish Principles of Corporate Partnerships (PoP) - Support GRM in revising Ways of Working for programmes	- Continue the FarmerVoice pilots - Continue to harvest lessons learnt in O2B pilots, polish service models, create materials	Business models beyond certification (PILLAR 2)
		Operational 5K Staffing 16,5K	Operational 6k + Finland programme funding Staffing 55,6k	Operational - Staffing 55,6k	
SYSTEM DEVELOPMENT Fairtrade has a top-notch HREDD process, including the first Human Rights Report. (NOTE: This also strengthens FT as an HREDD partner for companies and POs)	- Some positive, public feedback received from stakeholders on Fairtrade Risk Map; HREDD criteria in generic Standards; our first Human Rights Report.	- Facilitate Risk Mapping (global level) - Support SU to incorporate HREDD into Standards (esp cocoa, trader, HLO), including an event to traders and gap analysis of the HLO and SPO Standards - Support CAN's remediation study, Oct	- Publish FT Risk Map (data from Risk Mapping), Q1 - Support country-level risk mapping by PNs - Continue to support SU to incorporate HREDD into Standards (esp trader, HLO, SPO)	- Work with Global Impact and Comms to turn Monitoring report into a Human Rights report - Support country-level risk mapping by PNs - Continue to support SU - Offer inputs to FT Organizational code	All pillars
		Operational 40K Staffing 16,5K	Operational 30+75=105k Staffing 57,5k	Operational 75k Staffing 57,5k	
EMPOWERMENT & CAPACITY BUILDING FT staff are at ease doing HREDD work as per FT strategy. POs are increasingly empowered to influence HREDD practices and policies.	- 80% of FT staff have received HREDD training, feedback indicates high practical relevance.	- Support comms material production by PNs - Facilitate dev't of DD Guidance for SPOs, May-Dec - Offer training on public speaking to HREDD WG, Sept - Develop online training module for FT staff, Q4 -Q1/22 - Webinars, workshops and materials for FT staff: E.g. 3 sessions for commercial staff; ppt on FT & HREDD for all FT staff to use	- Support comms material production by PNs - Facilitate development of DD Guidance for HLOs and traders - Launch the online training module, Q1 - Continue webinars and workshops to FT staff	- Support comms material production by PNs - Expand online training module - Continue webinars and workshops to FT staff	Producer empowerment (PILLAR 1)
		Operational 7+2,5+4+5=18,5K Staffing 8,5K	Operational 7+15=22k Staffing 29,5k	Operational - Staffing 34,5k	Organisational foundation (PILLAR 4)
CROSS-CUTTING		- Pursue partnerships prioritized by HREDD WG in June - Monitor licensees' and other MSI's HREDD work - Attend key events - Publish 2-3 issues of HREDD Newsletter - Organize 2 HREDD WG meetings, Sept + Dec	- Organise stakeholder meeting , pursue some new partnerships - Continue to monitor customers & peers - Attend key events - Publish 3-5 HREDD Newsletters, organize 3 WG meetings	- Organise stakeholder event , pursue partnerships - Monitor customers&peers, attend events - Publish 3-5 HREDD Newsletters, Organize 3 WG meetings	Transformational partnerships (PILLAR 4)
		Operational - Staffing 8,5K	Operational 3+5+5=13k Staffing 39k	Operational 15+5+5=20k Staffing 39k	Organisational foundation (PILLAR 4)

TOTAL BUDGET REQUEST
Operational 149k
Staffing 198,6k
TOTAL 347,6k
Operational 95k
Staffing 198,6k
TOTAL 293,6k

APPENDIX 2.

CLAC’S HREDD Budget Needs Estimate 2022-2023, in USD*

	2022			2023		
	Unit	Number	Total	Unit	Number	Total
CLAC HREDD-dedicated Staff	Staff Positions	7	\$ 292,800.00	Staff positions	15	\$ 619,200.00
Follow up on Protection Policy	Lumpsum	1	\$ 20,000.00	Lumpsum	1	\$ 30,000.00
HRIA pilots with a "Bottom-up Approach"	Pilot	3	\$ 40,000.00	Pilot	6	\$ 80,000.00
HR Risk Mapping	Pilot	3	\$ 15,000.00	Pilot	6	\$ 40,000.00
Dominican Republic "Ruta Migratoria"	Lumpsum	1	\$ 80,000.00	Lumpsum	1	\$ 40,000.00
Prevention Actions	Lumpsum	1	\$ 25,000.00	Lumpsum	1	\$ 50,000.00
Capacity Building and Trainings	Region	4	\$ 80,000.00	Region	4	\$ 80,000.00
Grievance Mechanisms - Legal Support	Region	4	\$ 30,000.00	Region	4	\$ 30,000.00
Social Dialogue Facilitation	Region	4	\$ 15,000.00	Region	4	\$ 15,000.00
Advocacy and Alliance Building	Lumpsum	1	\$ 20,000.00	Lumpsum	1	\$ 20,000.00
TOTAL	Annual		\$ 617,800.00	Annual		\$ 1,004,200.00
GRAND TOTAL USD						\$ 1,622,000.00

**Excluding O2B project investments, which would be financed externally*

The concepts listed above constitute the best estimate of the resources needed to comply with the HREDD projected activities from CLAC, and correspond to the following:

CLAC HREDD-dedicated staff relates to the estimated human resources needed for the following two years to be dedicated on a full-time basis to following up on HREDD activities. This determination comes from having identified the current lack of manpower to tackle all current activities related to the topic as well as the need to focus resources to these efforts. This estimation takes into account salaries as well as travelling expenses estimated at a current rate that may fluctuate due to inflation.

Follow up on Protection Policy relates to the estimated funds necessary to provide technical assistance and guidance on particular human rights protection cases identified through our internal policy. This corresponds to the accompanying role that CLAC has to assume in certain instances where the intervention from other protection entities is not feasible or viable due to the particular circumstances, and thus, to comply with this responsibility, sufficient funds are required.

HRIA pilots with a “Bottom-up Approach” relates to the funds necessary to carry out the logistical and organization efforts, -both at the operative internal level as well as with the POs and related entities-, required to carry out the HRIA pilots having a basis a bottom-up approach. These estimations are estimated on the maximum number of pilots feasible given the available resources.

HR Risk Mapping relates to the funds necessary to carry out the logistical and organization efforts, -both at the operative internal level as well as with the POs and related entities-, required to carry out the HR Risk Mapping projects in the corresponding regions/countries/product markets. These estimations are estimated on the maximum number of projects feasible given the available resources.

Dominican Republic “Ruta Migratoria” relates to the funds necessary to carry out the logistical and organization efforts, - both at the operative internal level as well as with the SPOs and related entities-, required to carry out the project in question, given the available resources.

Capacity Building and Trainings relates to the funds necessary to carry out the capacity building and training efforts both at the operative internal level as well as with the POs and related entities.

Grievance Mechanisms – Legal Support relates to the funds necessary to hire external legal support to provide technical assistance on labor issues related to the grievance mechanism issues. These costs may vary depending on inflation or price levels depending on the country/region of occurrence.

Social Dialogue Facilitation relates to the funding necessary to facilitate and provide spaces of exchange where social dialogue can occur for the purposes of addressing key HREDD issues between CLAC’s producer networks and interested parties both from the Fairtrade System or external organizations related to Human Rights.

Advocacy and Alliance Building refers to the funds necessary to create an advocacy and alliance building structure within CLAC to establish and formalize advocacy programs, interventions and mechanism; as well as to create alliances with institutions that can help position CLAC to influence public policies both at the local, national and international level.