

<b>1 Promote growth and build market for products of SPP Small Producers' Organizations</b>		
#	Status of 2019-2020 cycle	Plans for 2020-2021 cycle
1	Developed budget adjustment to <b>strengthen SPP Global's Marketing and Market Development Area</b> in 2020 and improve operating capacities in this area, focused on communication, promotion and sale.	We are waiting for May to conclude the process of recruiting a new head for SPP's Marketing and Market Development Area.
2	Organized SPP Global's participation in <b>2 trade fairs</b> : Biofach Nuremberg (DE) 2020, and the SCA Special Coffees Fair in the United States and Europe, which was unfortunately canceled due to the pandemic.	We are refocusing budget on digital events and promotion, trying to increase coverage and attention to potential markets, producers and clients with fewer resources.
3	Participated in <b>press conferences and discussion panels</b> for Biofach (Germany) and the annual conference of the Canadian Fair Trade Network (CFTN), as part of SPP's promotion and positioning activities.	We will try to organize and/or participate in virtual international forums and conferences
4	Made visits to <b>existing and potential clients</b> to follow up on process of developing markets in Europe. Particularly good progress has been made in creating a strategic alliance with the French network of more than <b>30 organic and fair trade companies, BIOPARTENAIRE</b> . In the case of Canada a tour of visits to prospective key clients was prepared but it had to be canceled because of the COVID-19 pandemic.	We will prospect for new clients through visits, dialogues, digital presentations and digital marketing.
5	Various in-person and virtual meetings have been held with <b>SPP France</b> to renew the SPP promotion agreement in that country and to implement the <b>SPP Promotion Plan for Europe</b> . Finally, an agreement was reached with SPP France that it will not participate in implementing the SPP Europe plan.	We expect approval soon of a new collaboration agreement with SPP France, and SPP Europe is launching its promotional strategy, for now from SPP Global's central offices.
6	The <b>SPP Global Support and Promotion Committee</b> developed a <b>Commercial Promotion Plan</b> in light of new market realities, seeking greater internal and external investment and a stronger positioning for SPP, taking advantage of the need for a redesign of brand, logo and image.	The Promotional Support Area will continue commercial activities to strength SPP's image and positioning in the international market.
7	Various <b>SPP prices</b> were developed for new products ( <b>Rice, Dates, Hoja Verde</b> ) and the process of defining <b>other SPP prices</b> is under way in order to allow them to enter the market (more than 10 new products produced by SPOs)	The variety of SPP products is expected to grow steadily, so we will be setting new prices, taking advantage of new procedures and methodologies for establishing "initial SPP prices."
<b>2 Strengthen operating capacities of SPP Global and National SPPs:</b>		
#	Status of 2019-2020 cycle	Plans for 2020-2021 cycle
1	Developed <b>three budget scenarios</b> to address the <b>COVID-19</b> pandemic, primarily adjusting to strengthen and protect the marketing area, followed by the Certification and Quality area.	Budgeting and expenditures will be done according to revenues resulting from market progress
2	Progress has been made on <b>systematizing various areas</b> , like banks, accounts receivable billing, and certification, and a <b>system for controlling results, activities and pending issues was established</b>	A system of online documents will be established in June, followed by a virtual market for expediting the supply and demand for SPP products.
3	SPP Global's Operations area has a <b>new position of Trilingual Editor, Translator and Interpreter</b> to strengthen the issue of immediate attention to the needs of the operating team	Development of new tools to facilitate translation into more languages through online tools, expanding access to SPP information in a wider number of regions.
<b>2.1 Digitalization of information in online platforms for certification, promotion and commercialization:</b>		
#	Status of 2019-2020 cycle	Plans for 2020-2021 cycle
1	Established <b>second version of D-SPP digital system</b> (www.d-spp.org) to improve accessibility and quality of certification system information	We have an ongoing process of continuous improvement intended to make the platform increasingly efficient
2	Introduced <b>customer relationship management (CRM) system</b> , to stay current with the needs of "customers" (both producers and buyers) in order to <b>facilitate trade</b> and develop supply chains, as well as to optimize problem-solving in the sphere of SPP certification.	Corrective and preventive maintenance will be carried out to make the platform increasingly efficient
3	Based on the review and evaluation of the SPP Global management system an <b>Enterprise Resource Planning (ERP) system</b> was implemented. It is now up and running, and used for most administrative functions like accounting, billing and projections.	The certification model will be incorporated into the ERP system to automate the entire certification process
4	Most of the documents of the various work teams are <b>stored online, allowing for horizontal collaboration and the sharing</b> of information with the various SPP bodies	Continuing work on creating specific spaces for various SPP actors to access documents and information that are part of the decision-making process
<b>3 Construction and strengthening of local SPP and product networks in origin and destination countries:</b>		
#	Status of 2019-2020 cycle	Plans for 2020-2021 cycle
1	<b>National meetings were held in Guatemala, Colombia, Mexico and Peru. The purpose was to make strategic adjustments in the SPP system, which are being implemented since the 7th and 8th General Meeting of Global SPP, feedback on pending strategic matters and definition of an Action Plan for each country. Other National Meetings that were scheduled for Nicaragua, Guatemala, Honduras and Ecuador had to be canceled because of the pandemic.</b>	More meetings will be held, taking advantage of the increased ease of organizing virtual meetings and assemblies.
2	Based on decisions made at the 7th and 8th General Meeting, <b>the consolidation of national SPP networks will be promoted without the need for agreements to be signed.</b>	We will continue to promote SPP's consolidation in various countries as national networks, by promoting virtual meetings in more countries
3	Considerable effort has been put into renewing the <b>agreement with SPP France</b> , but there were some disagreements in that organization with decisions made at the 7th and 8th Meeting. Because of these difficulties new proposals had to be developed and concessions made, <b>respecting the general mandate of the SPP Global General Meeting.</b>	In June 2020 we expect to reach some clear agreements with SPP France to continue promoting SPP in that country, using some of the funds allocated by the General meeting to promotional activities in Europe.

4	Work on developing the <b>SPP Action Plan to generate an informal network of SPP actors in Europe to support the strategy for Europe</b> , based on the agreements of the General Meeting. However, negotiations on its implementation with SPP France delayed final adoption of the agreements, despite having already begun a recruitment process.	<i>We will continue to promote SPP's consolidation in Europe, using some of the funds allocated by the General meeting to promotional activities in Europe.</i>
5	SPP Global participated in the Steering Committee of the EQUITÉ2 program of Fair Trade France, with funding from the French Cooperation, which strengthens SPP's presence in the <b>West Africa</b> region. SPP Global made a complementary visit to various SPP SPOs and national SPO networks to build awareness of the SPP and the future creation of <b>national or regional SPO networks in Africa</b> .	<i>We will work for a more permanent presence in West Africa and thus strengthen SPP's impact and participation, including local advocacy.</i>
<b>4</b>	<b>Promote added value for Small Producers' Organizations through the "SPP Global Contributions" program:</b>	
<b>#</b>	<b>Status of 2019-2020 cycle</b>	<b>Plans for 2020-2021 cycle</b>
1	In SPP promotional materials, more prominence has been given to the primary axes of <b>Global Contributions</b> , as if they were the <b>SPP Sustainable Development Goals</b> , independently of the promotion of specific collaboration projects in these spheres.	<i>We will continue promoting the Global Contributions as a way to support small producers and build a better world, especially in light of the increased awareness and sensitivity of consumers during the COVID-19 pandemic</i>
2	There has been a series of meetings and internal dialogues with SPOs, Final Buyers and the Support and Promotion Committee, to find mechanisms for making the <b>Global Contributions Strategy an inherent part of SPP's promotion and financing system</b> , beyond optional participation in the specific projects of some SPOs and FBs.	<i>Within the framework of the Critical Path toward the 10th General Meeting (physical, in Guatemala, June 2021, pandemic permitting) we will continue to promote internal discussion over how to integrate the Global Contributions concept to SPP's new Strategic Plan in a more cohesive way than in the current Strategic Plan.</i>
<b>5 (+8)</b>	<b>Position the Small Producers' Symbol as more than just a label, and advocate for public policy and related movements; SPP as an ally</b>	
<b>#</b>	<b>Status of 2019-2020 cycle</b>	<b>Plans for 2020-2021 cycle</b>
1	SPP has been able to advance its <b>political positioning through participations and declarations in the fair and conferences of Biofach, Germany and in the Annual Conference of the Canadian Fair Trade Network (CFTN)</b> in Calgary, Canada, defending the interests of producers and SPP minimum prices in particular, enhancing SPP's prestige and recognition in the areas of fair trade, organic production and small producers of quality coffee, cacao and other products.	
2	SPP's participation in a <b>dialogue panel with the European Union</b> regarding the law and regulations on organic products in Europe, with a tentative launch date of January 1, 2020, has strengthened SPP's leadership in the defense of small producers in preferential markets for organic products.	<i>To the extent possible we will continue SPP's participation in these areas.</i>
3	In and from the movement of organic producers and certifying entities in <b>Mexico and Latin America</b> , SPP has achieved a growing presence in <b>local and international political scenario, interacting with governments and organizations like IFOAM and the European Community</b> .	<i>To the extent possible we will continue SPP's participation in these areas.</i>
4	SPP has begun to position itself as a <b>key alternative in dealing with the problem of COVID-19</b> , through a series of publications that have been well received by the market.	<i>To the extent possible we will continue SPP's participation in these areas.</i>
5	<b>SPP Global's first visit to the East Africa region after the certification of some SPP groups in this region has stirred up interest and expectations not only among participating SPOs but from National SPO Fair Trade Platforms and even other fair trade initiatives (FLO, WFTO, FFL) that have gone on to collaborate with SPP.</b>	<i>We will try to expand SPP's positioning based on its differentiating features and political vision consistent with strategies that combat the causes and impacts of the pandemic.</i>
6	SPP has made the decision to allow a <b>percentage of ingredients produced by small organic fair-trade products from the North</b> in its mixed products. With this, SPP demonstrates its willingness to seek out international partnerships and solidarity among small producers of all countries.	<i>We hope to put together a project jointly financed with the French Cooperation to guarantee a more permanent presence for SPP in the West Africa region.</i>
7	During this cycle, SPP has taken various actions, as determined in the General Meeting, to procure a <b>dialogue with producers from the North</b> , particularly France, to review a possible alliance of these producers to advocate for markets under the SPP umbrella, pending final decisions of the SPP Global General Meeting. Although in February 2019 the company Ethiquable had decided it could not wait any longer for SPP to promote development of a local initiative, it was not until late 2019 that the company BIOCOOP withdrew its interest in a possible alliance with SPP Global. These two French organizations recently launched the Organic Fair Trade label in France, sharing its ownership with French small producers' organizations.	<i>We expect that in this new cycle the new rule will be applied to some products that include ingredients from both SPP producers and producers of wheat and other local products from the North, particularly of France.</i>
8	A <b>Strategic Alliance has been made with HEIFER INTERNATIONAL</b> , a foundation that works in support of small rural producer organizations in different parts of the world and particularly in the coffee sector. The alliance intends to jointly conduct an <b>education and awareness campaign about production costs and low market prices</b> . This campaign is mainly targeted to consumers of one of the most iconic companies in the US coffee sector.	<i>We will continue to prepare and implement the education and awareness campaign for coffee consumers.</i>
<b>6</b>	<b>Optimization and comprehensive review of standards and certification system:</b>	
<b>#</b>	<b>Status of 2019-2020 cycle</b>	<b>Plans for 2020-2021 cycle</b>
1	The <b>Certification and Quality Area</b> has been strengthened by the hiring of a new Area Head, an Assistant, and a Prices and Regulatory Projects Manager. Also, SPP's capacity to cover various area projects has grown through partnerships with <b>various universities</b> , particularly Universidad Chapingo in Mexico (coffee and honey), the Universidad Politécnica de Valencia, Spain (cacao) and the Université de Toulon, France (review of certification system).	<i>We will continue to pursue alliances with various universities, while continuing current collaborations</i>
2	The <b>SPP Costs Form</b> (for SPO producers) was improved and an initial draft of the methodology for calculating production costs in general was created.	<i>We will adapt and improve the methodology for calculating Production Costs for the various SPP certified products based on the experience with cacao.</i>

3	The criteria for the <b>SPP Price Setting Procedure</b> were adjusted to facilitate processes, making sure that the process continues to be guided by producers.	<i>We will work to improve the criteria for the Price Setting Procedure, based on experience with new SPP products that are sold dynamically on the market</i>
4	The filter for new SPP Certification/Registry applicants was improved by establishing specific criteria for the <b>Eligibility Process Decision</b> . Also, a requirement was included to check the organic certificate as part of the Eligibility Period, to ensure that the applicant owns their Organic Certificate.	<i>We will try to generate more and better filters in the Eligibility Process to guarantee that new SPOs and Companies that join SPP meet SPP Standards and Declaration of Principles and Values.</i>
5	Criteria were adjusted in the <b>environmental and labor chapters</b> of the SPP General Standard and other specific terms.	<i>A new Environmental Chapter will be drafted for inclusion in the SPP General Standard (and a specific chapter on Herbs and Handicrafts) that will enable us in the future to eliminate the mandatory requirement of organic certification, as agreed upon in the 7th General meeting.</i>
6	The <b>Comprehensive Review of the SPP System</b> is 85% complete; the objective of this project is to review the current functioning of the SPP system and determine whether the current certification and promotion model is the most appropriate in light of the trade expectations of SPOs and SPP Buyers.	<i>We will continue to the SPP system review process in order to be able to report fully to the 10th General Meeting in 2021</i>
7	A review of production costs to update the <b>SPP Sustainable Price for Cacao</b> was completed.	<i>We will complete the process of full review of SPP sustainable pricing for cacao based on price differentiation according to the quality of the cacao</i>
8	<b>Renewal of the SPP certificate for suspended or canceled SPOs was expedited, provided they were canceled or suspended for economic reasons or for lack of market (without having to apply as a new entrant in the case of canceled SPOs)</b>	<i>Based on previous experience, criteria for renewing membership of SPOs that have been suspended or canceled by Certification Entities need to be improved, taking into account the current lack of market for SPP products, which sometimes prevents SPOs from renewing normally.</i>
9	The "Guidelines on the Shared Use of the Registry with <b>Small Final Buyers</b> " were modified, along with the evaluation criteria to improve and expedite registry of small and micro companies with SPP.	<i>Online tools will be developed to allow Certification Entities and SPP Global to better guarantee the traceability of SPP products, without obstructing access to SPP for small-scale actors</i>
10	QCS (USA) was approved as an <b>Authorized Certification Entity</b> by SPP Global	<i>We must guarantee a broader coverage of the service for SPP actors and new applicants</i>
11	<b>Training for Certification Entities was provided, informing them of recent changes to SPP standards and guidelines.</b>	<i>We will also develop this type of training for all partners (SPOs and Companies) to keep them informed of changes and create more direct channels of contact with them.</i>
12	<b>Communication was strengthened with SPP actors by creating WhatsApp groups and virtual spaces to keep them abreast of what is happening at SPP in terms of development and review of standards, prices and procedures, and participative consultation processes have been put in place for partners to give us their opinion on the introduction of new standards and criteria.</b>	<i>We must guarantee greater participation by SPP partners in all the activities (consultations, cost studies, etc.) and further strengthen direct communication with organizations and companies via awareness-building campaigns</i>
<b>7</b>	<b>Strengthening of capacities for Small Producers' Organizations:</b>	
<b>#</b>	<b>Status of 2019-2020 cycle</b>	<b>Plans for 2020-2021 cycle</b>
1	The progress made in the review of <b>production costs</b> for defining <b>SPP sustainable prices</b> for some key products like cacao, coffee and honey will enable small producers' organizations to better cover their members' production costs and also the cost of the activities by the organizations themselves, which in itself <b>strengthens the management capacities of these small producers' organizations.</b>	<i>A review of coffee and honey prices is in its first phase; a cacao price review is under way regarding price differentiation according to quality</i>
2	The <b>development of a methodology</b> for calculating production costs, in collaboration with universities in Mexico and Spain, responds to the need for sustainability in the lives and economies of small producers' families and collective instruments, meaning producers' organizations and their various tools and collective services. There is no better way to guarantee sustainability than to adequately <b>cover the costs involved in all levels of production, processing and commercialization.</b>	<i>We are making contact with other universities to move ahead on the development of methodologies for calculating sustainability for small producers' organizations and their application to various products.</i>
3	Through advocacy in <b>regulatory issues in the European Community</b> (and eventually other geographic regions) over safety restrictions (cadmium, glyphosate) regarding the regulation of organic certification, SPP has assumed a growing role as an <b>advocacy manager and channel for relevant information</b> for small producers' organizations.	<i>Regular feedback sessions are being scheduled with SPOs on regulatory issues, beginning immediately.</i>

			Estimated data			
Strategic Goal	Indicator	Indicator (Strategic Plan)	2018 Achievements (31/12)	2019 Achievements (31/12)	Difference	Notes to data
OE 1	<b>STRENGTHEN PRESENCE OF SPP PRODUCTS IN INTERNATIONAL AND DOMESTIC MARKETS</b>		2018 Achievements (31/12)	2019 Achievements (31/12)	Difference	Notes to data
	i1.1	Currently certified Small Producers' Organizations	107	121	13%	
	i1.2	Currently certified SPP Final Buyers	19	22	16%	
	i1.3	Value of international purchasing under SPP label by buyers	\$24,732,083.58	\$23,490,054.11	-5%	
	i1.3.1	Volume of SPP transactions in MXN/units (new indicator)	-	-	6.6%	Estimated based on prorating of changes in volume of main products.
	i1.4	Value of international sales under SPP label by producers	\$29,678,500.30	\$28,188,064.93	-5%	
	i1.5	Volume of SPP sales on domestic markets with finished product	\$1,500,000.00	\$ 1,600,000.00	7%	There should be concrete figures in 2020 from new SPO reports
	i1.6	Percentage of SPP certified SPOs who effectively sell under SPP label	57%	62%	9%	
	i1.7	Average % of SPP sales of total sales by SPOs	30%	30%	0%	
	i1.8	Average sale price of SPP products (compared to prior year, starting 2018)	100%	95%	-5%	
	i1.9	Existence of a system for monitoring and promoting SPP products sold by producers under their own brands in domestic markets	25%	75%	200%	The reporting system is in place, but the level of compliance is still low
i1.10	Number of SPP product types that the SPOs offer to the markets	53	67	26%	Herbs are counted as a single product	
OE 2	<b>QUALITY AND RECOGNITION OF SPP SYSTEM</b>		2018 Achievements (31/12)	2019 Achievements (31/12)	Difference	Notes to data
	i2.1	Level of satisfaction of SPP actors with Certification and Registry system	75%	85%	13%	
	i2.2	Elimination of dropouts due to direct and indirect costs of SPP system	8%	1%	-90%	
	i2.3	Timeliness of certification and registry renewal processes	75%	80%	7%	
	i2.4	Level of compliance by Certification Entities with procedures, based on evaluations	80%	80%	0%	
	i2.5	Simplification and optimization of transparency and usefulness of compliance and certification information via digital systems	75%	85%	13%	
	i2.6	Number of national or regional civil systems for independent recognition of fair trade certification systems that recognize SPP as a high quality system.	4	6	50%	CEF, FWP, OXFAM, FFH, CECJ, CFTN
	i2.7	Number of countries where official government accreditation is obtained in countries or regions where there is an obligation or strong need to do so (France, Ecuador, Brazil, eventually others)	2	4	100%	Ecuador, France, Mexico, Germany
	i2.8	Eventual development of optional criteria and surcharges for participation in SPP Global Contribution Programs (if necessary)	0%	15%	15%	
	i2.9	Comprehensive review of SPP's Certification, Registry and Authorization system	25%	85%	240%	Pending delivery of final report
OE 3	<b>RECOGNITION OF ADDED VALUE OF WORK IN SPOs AND THEIR CONTRIBUTIONS TO A GLOBALIZED WORLD</b>		2018 Achievements (31/12)	2019 Achievements (31/12)	Difference	Notes to data
	i3.1	Comprehensive communication of work and impacts of each of the different SPOs and SPP Final Buyers	25%	35%	40%	
	i3.2	Promotion of added value and local and global (glocal) impact of work among SPP SPOs through SPP Contribution programs, as a central tool in educational promotion of the work of SPO agents in areas such as: 1) women's participation/gender; 2) climate change mitigation; 3) quality of handcrafted products; 4) stopping emigration; 5) youth participation; 6) Food Sovereignty.	25%	40%	60%	
	i3.3	Timely communication of SPP news and information and material issues to various actors through newsletters, webpage and social networks	70%	75%	7%	
	i3.4	Information and materials from SPP Global and the SPP System available and up to date (webpage, courses, etc.)	72%	78%	8%	
	i3.5	International positioning of SPP with regard to fair trade, organic products, cooperatives, peasant organizations and other local and international movements whose aims are compatible with SPP's	70%	80%	14%	
	i3.6	Permanent advocacy by SPP in countries of origin and destination, in national governments and multilateral organizations	25%	35%	40%	
<b>STRENGTHENING OF SUSTAINABILITY FOR SMALL PRODUCERS' ORGANIZATIONS</b>			2018 Achievements (31/12)	2019 Achievements (31/12)	Difference	Notes to data

OE 4	i4.1	Participative design and implementation of Terms of Reference for creating Support Area to Strengthen Capacities at SPP Global, in collaboration with local SPP platforms	0%	0%	0%	
	i4.2	Introduce a voluntary system for monitoring organizational and business capacities in SPP Small Producers' Organizations	0%	0%	0%	
	i4.3	Improve capacity ratings for Small Producers' Organizations participating in the program	0%	0%	0%	
OE 5	<b>PARTICIPATIVE INTERNAL ORGANIZATIONAL FUNCTIONING OF SPP GLOBAL</b>		<b>2018 Achievements (31/12)</b>	<b>2019 Achievements (31/12)</b>	<b>Difference</b>	<b>Notes to data</b>
	i5.1	Participative Evaluation, Monitoring and Planning	75%	85%	13%	
	i5.2	Institutional and International Organizational Functioning of SPP Global	85%	80%	0%	
	i5.3.1	Establishment and Consolidation of National SPP Platforms	5	5	0%	
	i5.3.2	Establishment and Consolidation of Regional SPP Platforms	0	25%	25%	
	i5.4	Financial, Technical and Political Agreements and Strategic Partnerships	2	3	50%	
OE 6	<b>ADMINISTRATIVE, FINANCIAL AND LEGAL EFFECTIVENESS AND EFFICIENCY OF SPP GLOBAL AND REGIONAL SPP PLATFORMS</b>		<b>2018 Achievements (31/12)</b>	<b>2019 Achievements (31/12)</b>	<b>Difference</b>	<b>Notes to data</b>
	i6.1	Appropriate and transparent administration of resources	90%	100%	11%	
	i6.2	Appropriate operating capacity of operating team in various work areas mentioned in the Strategic Plan	65%	75%	15%	
	i6.3	Coverage and international updating of SPP trademark rights	75%	75%	0%	
	i6.4	Self-Financing and Financial Sustainability	100%	100%	0%	