

# Models for Trade-Related Private Sector Partnerships for Development

## Executive Summary

Aid donors are increasingly seeking to engage the private sector in development, in order to leverage stagnating official development assistance budgets, harness private sector innovations and improve the effectiveness and value-for-money of development interventions by working through partnerships. This coincides with a renewed focus on economic growth, trade and the private sector as driving forces behind development. At the same time, private sector actors are playing an increasing role in their own right both as funders of development interventions and key business partners. Indeed, many private sector actors are fast becoming leaders in the field of sustainable development.

This research has been conducted in the context of these trends. It is part of a broader initiative which included a Symposium on trade-related private sector partnerships held in Ottawa, Canada in November of 2012. The report will also contribute to a Private Sector Roundtable to take place in early 2013 hosted by the Ted Rogers School of Management at Ryerson University in Toronto, Canada.

The overall objective of the research is to better understand how partnerships with the private sector can be used to support and improve sustainable economic growth outcomes through trade. Specifically, the research seeks to examine what different actors are doing in the field of trade-related private partnerships. To achieve this, 30 examples of trade-related private sector partnerships are examined.

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Projects included meet clear criteria: they have at least one development intermediary (bilateral or multilateral donor, non-governmental organization or international financial institution), buyer (usually an importer in a developed country) and seller (exporter from a developing country). The buying and selling components are key for project inclusion. This is because the research aims to look at projects that “make business sense” for the buyer in the developed country.

The remainder of this Executive Summary presents key findings from the research. It also includes a list of all projects examined.

## Key findings

### **A range of models exist that represent a “hybrid development model”**

A number of models of trade-related private sector partnerships were examined. The dollar value of these ranges from multi-million dollar endeavours to smaller projects which make use of limited amounts of donor funding. In general, the projects examined were relatively new, established within the past five years.

The projects represent a “**hybrid development model**” that brings together economic, social and environmental considerations *and* makes business sense for private sector partners. It is critical to recognise that this means poverty reduction is just one goal among many (other goals include, for example, commercial viability, securing and diversifying sourcing and environmental sustainability).

Through this research, different models of partnership are identified, representing an original contribution to understanding trade-related private sector partnerships. The majority of projects examined are categorised as donor-led models (15), followed by coalition models (6), company-led models (5), business-NGO alliance models (3), and a NGO-led model (1).

The **donor-led model** refers to projects that are the result of bilateral and multilateral donor initiatives aimed at establishing private-public partnerships. These include the United Kingdom’s Food Retail Industry Challenge Fund (FRICH) and Germany’s DeveloPPP.de program. The projects are generally carried out by private sector and other implementing partners. The donor essentially provides partial funding for the initiative. For example, FRICH is supporting Bettys & Taylors of Harrogate to create a sustainable supply of tea by introducing a business model that guarantees sustained high-quality tea and contributes to improved social and environmental outcomes.

The **coalition model** refers to multi-stakeholder initiatives that often include developing country governments, donors, private sector actors from developed and developing countries, civil society organizations, research institutions and private sector

associations. Coalitions, such as the World Cocoa Foundation, tend to target improvements along the entire value chain or at key levels (such as the producer level) to enhance development outcomes and improve the environmental sustainability of business transactions. Coalitions tend to be funded by the private and the public sectors.

The **company-led model** refers to private sector-led initiatives. For example, the Cocoa Partnership was established to ensure Cadbury has a secure and sustainable supply of good quality cocoa from Ghana. The Tim Hortons Coffee Partnership works to enable smallholder farmers in Latin America to produce more and better quality coffee, leading to improved incomes. While foundations and donors have supported various components of the projects, donors enter the projects at different times; projects do not necessarily have their roots in a donor initiative. These projects also tend to include non-governmental organization (NGO) development intermediaries as implementing partners.

The **business-NGO alliance model** refers to cases where NGOs have sought out or been sought out by private sector actors to partner on development interventions. In these cases, the NGOs may receive support for various components of the project from a bilateral donor; however the donor is not a primary motivator of the project per se. CARE Bangladesh's partnership with the German clothing retailer, KikTextilien, serves as one example. The partnership aims to benefit women artisans in marginalized regions in Bangladesh by providing them with employment opportunities.

The **NGO-led model** refers to NGO initiatives that lead to the creation of a viable social enterprise or for-profit company which either purchases exports from developing countries to sell in developed countries or purchases goods to export to developed countries from producers in developing countries. Only one example was included in this research project – Ten Thousand Villages – which was originally a project of the Mennonite Central Committee.

### **A spectrum of market-based approaches exist, ranging from mainstream market transformation to targeting premium niche markets**

Market-based approaches are used in different ways. For example, some projects target mainstream market transformation while others seek to capitalise on premium niche markets. The coalition model is ideally suited for mainstream market transformation because it targets private sector actors along the supply chain and establishes industry-led solutions to improving responsible sourcing. This helps to create consensus within the coalitions on key priorities and strategies, which makes the initiatives more likely to be successful owing to their broad-based and holistic support.

Six of the projects, including the Better Cotton Initiative and the Sustainable Trade Initiative's cashew, cotton and soy programs, target mainstream market transformation. In these examples, transforming the value chain to secure sustainable supply is critical. While the goal of mainstream market transformation is lofty, if successful, these initiatives have the potential for significant long-term results. However, a key challenge to this approach is ensuring that the coalition initiatives involve a sufficient number of key players within the value chain willing to change their core business practices in ways that result in transformational change. Aid funded 'global' initiatives of this nature face challenges when transformation is required in developed countries. For example, the Better Cotton Initiative aims to improve the sustainability of cotton production. However, the bulk of cotton is produced in the US, where the Better Cotton Initiative has yet to operate.

Five of the projects explicitly target premium niche markets, generally through fair trade or organic certification. Perhaps unsurprisingly, three of the projects focus on the beverage sector (coffee or tea); the fourth is in organic food. All projects, with the exception of one NGO-Business Alliance, are donor-led models. The premium niche market approach has the potential to create significant gains for beneficiaries and buyers. It does not, however, have the same transformational possibilities as the mainstream market transformation approach. These projects tend to benefit a small region and are in partnership with one buyer. It is important to also note that this approach does not necessarily mean fundamental changes to core business practices. For example, while a number of beverage retailers have committed to selling only fair trade and/or organic certified coffee, a beverage retailer could just as easily choose to carry only a few lines of certified coffee. In this example, the retailer is able to have a potentially significant impact on one community while still engaging in value chains that may be unsustainable from the environmental and/or development perspective.

### **Funding strategies and activities vary**

Funding strategies vary between different models. Both the donor-led and the coalition models have clear funding strategies that are based on harnessing private sector funding and innovations. In most donor-led projects, donors are providing at least 50% of the funding. Companies like Waitrose and Walmart have made use of donor funding windows to co-finance initiatives aimed at improving responsible sourcing. Some coalition models use fees and match-making schemes to garner private sector contributions. The Netherland's Sustainable Trade Initiative, a multi-stakeholder public-private partnership, has made use of match-making schemes to harness private sector resources across different agricultural commodities such as cashews, cotton and soy. The Better Cotton Initiative and Cotton Made in Africa coalitions make use of membership fees.

The projects engage in a broad range of activities. Most projects seek to improve the quality of the export good, increase productivity and provide training and technical support to producers. Some also facilitate access to inputs, and two thirds of the sample projects make use of fair trade, organic or other certification schemes.

### **Partners have different motivations, roles and comparative advantages**

It is critical to acknowledge that the motivations of private sector partners and development partners for engaging in these partnerships differ. For private sector actors, motivations include securing sustainable supply of inputs and meeting company commitments to more sustainable sourcing. These motivations should be understood to maximise impact. Donors, on the other hand, are motivated to harness private sector expertise and leverage additional financing. They also recognize that sustainable development solutions will require a role for private sector actors, which play a key role in generating jobs and contributing to economic growth. Donors have an opportunity to harness the core business practices of private sector partners by targeting interventions along the supply chain and supporting innovative business models that are likely to lead to positive development outcomes.

Across the models, the role of the private sector partners varies and includes funders, buyers, and implementing partners. Private sector partners bring important financial and human resources to partnerships. Their capacities and expertise can serve as an important complement to those of development intermediaries.

Donors play a number of roles across partnership models. In addition to project support, donors such as the UK and Sweden offer advisory support. They also contribute expertise and promote knowledge sharing. For example, the Bill and Melinda Gates Foundation, which funds work by the World Cocoa Foundation, has created a platform for knowledge sharing. In the coalition and donor-led models, donors serve as a neutral convener and facilitator of partnerships. Bilateral donors have also played an important role in facilitating private sector partnerships through their support for supply-side and match making initiatives, including trade fairs. Donors' capacities and expertise can serve as an important complement to private sector partners.

Multi-stakeholder partnerships illuminate the different roles that partners play, as well as demonstrate the value that can come from such partnerships. They facilitate the exchange of different types of knowledge and inputs because they bring a wide variety of actors to the table. For example, initiatives under the Sustainable Trade Initiative benefit from inputs from the private sector, civil society and government partners. But multi-stakeholder partnerships also require building trust and shared understandings between participants who often come from different backgrounds. Processes of project

co-creation, shared implementation and shared project management are important for developing trust and shared understanding.

### **Evidence of development and commercial impact exists, but more needs to be done to monitor, evaluate and communicate impact**

Reporting on development impact from these partnerships tends to focus on factors such as improvements in productivity, capacity development, the reach of the project (e.g. number of participants) and the environmental impact. For example, a FRICH supported project which aims to improve the supply of agricultural products from Africa to Waitrose stores reports that 370 farmers have received training to improve sustainable production and that their livelihoods have improved. A US-SC Johnson funded project aimed at improving pyrethrum production in Rwanda similarly reports that increased production has led to higher incomes for farmers (20-40% higher pay for farmers in 2012 compared to 2008) and that there have been improvements in quality and yields.

Information on the rate of return for private sector partners was difficult to come by. While the longevity of trade relationships is a strong indicator of success, from a development perspective, there is need for longer-term assessments of what these partnerships mean for employment across the income spectrum in developing countries. More extensive and systematic reporting on the development and commercial impact of these projects is needed. This information is hard to locate, making it difficult to determine impact in many cases.

### **Scalability and replicability potential varies across the models**

As well as being a source of funding for innovative *new* ideas, the public sector has a key role to play in scaling up and replicating innovative initiatives that have already demonstrated success. Some models are more replicable and scaleable than others.

Projects that fit under the donor-led model have the potential to be replicated and, depending on their success, could be scaled up. This is largely because the purpose of these projects is to test innovative approaches to business relationships that have a positive impact on development. FRICH funded projects, such as the Waitrose, Bettys & Taylors of Harrogate and Sainsbury projects highlighted in this research report, for example, are supported by relatively small grants (approximately £200,000). If they are successful, the commercial and development outcomes should, at least in theory, lead private sector partners to consider expansion of activities and provide a model for other interventions.

Coalition projects, by their very nature, are less conducive to replication, because they already seek to cover key stakeholders across a whole value chain. They are, however, highly conducive to scaling up. Given that coalitions are already in place for key agricultural commodities, donors interested in engaging in these sectors would be better placed to provide additional support to them, rather than seek to replicate them. Such initiatives can be an excellent vehicle for donors to invest in a large number of smallholders in rural areas without high transaction costs. Initiatives such as the Better Cotton Initiative and the World Cocoa Foundation-Cocoa Livelihoods Program are in the process of being scaled up through the creation of match-funding schemes, which match private contributions.

The company-led, business-NGO alliances and NGO-led projects are *ad hoc* in nature. They can and most likely will be replicated in the future by private sector actors concerned with being a good corporate citizen and/or securing a sustainable supply of key inputs. As aid budgets stagnant, it is also likely that NGOs will continue to seek partnerships with the private sector to meet their mandates in new and innovative ways.

### **Innovation can maximise impact but is accompanied by risk**

Innovative approaches to development seek to generate outcomes that maximise impact. But by their very nature, innovative approaches – which these partnerships often seek to support – come with some level of risk. Indeed, if all projects succeeded there would be a problem: it would suggest that the donor is in fact being risk-averse and limiting the number of truly innovative projects funded and the transformational development impact that could be achieved.

Nevertheless, the financial and reputational risks associated with these partnerships were highlighted throughout the research. A key challenge for donors and other partners is communicating risk and failure. Identifying and communicating risk and failure is necessary for making partnerships more effective, particularly as donors continue to engage with private sector partners and look for lessons learned in the field to inform future partnerships. The US Agency for International Development dialogues with partners on risks, and lessons learned from failures, but the agency does not make these lessons public. The question of reputational risk was discussed at the November Symposium. Of particular concern was the extent to which private sector engagement in development is linked to corporate social responsibility objectives or, put more colloquially, “green-washing.” The concern in this instance is the extent to which a private sector partner is a good corporate citizen beyond their role in development partnerships (i.e. through their core business operations). Donors have different strategies for addressing this challenge ranging from informal assessments of potential private sector partners (e.g. US) to more formalized criteria regarding good corporate citizenship for partnership (e.g. Sweden). Nevertheless, participants at the November

Symposium agreed that it is better to engage with key market players than to exclude them owing to reputational risks. If large retailers or traders are excluded, the kind of mainstream market transformation initiatives like the Sustainable Trade Initiative aim to achieve would be less possible.

While the success of a project will be determined by many factors outside the donor or the project participants' control, such as weather events, market fluctuations, human capacity, and personalities, there are some steps donors can take to ensure success. They can, to the best of their ability, assess the 'chemistry' between partners and ensure that all the right incentives are in place for a successful partnership including a sensible business plan, clear understanding of what is required, and what the donor-funded program can and cannot do. It is important to ensure flexibility in partnerships and on agreed activities and expected outcomes.

## Recommendations

Based on this research, a number of recommendations can be made to donors on trade-related private sector partnerships for development.

In terms of **donor strategy on investments**, we recommend that donors:

- **Recognise that different models will yield different types (i.e. economic, social and environmental) and levels (i.e. micro through to macro) of developmental impact:** Donors seeking to test innovative business models should establish donor-funded risk sharing mechanisms that have the potential to promote innovations (e.g. Sweden's Innovations Against Poverty program or the UK's FRICH). Donors seeking to contribute to mainstream market transformation and improve the environmental sustainability of supply chains should support coalition models of partnership. Coalition work tends to be industry-led and target transformations across global supply chains, reaching a broad number of beneficiaries and engaging with key economic actors within the supply chain.
- **Avoid duplication of effort:** In order to avoid duplication of efforts, particularly in market transformation initiatives, donors should have a good understanding of ongoing coalition model initiatives which are engaging in an increasing number of value chains. Rather than replicate existing coalition work, new donors entering this field should consider supporting activities that are already ongoing.
- **Support innovation, but acknowledge that with this comes some risk:** Donors need to acknowledge that innovation can yield new and substantial impact, but is accompanied by risk. They also should know the level of risk they are willing to accept and develop programming on this basis. Donors can manage risk by putting

in place the right incentives for a successful partnership, including clear guidelines on what is required of participants and sensible monitoring and evaluation systems that allow for innovation and risk-sharing.

- **Link trade-related private sector partnerships with broader trade context:** Donors should actively work to link their trade-related private sector partnerships with national and regional market access initiatives, and address domestic tariff and non-tariff barriers to trade, for developing countries' exporters to make the most of their trade relationships. Initiatives can also be linked with other trade development activities including infrastructure and trade facilitation, capacity-building of local enterprise/agricultural support institutions and financing for enterprises including trade financing, particularly for small and medium-sized enterprises and cooperatives.

In terms of **operationalizing** trade-related private sector partnerships for development, we recommend:

- **Donors value and harness the differing skills and expertise of different partners:** Donors must recognise that while motivations may differ, private sector partnerships can be strategic and attractive to all partners - the private sector (as suppliers and buyers) and development intermediaries (bilateral or multilateral donor, foundation, non-governmental organization, or international financial institution). These partners bring different skills and capacities to the partnership, which should be valued and harnessed in project design, implementation and monitoring and evaluation.
- **Evaluate and communicate development and commercial results:** Donors should evaluate and effectively communicate the development, and where possible, commercial results of projects to provide a basis for knowledge sharing and lessons learned. The collection of reliable quantitative and qualitative results on outcomes is an important potential long-term goal for partnerships. Donors also need to think through how to manage and communicate the risk associated with partnerships.
- **Be clear on the type of private sector partnership that is most appropriate:** Donors should be clear on the types of private sector partnerships they seek to establish and acknowledge that the private sector is multifaceted in terms of its composition and motivations. This means having a solid understanding of the motivations of private sector actors for engaging in development. Engagement must make good business sense for private sector partners while achieving the development impact that donors seek.



## Models for Trade-Related Private Sector Partnerships for Development

### Projects Examined

Projects by Model Type			
Project	Duration	Project Budget	Description
Donor-led			
Denmark - African Organic	2004-12	3,383,558 DKK (DANIDA support)	The project is a collaboration between Amfri Farms, an organic farm that began producing and selling organic products under the brand “African Organic” in 1999, and Sohjulet, a Danish biodynamic and organic foods company, to develop organic products for export. It is supported by the Danish International Development Agency (DANIDA).
Denmark - Trading Vanilla Responsibly	2007-11	4,787,104 DKK (DANIDA support)	The project is a partnership between the Uganda Vanilla Associations, a Ugandan vanilla processing and exporting company, and Firmenich Denmark, a subsidiary of Swiss food flavours and fragrance company Firmenich. It aims to build the market for Ugandan vanilla and secure and increase Ugandan vanilla production.
Germany - Mali Shea Butter		€200,000	Annemarie Börlind, a German natural cosmetics producer, wants a reliable partner that is capable of supplying high-quality shea butter in the quantity required. The project partners Börlind with German NGO, Houses of Hope, in creating a women’s cooperative in Mali to address these difficulties. The project aims to enable the cooperative to produce approx. 20 metric tons of bio-certified shea butter yearly.
Germany - Organic Farming in Côte d’Ivoire	2008-10	€425,000	BioTropic, a German importer and seller of organic fruit and vegetables, and processed food, wanted to qualify its suppliers in Côte d’Ivoire to meet strict organic standards in order to secure high-quality organic products for importing to Germany. The German Federal Ministry for Economic Cooperation and Development supported project qualified farmers in organic production of fruit to open up new markets for them.
Inter-America Development Bank (IDB) - Small Farmer Sunflower Supply Chain Program	2010-19	US \$5 million (IDB support)	IDB provides a partial credit guarantee of up to US\$5 million to support small sunflower producers in Mexico. The main goals of the program are to improve small farmers’ productivity and make them self-sufficient entrepreneurs. The partnership includes Sabritas (a subsidiary of PepsiCo), which purchases sunflower oil from a network of domestic small producers, finances costs related to supply chain management, and is willing to cover a portion of losses. Acción Banamex, a financial institution, provides 2,000 microloans to give farmers access to required capital to purchase seeds and expand production.

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### Projects Examined

International Trade Centre - Ethical Fashion	2008 - present	n/a	The program promotes trade of sustainable fashion products between international companies and micro-manufacturers in order to reduce poverty, create sustainable livelihoods, and minimize negative environmental externalities. It includes large European fashion houses like Vivienne Westwood and Stella McCartney.
The Netherlands - Adding Value to Vietnamese Pomelo	2011-12	€1,491,850 (50% donor support)	The project aims to establish a GlobalGAP certified pomelo fruit chain of 100 contract farmers and a state-of-the-art fruit warehouse including a fresh-cut room for processing pomelo. Pomeles that do not meet export quality requirements will be processed and sold on local fruit markets.
The Netherlands - Pilot Export of Tropical Fruit Carpaccio from Ghana	2005-07	€1,074,000 (50% donor support)	The project aimed to test the processing of pineapple to carpaccio (very thinly cut tranches of pineapple for deserts) through the establishment of a processing plant in Eastern Ghana. The project aimed to improve quality to meet standards for export to European markets. The project partners aimed to have production capacity of 1,800 tons per year in 2009.
Sweden - From the Field	2012-14	n/a	The Sida supported project will enable From the Field Trading Company (FTF) to develop a diverse vanilla product line through direct sourcing from rural farmer cooperatives in Madagascar. The project aims to enable FTF to increase their market share by moving past bulk sales of vanilla beans through the creation of new vanilla products and by including additional Malagasy farmers and communities in their sourcing model. The project aims to increase farmer incomes.
UK - Bettys & Taylor of Harrogate	2009-12	n/a	The project aims to develop a sustainable supply of tea by introducing a business model that guarantees sustained high-quality tea and contributes to improved social and environmental outcomes. This is by sharing higher returns equitably among tea producers, factory operators and Bettys & Taylors of Harrogate.
UK - Sainsbury's and Twin	2009-12	GBP 573,00	The project aims to develop two coffees for export to the UK and link smallholder farmers from marginalized and impoverished areas with long histories of Arabica coffee production in the Democratic Republic of the Congo and Malawi to the high value market of gourmet coffee.
UK - Waitrose LEAF Marque Guarantee	2009-15	GBP 388,180	The project, which includes private sector partners Waitrose and Green Shoots Productions, aims to improve the prosperity and sustainability of small farmers in Africa through the adoption of Integrated Farm Management to the LEAF (Linking the Environment and Farming) Marque Standard.

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### Projects Examined

US - AMARTA Sulawesi Kakao Alliance	2007 - ongoing	US \$2.5 million	The Agribusiness Market and Support Activity (AMARTA) Sulawesi Kakao Alliance includes private sector partners Olam International and Blommer Chocolate Company, aims to increase productivity and incomes for rural farmers in Sulawesi.
US - Brazil Responsible Sourcing Partnership	2007-10	US \$2 million	The project, supported by Walmart, aimed to increase the incomes and thereby improve the lives of smallholder farmers in Brazil by providing coffee-growing cooperatives with the resources and expertise to expand and improve the quality of Brazilian Fair Trade Certified coffee supply.
US - Rwandan Pyrethrum Value Chain Alliance	2009-12	US\$327,437	Working with SC Johnson, the program aims to support a sustainable and responsible Rwanda pyrethrum flower industry which will in turn create employment opportunities for Rwandans, enable farmers to increase their families' income, and contribute to creating a sustainable supply of pyrethrum.
Coalition			
Better Cotton Initiative (BCI)	2013-18	€38 million	BCI is a multi-stakeholder initiative aimed at market transformation to ensure that cotton production worldwide is more sustainable economically, environmentally and socially based on the Better Cotton Standard. The initiative aims to improve the livelihoods of 6 million farmers and their families by 2015. BCI includes 250 members composed of producer organizations, NGOs, retailers and brands, suppliers and manufacturers and associate members.
Cotton Made in Africa	2005 - 2015	US \$55 million over 2009-15	The initiative seeks to improve the incomes and livelihood conditions of African smallholder cotton farmers and their families and contribute to environmental protection by promoting sustainable farming methods by promoting sustainable farming methods; providing finance; and co-financing community projects to improve education, health and empower women. It includes private sector partners such as the Otto Group, PUMA, Tchibo, C&A and others. The initiative currently reaches out to 480,000 smallholder farmer households in seven Western and Southern African countries.
World Cocoa Foundation - Cocoa Livelihoods Program	2009-13	US \$40 million	The program is working to double the income of 200,000 smallholder, cocoa-growing households in West and Central Africa. Committed to sharing benefits throughout the cocoa supply chain, the program aims to ensure sustainability of supply and empower farmers to foster prosperous cocoa communities. Industry partners include companies like the Hershey Company, Mars Inc, Blommer Chocolate Company, Cargill and others.

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### Projects Examined

Sustainable Trade Initiative - Better Cotton Fast Track Program	2011-15	€30 million	The program works to accelerate the implementation of the Better Cotton Standard in order to transform the global cotton market into a sustainably producing market and includes private sector partners like IKEA, Marks & Spencers, Walmart and others.
Sustainable Trade Initiative - Cashew Program	2012-15	≈ €5 million	The program is aimed at making the production, processing and trade of cashews more sustainable. It includes private sector partners like Olam International and Intersnack.
Sustainable Trade Initiative - Responsible Soy	2008-15	€24 million	The program aims to transform the soy sector based on the standards as developed by the Round Table on Responsible Soy, which target the negative impacts associated with soy cultivation. The four countries targeted by the program contribute to roughly 60% of global soy production. It includes over 25 private sector partners such as Unilever and Cargill Brazil.
<b>Company-led</b>			
BrandAID Project	2009 - ongoing	n/a	BrandAID Project, founded in 2009, is an integrated marketing company whose mission is to bridge the gap between consumers and artisan microenterprises in developing countries. It does this by designing commercially viable collections, applying modern branding and marketing, and launching them to major retail distributors in North America and Europe. It receives in-kind contributions from leading ad agencies, law firms and others.
Cadbury/Kraft - Cocoa Partnership	2008-18	US \$73 million	The Cocoa Partnership encourages the development of thriving cocoa communities in Ghana by promoting sustainable livelihoods and helping to improve crop yields. The project, launched by Cadbury, also aims to ensure sustainable supply of cocoa.
Macy's, Fair Winds Trading - Heart of Haiti	2010 - present	n/a	Heart of Haiti refers to a 20,000 piece collection of Haitian artisanal goods sold by US retailer, Macy's. BrandAID and Fair Winds Trading have supported this work.
Macy's, Fair Winds Trading - Rwanda Peace Baskets	2005 - present	n/a	Through trade, the Rwanda Path to Peace project seeks to put income directly into Rwandan women's hands and empower them to take an active role in shaping their future. The project brings together 2,500 basket-weavers in Rwanda and a buyer, U.S. retailer Macy's.
Tim Hortons Coffee Partnership	2005 - ongoing	n/a	The Tim Hortons Coffee Partnership supports small-scale coffee farmers to build sustainable coffee communities through improved farming practices and the more efficient production of higher quality coffee. The partnership supports communities by taking a balanced approach across economic, social and environmental areas.

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### Projects Examined

Business-NGO Alliance			
CARE Bangladesh, KikTextilien - Women's Empowerment on the Road to Export Markets	2008 - ongoing	n/a	This initiative aims to benefit women artisans in regions in Bangladesh where many experience limited access to marketable skills, profitable markets and support services, and live in extreme poverty. It also works to address challenges faced by small and medium-sized enterprises at the heart of the export industry for home decor, textiles and crafts, by creating access to markets and services. It includes private sector partner KikTextilien.
CARE Canada, Van Houtte - PROMEXPORT I & II	2001-04 / 2004-08	n/a	The project aims to improve the livelihood conditions in the San Luis Planes region through rural entrepreneurial development. It links 800 Honduran coffee farmers of the Montana Verde Cooperative with Van Houtte, Quebec's largest coffee retailer.
TechnoServe, Coca-Cola, Bill & Melinda Gates Foundation - Project Nurture	2010-13	US \$11.5 million	The project aims to double the incomes of more than 50,000 fruit farmers in Kenya and Uganda and provide sustainable local sourcing for Coca-Cola. The company seeks to more than double its total daily servings and triple its global juice business by 2020, and so is working with smallholder farmers to source enough juice to meet these targets.
NGO-led			
Mennonite Central Committee - Ten Thousand Villages	Early 1970s - present	n/a	Ten Thousand Villages' (TTV) mission is to create opportunities for artisans in developing countries to earn income by bringing their products and stories to markets through long-term, fair trading relationships. As a fair-trade organization, the business operates based on fair trade principles as defined by the World Fair Trade Organization of which it is a founding member. TTV sources from Africa, South and Southeast Asia, Latin America, Caribbean and the Middle East, benefiting approximately 60,000 people in over 26 countries (2011).