

FAIRTRADE GOOD GOVERNANCE PUZZLE GUIDELINE

This is a double sided puzzle presented in two A4 sheets, which when solved displays the 8 main concepts of a democratic organisation's constitution. Each of these 8 concepts is represented by illustrations and small messages. Each piece of the puzzle represents two approaches to the same concept, giving solvers two options per concept. Their choices will shape the final puzzle, and provide the basic instructions to build a constitution for a small producer organisation, based on Fairtrade standards.

The pieces of the puzzle are doubled sided and interchangeable, giving players the possibility of choosing any combination of pieces in the chapters. Pieces can be moved from head to bottom, from side to side and from side to side and turned over, to be finally placed in the desired illustration.

HOW TO PLAY

4 to 6 people can play. The group must decide collectively on one of the 2 options available for each of the 8 chapters in the puzzle, thus customising their constitution.

USE

This tool can be used to support the development of a producer organisation's constitution, based on Fairtrade requirements for Small Producer Organisations and Contract Production set ups.

It can also be used to facilitate understanding of the basic components of a democratic organisation's constitution.



GUIDANCE

Puzzle
01

GENERAL INFORMATION

The illustrations in this chapter represent four details that must be included in the first chapter of the constitution: name and trade name, location, number of members and the purpose of the organisation.

CHOICE ONE: it represents a small organisation located in one village and set to support one single purpose.

CHOICE TWO: It represents a bigger organisation located in various remote areas and set to support members with a variety of services.

FAIRTRADE STANDARD

YEAR 0 CORE

You must follow your own rules and regulations such as a constitution, by-laws and internal policies, including those for election, membership processes and a delegate system (if applicable).

Puzzle
02

OBJECTIVES

The illustrations in this chapter show the general objectives of the organisation. The kind of services the organisation will provide to members (such as technical support and financial services) and the values of the organisation,

CHOICE ONE: it represents the objectives of an organisation that aims to support members with transport, export services, agrochemical inputs and to uphold members' rights.

CHOICE TWO: it represents the objectives of an organisation that aims to provide technical support, export services and a steady income to members.

YEAR 0 CORE

The structure of your organization must have:

- a General Assembly as the highest decision making body where all major decisions are discussed and taken
- equal voting rights for all members in the General Assembly
- a Board chosen in free, fair and transparent elections

You must follow your own rules and regulations such as a constitution, by-laws and internal policies, including those for election, membership processes and a delegate system (if applicable).

GUIDANCE

Puzzle

03

THE MEMBERSHIP

The illustrations in this chapter describe five main points regarding the membership. Firstly it describes the requirements for membership, including the rules and regulations members must abide by. It then shows the procedures for entering into membership in the organisation. It stipulates how much the membership fee is (if there is a membership fee), what the rights of members are, and what the responsibilities of members are, such as participation in the organisation.

CHOICE ONE: it represents an organisation that opens its membership only to a small group of people and have unclear membership application procedures.

CHOICE TWO: the illustrations represent an organisation with clear membership entrance procedures and requirements, as well as members' rights and obligations. .

FAIRTRADE STANDARD

YEAR 0 CORE

It needs to be clear who is a member of your organization. Therefore, you must have written rules to determine who can become a member and you must keep a record of your members.

You must follow your own rules and regulations such as a constitution, by-laws and internal policies, including those for election, membership processes and a delegate system (if applicable).

Puzzle

04

MEETINGS

The illustrations in this chapter describe the main procedures to be followed when calling and carrying out meetings. The chapter depicts how often certain meetings, such as Annual General Meetings and Board meetings, must be held. It describes the quorum for each of these meetings and the manner in which the notice for these meetings must occur, including the notice period. It also describes the way in which members can call extraordinary general meetings when they have an issue they want to discuss with the General Assembly.

CHOICE ONE: illustrations represent an organisation with clear procedures for calling and conducting meetings such as a comprehensive notice of meetings, and defined quorum and agendas.

CHOICE TWO: illustrations represent an organisation with unclear procedures for calling and conducting meetings, as well as incomplete meeting notice, and undefined quorum and agendas.

YEAR 0 CORE

You must hold a General Assembly at least once a year.

You must inform your members in good time when the General Assembly will take place.

Minutes of the General Assembly must be taken and signed by the president of the Board and at least one other member and must contain a list of participants of the General Assembly.

You must present the annual report, budgets and accounts to the General Assembly for approval.

The General Assembly must meet at least once a year.

PUZZLE CARDS



GUIDANCE

Puzzle
05

INCOME GENERATION AND ACCOUNTS

This chapter describes how an organisation plans to generate income, such as through sales, membership fees and assets. It includes the cost of membership fees and the process the organisation will use to be accountable and transparent. It stipulates who is responsible for financial duties in the organisation and who the signatories are on the organisation's accounts.

CHOICE ONE: Illustrations depict the records of an organisation that has a well stabilised financial control system and a wide range of income generation strategies.

CHOICE TWO: illustrations represent the records of an organisation, which is not concerned with financial control systems and has one single income generation resource: annual fees.

FAIRTRADE STANDARD

YEAR 0 CORE

You must present the annual report, budgets and accounts to the General Assembly for approval.

You must have administration in place with at least one person or committee who is responsible for managing the administration and book keeping.

You must keep records and books that are accessible to all members.

You must have a bank account with more than one signatory, unless it is not possible.

Puzzle
06

GOVERNANCE BODIES

This chapter is depicted as a building that only holds together when all parts are working together. The bottom level is the General Assembly, the highest decision making body, who when meeting quorum and in consensus, makes decisions on the direction and objectives of the organisation. The next level, the board, oversees the decisions made by the General Assembly by guiding the management team on how to implement these decisions. The management team, as a separate level, implements the activities under the direction of the board.

CHOICE ONE: Illustrations represent an organisations that has 3 well-functioning governance bodies, thus the organisation has a clear direction given by the General Assembly and implemented by the management team.

CHOICE TWO: illustrations represent an organisation that doesn't have clear understanding of the basic functions of its governance bodies, thus the organisation has not clear direction and an unstable ground to grow.

YEAR 0 CORE

The structure of your organization must have:

- a General Assembly as the highest decision making body where all major decisions are discussed and taken
- equal voting rights for all members in the General Assembly
- a Board chosen in free, fair and transparent elections

You must have administration in place with at least one person or committee who is responsible for managing the administration and book keeping.

You must follow your own rules and regulations such as a constitution, by-laws and internal policies, including those for election, membership processes and a delegate system (if applicable).

PUZZLE CARDS

5 INCOME GENERATION AND ACCOUNTS: Describes how the organisation will make money and keep record of accounts, in order to be accountable and transparent.



6 GOVERNANCE BODIES: Describes who oversees and implements the organisation's activities, and how governance bodies will interact with each other.



GUIDANCE

Puzzle
07

DECISION MAKING

The illustrations in this chapter describe how members have equal voting rights; how the Annual General Meeting can only make decisions when quorum is reached, and that the board needs to have quorum of 50% plus one to make decisions.

CHOICE ONE: Illustrations represent the different types of meetings that a small organisation might have, as well as the voting rights of its members.

CHOICE TWO: illustrations represent the different type of meetings that an organisation might have. In this case, the depicted organisation is using a delegate system because of the high number of members and their dispersed locations. The delegate system enables the General Assembly to make decisions on behalf of all members.

FAIRTRADE STANDARD

YEAR 0 CORE

The structure of your organization must have:

- a General Assembly as the highest decision making body where all major decisions are discussed and taken
- equal voting rights for all members in the General Assembly
- a board chosen in free, fair and transparent elections

You must follow your own rules and regulations such as a constitution, by-laws and internal policies, including those for election, membership processes and a delegate system (if applicable).

Puzzle
08

DISSOLUTION AND DISPUTES

This chapter describes the organisation's process of disputes and dissolution. The illustration depicts under what circumstances the constitution allows for dissolution, for example if quorum has not been met at consecutive Annual General Meetings or if an extraordinary general meeting is called and the members call for and approve (with the appropriate quorum) the organisation's dissolution.

The illustration also depicts the process of resolving disputes. If a member has a dispute, he or she should discuss the matter in the following order with the following parties until the dispute is resolved: the manager, the chairperson, the General Assembly, and finally the local tribunal.

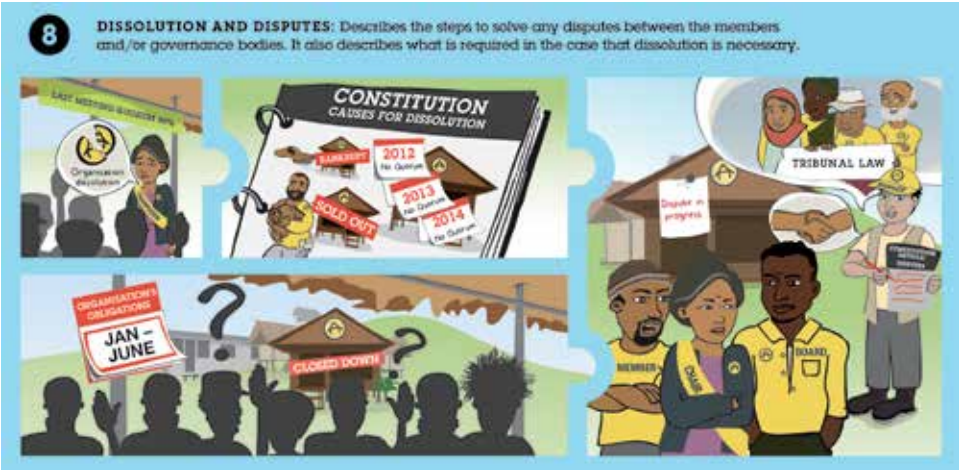
CHOICE ONE: The illustrations represent an organisation that has weak procedures for conflict resolution and unclear dissolution processes.

CHOICE TWO: The illustrations represent an organisation with a strong and clearly defined conflict resolution and dissolution processes.

YEAR 0 CORE

You must follow your own rules and regulations such as a constitution, by-laws and internal policies, including those for election, membership processes and a delegate system (if applicable).

PUZZLE CARDS



ACTIVITY GUIDELINE

METHOD: Group Discussion, Brainstorming, Presentation

MEDIA: Fairtrade Good Governance Constitution Puzzle and PowerPoint Presentation.

DURATION: 4 hours

PROCEEDING:

Ask participants to organise into groups of 4 to 6 people.

Distribute the pieces of the puzzle and invite participants to solve the puzzle, by completing the illustrations and by choosing between the two options given on each double sided piece.

When relevant, participants will also be given a written constitution template to be filled in with their choices or/ and customised with further information.

Encourage participants to analyse their choices and the possible connexions between the chapters.

To finalise the activity, the trainer will summarise the main concepts using the PowerPoint Presentation Good Governance Constituion. The session should be a conversation around the chapters presented in the jigsaw puzzle, giving participants the opportunity to ask questions and contribute with their own ideas and knowledge.

SUPPORT DOCUMENTS AND WORKSHEETS

- Powerpoint Presentation Good Governance Constitution
- Constitution Template (PDF)

