

FAIRTRADE GOOD GOVERNANCE CARDS GUIDELINE

This tool is a set of 42 cards describing 7 roles and 6 responsibilities which cover the topics of the General Assembly, Good Governance Principles, the Chairperson, the Manager, the Treasurer, the Secretary and the Member.

HOW TO PLAY

- This suggested card game is based on the game “Go Fish!” However, other preferred games can be played with the 42 card set.
- Up to six people can play.
- First, the group will choose a dealer, the person that will shuffle and deal the cards.
- The dealer will deal 6 cards to each player. Players hold their cards so that nobody else can see them. The remaining cards are placed face-down in a pile between the players.
- Starting from the left and moving clockwise, the first player asks any one player for a specific card, e.g. “Do you have any Manager cards?” The card requested must be one the player has in hand.
- If the player being asked has one or more of the requested cards, she/he must give all cards from the requested set to the player who has asked.
- If the player being asked does not have any cards from the set, they respond to the request by saying “Go Fish!” The asking player must then pick up a single card from the deck of cards.
- When a player collects all six cards in a set, the player will put the set aside and carry on playing to collect more sets.
- When a player runs out of cards, she/he can pick up one from the deck.
- The game is won by the player who collects the highest number of full sets.
The game will end when no more sets can be collected.

USE

This tool can be used to facilitate understanding of the role of an organisation’s General Assembly, the role of its board of directors, and each one of its board members and general members, as well as of good governance principles. Its overall aim is to help small producer organisations to understand and raise awareness on the Business and Development Chapter, subsection Democracy, Participation and Transparency, in the Fairtrade Standards for both Small Producer Organisations and Contract Production.

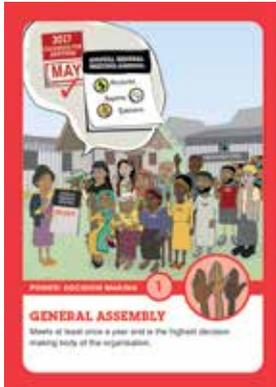


ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

RED
01



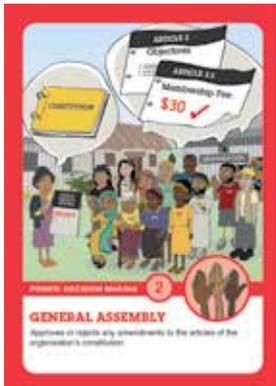
This illustration represents the General Assembly Meeting of a small producer organisation, where the membership fully represented discusses and votes on the future direction of their organisation. Minutes are taken and each member participates and votes.

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

RED
02



This illustration shows the General Assembly meeting, where the membership fully represented is amending the organisation's constitution, and discussing about the membership fees and objectives of the organisation. These decisions are recorded in the minutes.

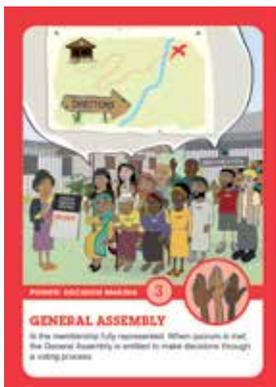
YEAR 0 CORE

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, bylaws and internal policies, including those for election, membership processes and a delegate system (if applicable).

RED
03



This illustration depicts the General Assembly electing and removing the office bearers. It shows how individual members can influence the organisations through their voting rights. Minutes are recording the election process.

YEAR 0 CORE

The structure of your organization must have:

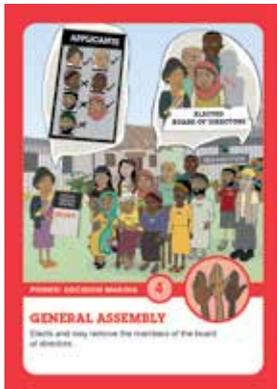
- a General Assembly as the highest decision making body where all major decisions are discussed and taken
- equal voting rights for all members in the General Assembly
- a board chosen in free, fair and transparent elections

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

RED
04



This card represents the Annual General Assembly meeting, where the membership reviews and approves the annual accounts, reports and plans through democratic voting. Minutes are kept.

YEAR 0 CORE

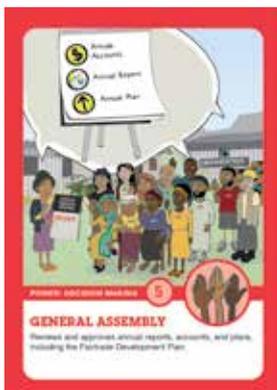
The structure of your organization must have:

- 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

YEAR 0 CORE

If there are non-members on your board, it must be approved by your General Assembly, in accordance with your constitution/statutes and national legislation, and it must be specified whether they have a voting or advisory role.

RED
05



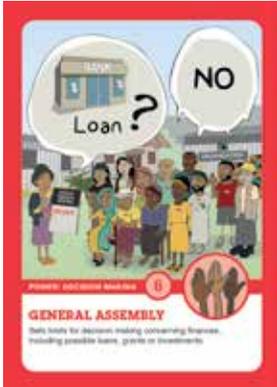
This card represents the type of decisions that can be taken by the General Assembly. This case refers to a financial decision: whether to take a bank loan or not. In this case, members vote against the bank loan. This process is recorded in the minutes

YEAR 1 CORE

You must include all the activities that you plan to fund with the Fairtrade Premium in the Fairtrade Development Plan before you implement the activities.

Before you implement the Fairtrade Development Plan, you must present it to the General Assembly for approval. You must document the decisions.

ILLUSTRATION



GUIDANCE

In this card the General Assembly is coming together for their annual meeting, which was planned in advanced. The meeting agenda covers the presentation of the accounts and annual report given by the Chairperson and Treasurer, and elections for open positions. Minutes are taken during the AGM.

FAIRTRADE STANDARD

YEAR 0 CORE

You must hold a General Assembly Meeting 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.

YEAR 1 CORE

You must plan and document at least one activity with the intention to promote the progress of your business, organization, members, workers, community and/or environment. The plan is called the Fairtrade Development Plan.

In the plan you must include:

- the description of the activity (what you plan to do)
- the objective of the activity (why you plan to do it)
- the timeline of the activity (by when you plan to do it)
- the responsibilities (who will be in charge of doing it)
- and in case you need to spend funds the budget of the activity (how much you plan to spend)



ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

PURPLE
01



This illustration highlights the very basic principle of good governance: Every member has one vote in the General Assembly. The card shows a member of a Fairtrade organisation, proudly wearing a t-shirt that reminds viewers of this principle.

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

PURPLE
02

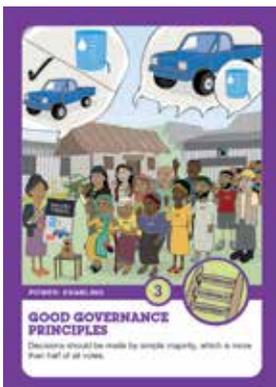


This card illustrates the concept of quorum. Based on the total number of members, producers can set a minimum number of members who must be present or represented in order for meetings to validly take place. Quorum will be less than the total number of members. When quorum is met, decisions may be made by the organisation.

YEAR 0 CORE

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

PURPLE
03



This card illustrates the concept of simple majority. In the illustration, more than half of voters favoured the purchase of a truck. Minutes are taken of the process.

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

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

PURPLE
04



This illustration shows members attending the Annual General Meeting where a member is asking the chairperson about the accounts. The chairperson is answering these questions so the members will be informed to vote and make decisions.

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

PURPLE
05



This card depicts the treasurer being transparent by letting the member review in close detail the organisation's sales data.

YEAR 0 CORE

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

PURPLE
06



This illustration shows the treasurer, chairperson and secretary of a Fairtrade organisation, all knowing and taking their responsibilities seriously so that the organisation can be accountable.

YEAR 0 CORE

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

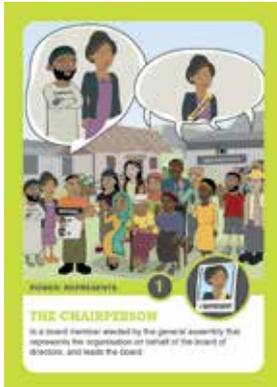
You must keep records and books that are accessible to all members.

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

GREEN
01



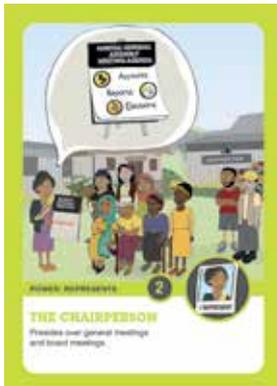
This illustration represents the election of the chairperson. It features the General Assembly voting to elect him or her. All members have a vote. The candidate with the most votes is elected as the chairperson.

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

GREEN
02



This card shows the Annual General Assembly meeting, with the chairperson presiding and following the agenda.

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

GREEN
03



This card shows one responsibility of the chairperson: planning meetings and agendas. It also illustrates how this responsibility is shared with the secretary.

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

GREEN
04



This card shows the chairperson meeting with the management team to discuss implementation of the strategy agreed upon during a General Assembly Meeting. The group is discussing how to best implement the directions given to them from the board.

YEAR 0 CORE

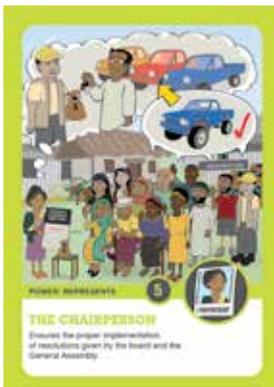
The structure of your organization must have:

- 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

YEAR 0 CORE

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

GREEN
05



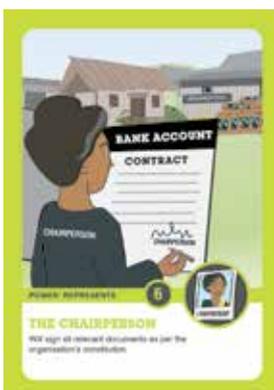
This card illustrates the General Assembly voting to buy a truck with the Fairtrade Premium, and the chairperson ensuring that this decision is implemented by the manager.

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

GREEN
06



This illustration shows that the chairperson is elected as a signatory and can sign relevant documents, such as contracts and bank documents, on behalf of the organisation.

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

YEAR 0 CORE

You must follow your own rules and regulations such as a constitution, bylaws and internal policies, including those for election, membership processes and a delegate system.

YEAR 0 CORE

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

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

ORANGE
01



This illustration represent the main role of the treasurer of a democratic organisation, which includes overseeing financial responsibilities. In this card, the accountant is showing the annual accounts to the treasurer, and the treasurer is examining the records to make sure they are accurate.

YEAR 0 CORE

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

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

ORANGE
02



This card shows that the treasurer of a democratic organisation also works with the manager. Here, the treasurer is ensuring that all payments have been made and there is proof of transactions.

YEAR 0 CORE

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

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

ORANGE
03



This illustration shows the treasurer overseeing the accountant's work to ensure that records are kept and are easily accessible.

YEAR 0 CORE

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

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

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

ORANGE
04



This card portrays the accountant and treasurer working together to make sure all income is properly accounted for and deposited into the organisation's account.

YEAR 0 CORE

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

YEAR 0 CORE

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

YEAR 1 CORE

You must have an accounting system that accurately tracks the Fairtrade Development Plan expenses, and in particular identifies the Fairtrade Premium transparently.

ORANGE
05



This illustration shows that the treasurer is elected as a signatory and can sign relevant documents, such as bank documents, on behalf of the organisation.

YEAR 0 CORE

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

ORANGE
06



In this illustration, the treasurer is presenting the annual accounts to the General Assembly who will vote to approve the accounts.

YEAR 0 CORE

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

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

BLUE
01

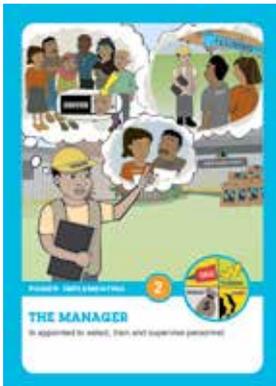


This card shows that the manager is appointed, not elected, to ensure that the operations of the organisation and its business are running according to plan. These operations have been set by the board.

YEAR 0 CORE

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

BLUE
02



This card shows one of the manager's main duties: appointing appropriate personnel to work in the organisation, as well as supervising and training the personnel.

YEAR 0 CORE

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

BLUE
03



In this picture, the manager prepares a report to give to the board/General Assembly based on financial information, activities and inputs/outputs of the organisation. This role of the manager is a basic one to ensure transparency and accountability.

YEAR 0 CORE

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

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

BLUE
04



This card depicts the manager planning and costing every activity for the year in order to prepare the organisation's budget. The manager must include every expense to be incurred by the organisation during the coming year.

YEAR 0 CORE

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

BLUE
05



This illustration shows the manager providing information to the board to support any decisions on the future direction of the organisation, which will be approved by the General Assembly.

BLUE
06



In this picture the manager is making recommendations to the board about the future of the organisation, in this case recommending how the organisation can grow.

YEAR 3 DEV

You must share audit results with your members, in a format and language accessible to them.

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

YELLOW
01



This illustration describes the main role of the secretary: ensuring that meeting agendas are prepared and circulated to members and the board prior to any meeting.

YEAR 0 CORE

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

YELLOW
02



This card illustrates the secretary working with the board to record each board members' duties and responsibilities, such as who is responsible for what duties, when and how they should be done, etc.

YEAR 0 CORE

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

YEAR 6 DEV

Before you implement the Fairtrade Development Plan, you must present it to the General Assembly for approval. You must document the decisions.

YELLOW
03



This card shows the secretary attending all meetings of the organisation, such as board meetings and general meetings, and making sure the minutes are recorded.

YEAR 0 CORE

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.

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

YELLOW
04



This illustration shows that the secretary is elected as a signatory or witness for the organisation's documents.

YEAR 0 CORE

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.

YELLOW
05



This card shows the secretary ensuring that notice of meetings have the relevant information, including the time of the meeting, the location, the agenda and the means of transport for attendees to join.

YEAR 0 CORE

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

YELLOW
06



This illustration highlights a key role of the secretary: keeping track of the organisation's records by ensuring all the documents are organised and accessible.

YEAR 0 CORE

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.

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

PINK
01



In this card, a member of a Fairtrade organisation is planning to attend a training session, and sell her crop to the organisation, demonstrating her participation in the organisation.

PINK
02



This illustration depicts the same member, participating in the election of the chairperson. In the Annual General Assembly Meeting, every member has one vote and is involved in the decision-making process such as elections.

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

PINK
03



This card depicts the member paying the membership fee to the organisation as part of her duties as a member. The member's name is recorded on the membership list and the payment of fees is recorded in the financial records of the organisation.

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.

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

PINK
04



In this illustration, the member is listening to an explanation of the organisation's constitution and asking for their approval, which is a requirement for membership. Here, the member accepts and understands the constitution.

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, bylaws and internal policies, including those for election, membership processes and a delegate system (if applicable).

PINK
05



In this illustration, the members are participating in the organisation's Annual General Assembly Meeting and listening to the board present the annual report. This is one of the rights of members.

YEAR 0 CORE

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

PINK
06



This card shows the members meeting to discuss and make decisions on the dissolution of the organisation.

YEAR 0 CORE

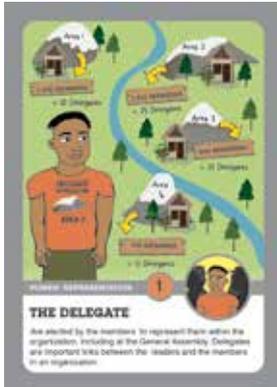
You must follow your own rules and regulations such as a constitution, bylaws and internal policies, including those for election, membership processes and a delegate system (if applicable).

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

GREY
01



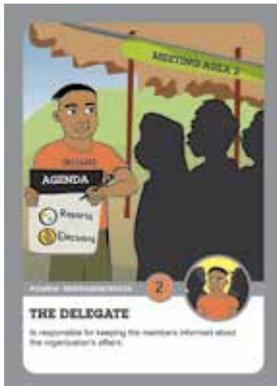
The illustration is the graphic representation of a delegate system. In it, members of an organisation are represented by a smaller group of members who are democratically elected for this purpose. The smaller group attends the General Assembly Meeting on behalf of the larger team. These systems are put in place when organisations are located throughout vast geographical areas.

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

GREY
02



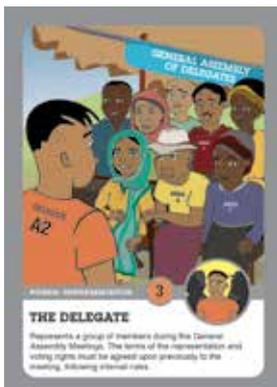
The illustration brings attention to meetings carried out by clusters of producers. The clusters or smaller groups are represented by delegates, who are responsible for passing on any information from the General Assembly Meeting to the represented membership and from their designated areas to the General Assembly. Information is gathered and passed on at cluster meetings.

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

GREY
03



This illustration depicts a General Assembly Meetings attended by delegates, who are responsible for highlighting the issues, needs and decisions of their particular area or cluster.

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

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

GREY
04



This illustration brings attention to the best practices of a delegate system, such as meeting periodically, having an agenda with clear items for reporting and discussion and an adequate notification system to call and hold meetings.

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

GREY
05



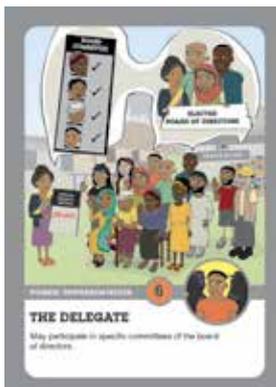
The illustration highlights the importance of the delegates' role as advocates for the needs, and opportunities in their areas.

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

GREY
06



This illustration highlights the fact that delegates have the right to be democratically elected to the different committees of their producer organisation, according to their skills and abilities.

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

ACTIVITY GUIDELINE

METHOD: Group Discussion, Brainstorming, Presentation

MEDIA: Fairtrade Governance Bodies Card Game

DURATION: 2 hours

PROCEEDING:

Ask participants to organise themselves into groups of 4 people and hand over a set of 42 cards describing 7 roles and 6 responsibilities for each of these roles. Each card has an illustration, a short written message and is identified by a colour and a number from 1 to 6.

Once the groups are settled, invite each group to play the card game described above in the “How to play” section.

Players will be asked to play the game 2 to 4 times.
After each game, participants will be invited to choose 2 sets to share and discuss among themselves.

To finalise the activity, Summarise all the concepts covered during the activity using the PowerPoint presentation Good Governance Cards Game and answer potential questions.

SUPPORT DOCUMENTS AND WORKSHEETS

- Support Documents and Worksheets
- Powerpoint Presentation Good Governance Cards Game

