

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).

PUZZLE CARDS

1 **GENERAL INFORMATION:** Gives a broad outline of the organisation, including its purpose, principles, location and area of work.

THE FAIRTRADE ASSOCIATION OF THE HIGH VILLAGE

THE HIGH VILLAGE

300 MEMBERS

AUSTRALIA **GERMANY**

MANAGER

TO EXPORT

Purpose:
To sell members' crops to international markets

THE WONDERFUL ASSOCIATION OF SMALL GROWERS

ISLANDS

Nocun **Silento** **Dolis**

4,000 MEMBERS

TRAINER

TECHNICAL ASSISTANCE

To support members to improve volumes and quality of their crops, and to sell these to international markets

2 **OBJECTIVES OF THE ORGANISATION:** Describes the general activities of the organisation and its business, including services to members, which are carried out in order to fulfil the organisation's purpose.

TRAINER

MANAGER

PROFITABLE

1 VOICE **EQUITY**

FERTILISER

OFFICER

1 VOTE

MANAGER

TO EXPORT

TECHNICAL SUPPORT **1 VOICE**

MINUTES BANK

We need: Bank loan

OFFICER

1 VOTE

MANAGER

TO EXPORT

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

3 THE MEMBERSHIP: Describes who can be a member, how to become a member, and what the rights and responsibilities of members are.

Who can join?

Who can join?

Yes

We don't use chemicals

I ♥ MY ORGANISATION

4 MEETINGS: Describes how to prepare and hold meetings, including the notice period, the expected participants, and how often the meetings should occur.

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

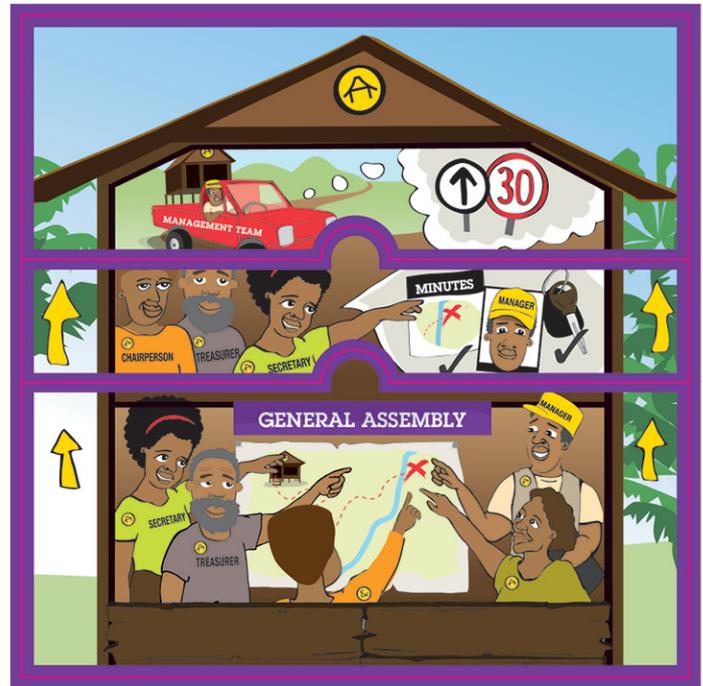
5

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

7 **DECISION MAKING:** Describes the voting rights of the organisation's members and its governance bodies, and the requirements to validly sit, deliberate and vote.

8 **DISSOLUTION AND DISPUTES:** Describes the steps to solve any disputes between the members and/or governance bodies. It also describes what is required in the case that dissolution is necessary.

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 Constitution. 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)



FAIRTRADE GOOD GOVERNANCE POSTER GUIDELINE

This tool is an A2 size poster featuring the basic information to be included in a producer organisation's constitution: general information, objectives, membership, meetings, income generation and accounts, governance bodies, decision making, and dissolution and disputes. The information is presented in 8 graphic chapters describing each of these subjects.

HOW TO PLAY

10 people can play. Players must interpret the stories in each graphic chapter of the poster, identifying the main elements of each story.

USE

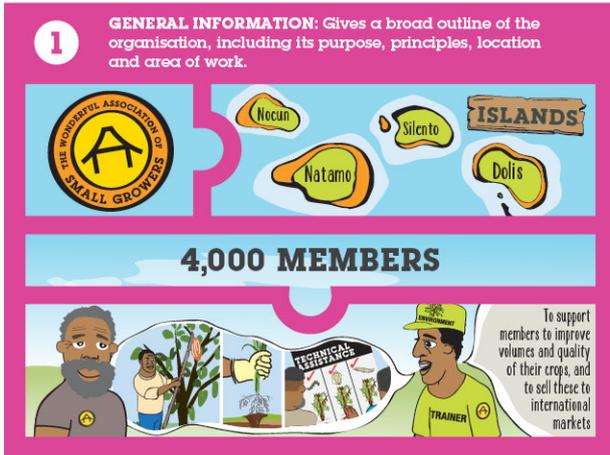
The poster can be used to support small producers to conduct trainings and awareness-raising activities among members, and to facilitate the development and approval of constitutions at the member level. Its overall aim is to help small producers to understand and raise awareness within their organisation on the main components to be included in the constitution of a small producer organisation.



GUIDANCE

strip
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.



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).

strip
02

OBJECTIVES: The illustrations in this chapter show the general objectives of the organisation. In this case they are “to sell members’ crops to export markets”. The illustrations also shows the kind of services the organisation will provide to members (such as technical support and financial services), and the values of the organisation, in this case democracy, equality and equal opportunity. These services are provided in order to achieve the objectives of the organisation.



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).

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

strip
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.



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).

You must not discriminate against members or restrict new membership on the basis of race, colour, gender, sexual orientation, disability, marital status, age, HIV/AIDS status, religion, political opinion, language, property, nationality, ethnicity or social origin. You must not discriminate regarding participation, voting rights, the right to be elected, access to markets, or access to training, technical support or any other benefit of membership.

strip
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.



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.

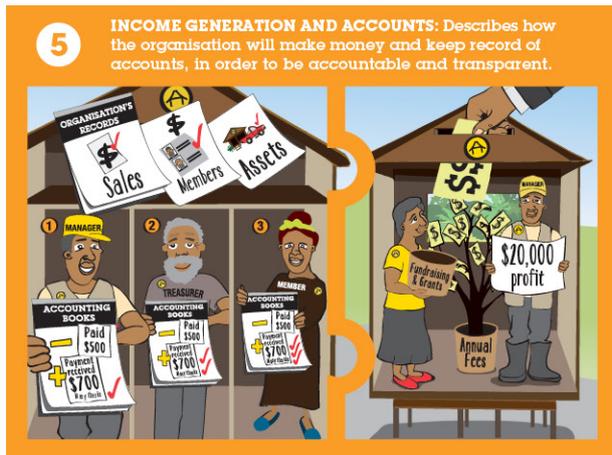
You must present the annual report, budgets and accounts to the General Assembly for approval.

The General Assembly must meet at least once a year.

GUIDANCE

strip
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.



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.

strip
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.



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

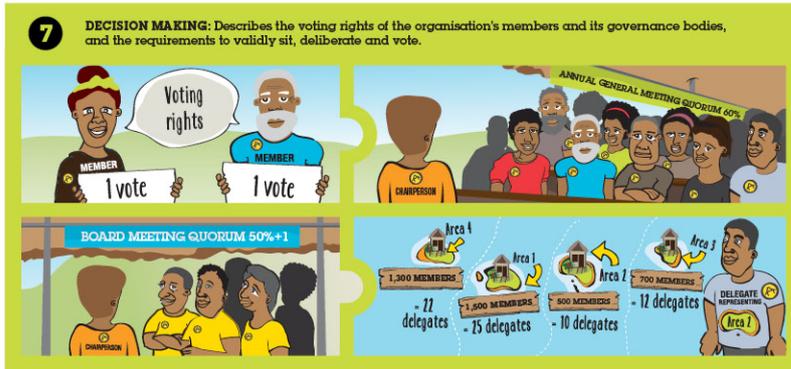
You must have administration in place with at least one person or committee who is responsible for managing the administration and book keeping.

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).

GUIDANCE

strip
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 a quorum of 50% plus one to make decisions. The 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).

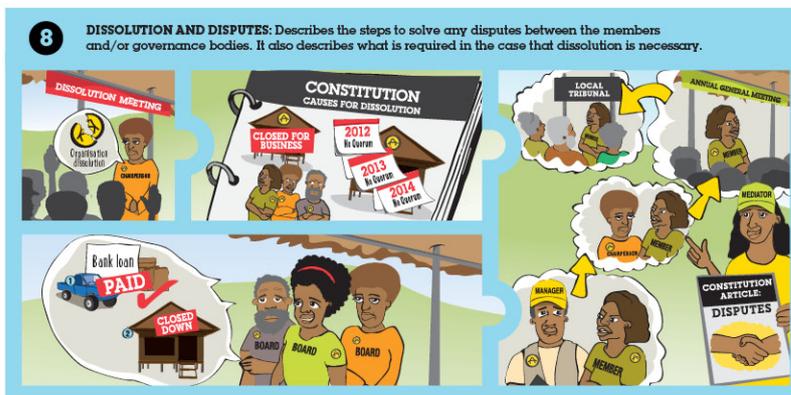
strip
08

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.

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).



ACTIVITY GUIDELINE

METHOD: Group Discussion, Brainstorming, Presentation

MEDIA: Fairtrade Good Governance Poster

DURATION: 2 hours

PROCEEDING:

Ask participants to organise into groups, and to interpret the story described on the first strip of the poster, giving 10 minutes for discussion.

After 10 minutes, collect on a flipchart the interpretations given by each group.

When all the ideas are collected, present the story described on the relevant strip, making connections where possible to the ideas proposed by the attendees.

Cover each of the stories in the poster, following the same procedure described above.

Present a couple of stories of successful cooperatives, using videos or written profiles.

To close the activity, distributing the poster among attendees and invite them to share the story with their families and friends.

To finalise the activity, run a friendly competition between groups based on the Good Governance Quiz. Then, summarise the main concepts covered during the activity, using the PowerPoint presentation Good Governance Poster. The session should be a conversation around the chapters presented in the poster, giving participants the opportunity to ask questions and contribute with their own ideas and knowledge.

The trainer may use this presentation, when relevant, to summarise all the concepts discussed through the poster. Please refer to the Good Governance Training document for further information on each of the concepts covered by this tool and its presentation.

SUPPORT DOCUMENTS AND WORKSHEETS

- Powerpoint Presentation Good Governance Poster
- Good Governance Quiz



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.

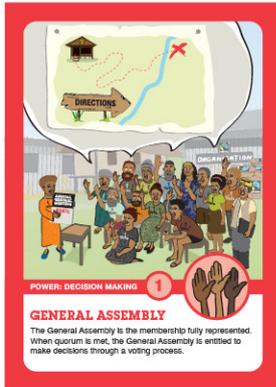


ILLUSTRATION

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:

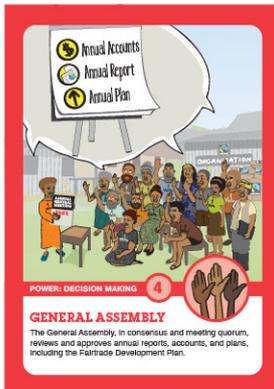
- a General Assembly as the highest decision making body where all major decisions are discussed and taken
- equal voting rights for all members in the General Assembly
- a board chosen in free, fair and transparent elections

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:

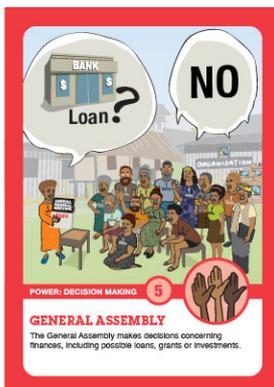
- a General Assembly as the highest decision making body where all major decisions are discussed and taken
- equal voting rights for all members in the General Assembly
- a board chosen in free, fair and transparent elections

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



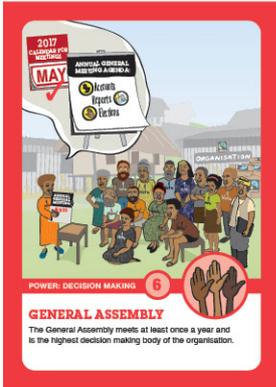
This card represents the type of decisions that can be taken by the General Assembly. This case refers to a financial decision: whether to take a bank loan or not. In this case, members vote against the bank loan. This process is recorded in the minutes

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.

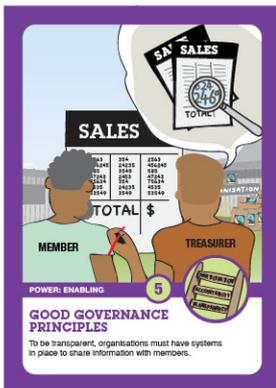
YEAR 0 CORE

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

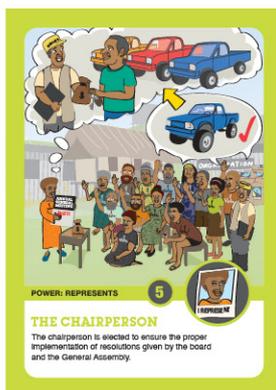
The structure of your organization must have:

- 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



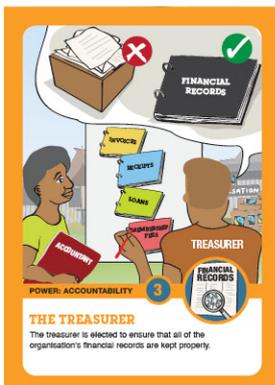
This card shows that the treasurer of a democratic organisation also works with the manager. Here, the treasurer is ensuring that all payments have been made and there is proof of transactions.

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.

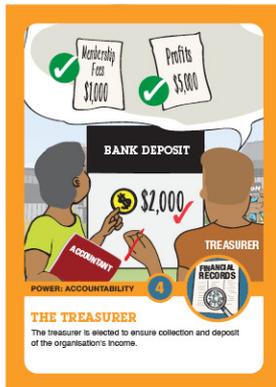
You must have administration in place with at least one person or committee who is responsible for managing the administration and book keeping.

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

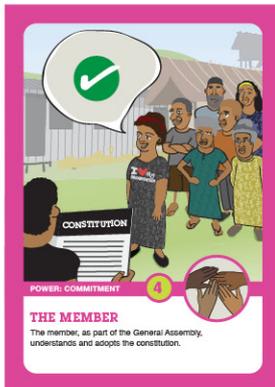
It needs to be clear who is a member of your organization. Therefore, you must have written rules to determine who can become a member and you must keep a record of your members.

ILLUSTRATION

GUIDANCE

FAIRTRADE STANDARD

PINK
04



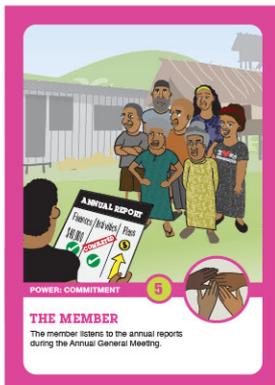
In this illustration, the member is listening to an explanation of the organisation's constitution and asking for their approval, which is a requirement for membership. Here, the member accepts and understands the constitution.

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).

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

