



Good Governance Training Module

ABSTRACT

This document describes the training activities and materials of the training module “Good Governance Practices” developed under ICCO and Fairtrade Australia and New Zealand partnership, aimed at supporting small producers in Papua New Guinea to improve their good governance practices.

Fairtrade Australia New Zealand

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General description

The training program aims to build the capacity of Fairtrade applicant and certified small farmers through the design and use of interactive training tools, two workshops, and a series of templates and worksheets for the implementation of Fairtrade Standards related to governance at the organisational level.

The interactive tools include two sets of material:

A role-play based on a variety of graphic-card sets, which describe a compilation of short stories, characters and governance issues, to encourage conversation and analysis around the following: democracy and participation, ILO Recommendation R193 “on the promotion of cooperatives”, the General Assembly, the board of directors and its members, membership, equal voting and transparency.

The second set of material is a graphic puzzle illustrating the constitution of a producer organisation, which covers the main areas to be addressed in a constitution such as general provisions, formation and registration, membership, organs/bodies and management, capital formation, accounts, surplus distribution and loss coverage, audit, dissolution, dispute settlement, etc.

These two interactive tools are designed to be used separately or together during a two day workshop. The tools will be piloted during a training event in order to gather feedback from Fairtrade ANZ’s producer stakeholders and support organisations; this feedback will be used to finalise the tools and training activities.

Supporting templates and worksheets will include: constitution document, annual report, GA notice, meeting agenda and meeting minutes.

Use

The two interactive tools can be used during awareness raising training workshops to facilitate the understanding of good governance practices among producing communities in Papua New Guinea and the Pacific islands. Good governance workshops will benefit Fairtrade pre-applicant, applicant and certified producer organisations and their communities.

The templates and worksheets developed for the programme are designed to support compliance with Fairtrade Standards and to facilitate the implementation of these at the organisational and business levels.

The two day training workshop is structured as follows:

Day One

Training Session 1 - Treasure Hunt, Working Together

Background

ILO R. 193 is the nucleus of the public international cooperative law. Paragraph 2 of that law states: “[...] the term “cooperative” means an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise”.

“Cooperatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination”. ^(Henry)

Fairtrade Standard: Fairtrade International follows ILO Recommendation R193 “on the promotion of cooperatives” which is based on the cooperative principles of “voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, cooperation among cooperatives and concern for the community”. **Fairtrade International extends these principles to primary producer organizations, cooperatives/associations, and to umbrella organizations where they exist.**

“The term “cooperative” means an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise”. ^(ILO)

Activity description

The aim of this activity is to facilitate the understanding of the concept of teamwork through a practical exercise. At the end of this activity, participants will be able to discuss why working as a group can empower small producers.

The trainer will ask participants to pick a card from a set of cards provided. Each card has a number and a message, and it belongs to a set identified by a specific colour. Each set describes the main responsibilities of the following governance roles/concepts:

- General Assembly
- The chairperson
- The secretary
- Treasurer
- Manager
- Member
- Good governance principles

After each participant has picked one card, the trainer will ask everyone to find the other participants in the room with cards of the same colour.

Once the groups of each colour are formed, the trainer will distribute three multiple-choice questions to be answered by each group. The answer to the questions are within the information in the cards, so participants must look carefully at each card to find the answer.

Participants must add together the numbers on each card that holds an answer to the questions (e.g. card 1 + card 5 + card 7 = total of 13). With this total, participants can claim a message from the facilitator, which will lead them to the treasure (a Fairtrade certified product and a brief story about a cooperation value/principle). At the close of the activity, each group will share their cooperation story with the wider group.

Questions for working groups:

Title: General Assembly	Colour: Red
<p>Q1: When quorum is met, the General Assembly reviews and approves: Answer: (a) the organisation's annual reports, accounts, and plans (b) the meeting agenda (c) the list of members</p>	
<p>Q2: How many times per year does the General Assembly meet? Answer: (a) At least once a year (b) every month (c) every day</p>	
<p>Q3: Can the General Assembly change its organisation's constitution? Answer: (a) Yes, at any time (b) No (c) Only when quorum is met</p>	

Title: Good Governance Principles	Colour: Purple
<p>Q1: How many votes does each member have? Answer: (a) 1 (b) 20 (c) 0</p>	
<p>Q2: What is quorum? Answer: (a) The minimum number of members required to be present or represented during meetings (b) The number of members permitted to attend a meeting (c) The location of the meeting</p>	
<p>Q3: How can an organisation be transparent? Answer: (a) Organisations do not need to be transparent (b) By spending lots of money (c) By having systems to share information with members</p>	

Title: The Chairperson	Colour: Green
<p>Q1: The Chairperson is elected to ensure the proper implementation of the decisions taken by whom? Answer: (a) The buyers (b) The members (c) The General Assembly and the board</p>	
<p>Q2: Which of the organisation's documents should the Chairperson sign? Answer: (a) Love letters (b) Press releases (c) All relevant documents as per constitution</p>	
<p>Q3: What does the Chairperson do during the organisation's general meetings and board meetings? Answer: (a) Chats</p>	

- (b) Signs documents
- (c) Presides over them

Title: The Treasurer

Colour: Orange

Q1: What does the Treasurer oversee?

Answer:

- (a) Annual and financial accounts
- (b) The Manager
- (c) The harvest season

Q2: What documents must the Treasurer keep when money owed to the organisation is paid?

Answer:

- (a) Receipts
- (b) Meeting minutes
- (c) Bank statements

Q3: What does the Treasurer present and explain in general meetings?

Answer:

- (a) The organisation's annual accounts
- (b) His/her personal annual accounts
- (c) All of the organisation's record keeping

Title: The Secretary

Colour: Yellow

Q1: What does the Secretary keep track of?

Answer:

- (a) Market trends
- (b) The board's duties and responsibilities
- (c) The organisation's accounts

Q2: In addition to preparing the agenda for the organisation's meetings, what else does the Secretary do prior to the meetings?

Answer:

- (a) Meets with the board
- (b) Circulates the agenda
- (c) Arranges food and beverages for the meeting

Q3: What is the main responsibility of the Secretary during the organisation's meetings?

Answer:

- (a) Ensuring that meeting minutes are taken
- (b) Ensuring that dinner is served
- (c) Ensuring that quorum is met

Title: The Manager

Colour: Blue

Q1: Who appoints the Manager?

Answer:

- (a) The chairperson
- (b) The board
- (c) The buyer

Q2: What does the Manager report on?

Answer:

- (a) The board's performance
- (b) The chairperson's performance
- (c) The organisation's performance

Q3: What are the three main responsibilities of the Manager concerning staff members?

Answer:

- (a) Select, train and supervise
- (b) Pay salaries
- (c) Entertain

Title: The Member

Colour: Pink

Q1: Does the Member need to know and understand the constitution of his/her organisation?

Answer:

- (a) No
- (b) Yes, but only the membership chapter
- (c) Yes

Q2: What does the Member provide to the organisation?

Answer:

- (a) His/her children's school reports
- (b) Information on weather patterns
- (c) The necessary capital to operate

Q3: What is the member committed to, regarding the organisation?

Answer:

- (a) Supporting and participating in it
- (b) Wearing the same colour clothes as all other members
- (c) Visiting the Chairperson's home once a week

Answer key

Card set	Q1	Q2	Q3	Total
Red- General Assembly	Answer (a) found on Card 4	Answer (b) found on Card 6	Answer (c) found on Card 2	12
Purple- Good Governance Principles	Answer (a) found on Card 1	Answer (a) found on Card 2	Answer (c) found on Card 5	8
Green- The Chairperson	Answer (c) found on Card 5	Answer (c) found on Card 6	Answer (c) found on Card 2	13
Orange - The Treasurer	Answer (a) found on Card 1	Answer (a) found on Card 2	Answer (a) found on Card 6	9
Yellow- The Secretary	Answer (b) found on Card 2	Answer (b) found on Card 1	Answer (a) found on Card 3	6
Blue- The Manager	Answer (b) found on Card 1	Answer (c) found on Card 3	Answer (a) found on Card 2	6
Pink- The Member	Answer (c) found on Card 4	Answer (c) found on Card 3	Answer (a) found on Card 1	8

Messages for treasures

Story 1. (Secretary's set)

Well done to all of you, this is your first achievement as a group!

There will be more challenges facing your team in the next few days, which you will be able to overcome with your teamwork skills.

Please read the message and instructions below.

Message: Set by the international cooperative movement, cooperative principles include education, training and information. The following story is an example of how people in Uganda work together to meet their common economic needs, prioritising these principles.

Instructions: Read the story below and prepare a short summary for the wider group about the story and the cooperation principles it showcases.

Story: Kigayaza Youth Co-operative



Kigayaza members not only sell products together, they concentrate on sharing information with each other. They share information through trainings and meetings, which they see as a way to build each other's knowledge. The organisation has over 100 members who are mainly between the ages of 25 and 30.

Through their cooperative, they've been able to build networks with other organisations who provide them with training or farm inputs.

Kigayaza Youth Co-operative faces challenges. It is difficult to recruit female members, to mobilise members and to find resources to further the cooperative. In particular, it is difficult to find resources to build storage for its crops and a mill for its maize, which would enable it to add value to its cash crops. The cooperative also needs a budget to support an administration team, since currently the board coordinates and conducts activities.

That said, Kigayaza has a strong leadership and motivated members, many of whom are committed to their cooperative being independent, democratic and autonomous, and running according to cooperative principles and values.

This story is from the book by Sally Hartley, "A New Space for a New Generation: The Rise of Co-operatives Amongst Young People in Africa" published by The Co-operative College in 2011.

Story 2 (General Assembly's set)

Well done to all of you, this is your first achievement as a group!

There will be more challenges facing your team in the next few days, which you will be able to overcome with your team work skills.

Please read the message and instructions below.

Message: Set by the international cooperative movement, cooperative principles include the values of equality, equity and solidarity. The following story is an example of how people in South Africa work together to meet their common economic needs, while focusing on these values.



Instructions: Read the story below and prepare a short summary for the wider group about the story and the cooperation principles it showcases.

Story: Circle of love becomes circle of life

It is said that if women received the same training and opportunities as men in developing countries, the number of people living in poverty could drop by as much as 150 million.

In South Africa, women are taking the situation into their own hands.

In Tooseng village in the Limpopo Province of South Africa, a group of 10 women have established the Sedikong sa Lerato co-operative. Sedikong sa Lerato means circle of love.

The cooperative operates like an oasis for orphaned and vulnerable children. It works to alleviate hunger through its organic garden, where the women produce horseradish, a tea

renowned for its healing and nutritional values.

In early November Mavis Mathabatha travelled to the United Kingdom to promote the work of her cooperative and to educate the 11,000-plus visitors about the values its tea holds.

"It is a very nutritious tea and we have started feeding it to the children," explained Ms Mathabatha at the conference and exhibition.

This story is from the website <http://stories.coop/.coop>. Article by Kate Askew

Story 3 (Manager' set)

Well done to all of you, this is your first achievement as a group!

There will be more challenges facing your team in the next few days, which you will be able to overcome with your team work skills.

Please read the message and instructions below.

Message: Set by the international cooperative movement, cooperative principles include autonomy and independence. The following story is an example of how people in China work together to meet their common economic needs, prioritising these principles.

Instructions: Read the story below and prepare a short summary for the wider group about the story and the cooperation principles it showcases.

Story: The Good Earth



Though only a few hundred kilometres from Shanghai, farmers living in the small rural township of Bihu have long struggled to find a market for their produce. Bad roads and the small scale of individual production made trade impossible. 1999 witnessed farmers weeping as they had to throw rotting asparagus, beans, mushrooms, aubergine and Chinese broccoli into the Ou'jiang River. It was then that a community member, Mr. Xiong Jinping, decided to do something.

He founded the Bihu Co-op. Made up of 328 farming families from 21 small villages, the cooperative offers its members a centralized market space, training and higher yielding seed varieties. Beyond that, the Bihu Co-op offers something very rare in the agricultural sector: economic security. Members can sell crops directly to brokers; however, the co-op encourages members to sell through the organization. Farmers want to sell through the organization because Bihu guarantees a base rate for crops and, if it is able to earn a higher price, it shares the profits with members.

This story is from the website <http://stories.coop/.coop> Article by Kathryn Kruse

Story 4 (Member's set)

Well done to all of you, this is your first achievement as a group!

There will be more challenges facing your team in the next few days, which you will be able to overcome with your team work skills.

Please read the message and instructions below.

Message: Set by the international cooperative movement, cooperative values include self-help and self-responsibility. The following story is an example of how people in Uganda work together to meet their common economic needs, prioritising these values.

Instructions: Read the story below and prepare a short summary for the wider group about the story and the cooperation principles it showcases.

Story: Maximizing farmer benefits



The latest report on hunger from the Food and Agriculture Organization (FAO) of the United Nations shows that 870 million people do not have enough food on a daily basis. The FAO has also identified that cooperatives are a big part of the solution in rural communities.

Nyabubare Ace is located in Bushenyi District in the southern part of Uganda. It was formed to mobilize and educate its members so that they could produce better quality and larger volumes of their six main products. The ACE works in six sectors of agricultural production: wines (mainly from banana), honey, livestock (piggery, poultry), fish farming and coffee. Because of this range of enterprises, Nyabubare ACE has attracted and continues to attract a large number of members from the communities.

It started in 2004 and registered in 2007 as a cooperative with the Ministry of Trade Industry and Cooperatives. It currently has a total membership of 2,020 members from 6 rural producer organizations but is mobilizing more to increase its membership.

Nyabubare Ace has connected its members to markets and increased farmers' returns, empowering them and allowing them to be self-reliant.

This story is from the website <http://stories.coop/.coop>. Article by Nsimadala Elizabeth

Story 5- (Treasurer's set)

Well done to all of you, this is your first achievement as a group!

There will be more challenges facing your team in the next few days, which you will be able to overcome with your team work skills.

Please read the message and instructions below.

Message: Set by the international cooperative movement, cooperative values include openness, social responsibility and caring for others. The following story is an example of how people in Armenia work together to meet their common economic needs, prioritising these values.

Instructions: Read the story below and prepare a short summary for the wider group about the story and the cooperation principles it showcases.

Story: Female refugees turn agriculture into business in Armenia



Hermon, one of the poorest communities in Vayots Dzor, is resettled with refugees. "Hermon, being a border village resettled with refugees, seems to have been overlooked by the state; however, more than any other region, we feel the need for assistance and support," says Naira Mnatsakanyan, president of Hermon Agricultural Consumer Cooperative. She has been living in Hermon for 15 years and although she is a teacher, she has also been a bee keeper and gardener for over 10 years.

Naira Mnatsakanyan assumed the position of president of her agricultural cooperative at the nomination of her fellow villagers. She has a lot of experience in agriculture. Due to her diligence and initiative she can unite and lead people.

United and joint work has many positive aspects, and the Hermon cooperative's members have benefits from those advantages. During the cooperative's activities several modern agricultural technologies and equipment have been provided to the cooperative members and the community, such as solar dryer, greenhouse, drip irrigation system, non-traditional crops and their cultivation technology, etc.

"This is a very important initiative as a result of which, women who have been resettled from different regions and with different customs have the opportunity to work together and unite their efforts to solve the issues of the community. This united work is not only a guarantee of prosperity for the members of the cooperative alone, but for the entire community", says Naira Mnatsakanyan.

This story was originally published in the Oxfam publication "Female Heroes in the Agricultural Products Sector"

Story 6- (Chairperson's set)

Well done to all of you, this is your first achievement as a group!

There will be more challenges facing your team in the next few days, which you will be able to overcome with your team work skills.

Please read the message and instructions below.

Message: Set by the international cooperative movement, cooperative principles include cooperation among cooperatives; and concern for community. The following story is an example of how people in Turkey work together to meet their common economic needs, prioritising these values.

Instructions: Read the story below and prepare a short summary for the wider group about the story and the cooperation principles it showcases.

Story: Union of Rose Cultivators Agricultural Sales Cooperatives



Rose and attar of roses are agricultural products that are known and used in every part of the world. The Rose Damascena is mostly cultivated in Isparta and its environs.

Rose Damascena cultivators' cooperatives were first established in Isparta around 1953. In 1954, 9 rose cultivators' cooperatives came together to establish Gülbirlik. Today, Gülbirlik is a union of cooperatives consisting of 6 cooperatives and 8000 members. It has 4 facilities for the production with daily capacity to process 320 tons of rose. Attar of rose and its products have high market value.

Being one of the oldest cooperatives in Turkey, Gülbirlik gives direction to the production of attar of roses in the country. Gülbirlik aims to provide services to women cultivators and their families from cultivation to market, to increase cultivators' welfare and through cooperation. Gülbirlik also gives particular importance to enhance cooperation and cohesiveness between cooperatives.

This story is from the website <http://stories.coop/.coop>. Article by Unal Ornek

Story -7 (Good governance's set)

Well done to all of you, this is your first achievement as a group!

There will be more challenges facing your team in the next few days, which you will be able to overcome with your team work skills.

Please read the message and instructions below.

Message: Set by the international cooperative movement, cooperative principles include voluntary and open membership and democratic member control. The following story is an example of how people in Mexico work together to meet their common economic needs, prioritising these principles.

Instructions: Read the story below and prepare a short summary for the wider group about the story and the cooperation principles it showcases.

Story: Good from the unthinkable: Acteal



In 1997, fasting and at prayer, the members of the civil movement La Sociedad Civil Las Abejas "The Bees" were stormed in the local Roman Catholic church by about 90 members of the paramilitary groups, Paz y Justicia (Peace and Justice) and Mascara Roja (Red Mask). Of the 45 indigenous people killed, 21 were women, 15 children and nine men, mostly elders.

In 1999 the Producers' Union Maya Vinic – a coffee producing cooperative of more than 500 families – was born out of this civil movement, in recognition of their traditional cooperative ways of organising their communities.

Coffee farming began in the 1900s in the lowland country where indigenous highlanders were recruited as low paid workers during harvesting periods. Seeds were taken by the workers back up to the highlands where they began to produce their own beans.

Maya Vinic's members are now drawn from 38 different highland communities across the municipalities of Chenalhó, Pantelhó and Chalchihuitán, in Chiapas. They each farm on about one acre and produce on average 400 kilos of coffee from each family's plot. They are organised through the ultimate authority – a General Assembly – and below that an Assembly of Community Delegates working in close conjunction with the Board of Directors.

This story is from the website <http://stories.coop/.coop>. Article by Kate Askew

Training Session 2 - Role Play, the Membership

Background

The values and principles set by the International Co-operation Alliance for the promotion of cooperatives, recommend the voluntary and open membership principle as a base for membership policies. [...] cooperatives are open to all persons able to use their services and willing to accept the responsibilities of membership [...] (The Co-operative Collage)

"...the admission of new members must be decided by the general assembly. For practical reasons, the board of directors may decide, but the general assembly will keep, if it wishes, a right of confirmation or veto, to be exercised during the first general assembly following the decision taken by the board.

Applications for membership must be dated and confirmed upon receipt. A refusal must be justified in writing and the applicant must be notified immediately. The applicant must have the right to appeal to a court of law (to be defined). If the cooperative or the court of law has not met the time limit set by the law for the decision, membership is presumed". (Henry)

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

Activity description

The aim of this activity is to encourage analysis of the basic parameters needed to define an organisation's membership.

The trainer will distribute to each newly formed group (i) a list of producer names, with information relevant to the organisation, and (ii) a member's rights and responsibilities form that should be used as guidance for the next step of this exercise.

The trainer will ask the group to determine the reasons why each producer in the list is eligible or ineligible to become a member of the organisation. The decision must be made by following the member rights and responsibilities form.

The trainer will ask participants to share with the wider group their decisions and the reasoning behind them, and then proceed to close the exercise, highlighting the main points of the presentations and connecting them to the relevant Fairtrade Standard.

Membership working hand-outs

Membership in Kia Ora Cooperative

1. Requirements for membership

1.1. Membership shall be open to farmers who meet the following qualifications:

- a) The member is between the age of 18 and 50
- b) The member owns between 2 and 4 hectares of land
- c) The member has short or no hair
- d) The member has finished primary school and is female
- e) The member likes to drink coffee
- f) The member lives in the Poponua Village

1.2. Application for membership

The General Assembly shall decide on all applications subject to the Clause 1.1.

2. Rights and Responsibilities of members

2.1. Membership Fees

- a) Every member shall pay a membership fee of 524 dollars upon admission to the organisation
- b) All fees and fines paid by members shall be used for wages for the organisation's management team

2.2. Responsibilities of the member

- a) The member is committed to growing coffee to sell to the organisation
- b) The member participates in elections and decision-making processes
- c) The member provides the necessary capital to the organisation when needed
- d) The member, as part of the General Assembly, understands and adopts the constitution
- e) The member listens to the annual reports during the Annual General Meeting
- f) The member participates in decisions on dissolution or merging of the organisation

2.3. Rights of the member

- a) The member has the right to attend and participate in the Annual General Meeting
- b) The member has the right to have free coffee at every Annual General Meeting
- c) The member has the right to be informed of the organisation's progress and accounts

2.4. Termination of membership

Any membership may be suspended or terminated on the following grounds:

- Loss of the right of use of the land
- Upon the death or incapacitation (physical or mental) of the member
- Upon expulsion by the General Assembly due to bad behaviour such as growing long hair, not paying membership fees, or disrupting the running of the organisation.

Membership in We Love Vanilla Cooperative

1. Requirements for membership

1.1. Membership shall be open to farmers who meet the following qualifications:

- a) The member is between the age of 20 and 45
- b) The member has access to a vanilla farm
- c) The member weighs over 60 kilograms
- d) The member has a sound knowledge of vanilla growing
- e) The member is good at cooking
- f) The member lives in the Chika-chiko region

1.2. Application for membership

The Management Team shall decide on all applications subject to the Clause 1.1.

2. Rights and Responsibilities of members

2.1. Membership Fees

- a) Every member shall pay an annual membership fee of 50 Dollars upon admission to the organisation.
- b) All fees and fines paid by members shall be part of the general fund of the organisation.

2.2. Responsibilities of the member

- a) The member is committed to supporting and participating in the organisation's activities
- b) The member attends the organisation's meetings as required
- c) The member pays any fees or fines required by the organisation
- d) The member, as part of the General Assembly, adopts and understands the constitution
- e) The member understands the annual reports
- f) The member participates in decisions on dissolution or merging of the organisation

2.3. Rights of the member

- a) The member has the right to attend and participate in the Annual General Meeting
- b) The member has the right to sell cocoa to the organisation
- c) The member has the right to receive a yearly birthday bonus from the organisation

2.4. Termination of membership

Any membership may be suspended or terminated on the following grounds:

- Upon the 46th birthday of the member
- Upon expulsion by the General Assembly due to bad behaviour such as bad cooking, poor cocoa bean quality management or not attending meetings of the General Assembly
- The member moves from residing in the Chika-chiko region

Membership in Sweet as Sugar Association

1. Requirements for membership

1.1. Membership shall be open to farmers who meet the following qualifications:

- a) The member is of good physical health
- b) The member owns less than 5 hectares of land
- c) The member works hard
- d) The member has completed university
- e) The member enjoys singing
- f) The member is a citizen of Lappyville

1.2. Application for membership

The Board of Directors shall decide on all applications subject to the Clause 1.1.

2. Rights and Responsibilities of members

2.1. Membership Fees

- a) Every member shall pay an annual membership fee of 100 dollars upon admission to the organisation
- b) All fees and fines paid by members shall be part of the general fund of the organisation

2.2. Responsibilities of the member

- a) The member is committed to supporting, participating in and improving the organisation
- b) The member has a responsibility to be a part of elections and decision-making processes
- c) The member provides the necessary capital through membership fees and other activities
- d) The member, as part of the General Assembly, agrees to the constitution
- e) The member reads and provides feedback on the annual reports
- f) The member participates in decisions on dissolution or merging of the organisation

2.3. Rights of the member

- a) The member has the right to receive a copy of the annual report and accounts
- b) The member has the right to be invited to and participate in the Annual General Meeting
- c) The member has the right to sing songs at the Annual General Meeting

2.4. Termination of membership

Any membership may be suspended or terminated on the following grounds:

- Loss of the right of use of the land
- Upon the death or incapacitation (physical or mental) of the member
- Upon expulsion by the General Assembly due to bad behaviour such as not paying membership fees, bad singing, or not attending and participating in the General Assembly

Membership in Brom Brom Cooperative

1. Requirements for membership

1.1. Membership shall be open to farmers who meet the following qualifications:

- a) The member is over 18 years old
- b) The member can acquire coconuts to sell
- c) The member has a Brom Brom Cooperative tattoo
- d) The member verbally agrees to the constitution
- e) The member likes playing games
- f) The member belongs to the Ripiato Clan

1.2. Application for membership

The Chief of Ripiato Clan shall decide on all applications subject to the Clause 1.1.

2. Rights and Responsibilities of members

2.1. Membership Fees

- a) Every member shall pay a membership fee of 90 dollars upon admission to the organisation
- b) All fees and fines paid by members shall be part of the general fund of the organisation

2.2. Responsibilities of the member

- a) The member is committed to supporting the Ripiato Clan
- b) The member participates in elections and decision-making processes
- c) The member provides the necessary capital through membership fees and other activities
- d) The member, as part of the General Assembly, agrees to the constitution
- e) The member listens to the annual reports
- f) The member is only responsible for decisions on the dissolution of the organisation but not the merging

2.3. Rights of the member

- a) The member has the right to attend and participate in the Annual General Meeting
- b) The member has the right to sit at the big table at Ripiato Clan parties
- c) The member has the right to sell 50% of its coffee to the organisation

2.4. Termination of membership

Any membership may be suspended or terminated on the following grounds:

- The member does not sell any coconuts to the organisation for one full year
- Upon the death or incapacitation (physical or mental) of the member
- Upon expulsion from the Ripiato Clan

Training Session 3 - Card game, Governance bodies

Background

Fairtrade encourages organisations to have democratic structures in place and a transparent administration that allows members and the board to have effective control over the management of the organization. It is the members' responsibility to hold the board accountable for its activities.

Fairtrade Standard: the structure of your organisation must have:

- a General Assembly as the highest decision making body where all major decisions are discussed and taken
- A board is chosen in free, fair and transparent elections

Activity description



The aim of this activity is 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 voting systems and participatory decision making processes within organisations to facilitate transparency and participation.

The trainer will use the same set of cards described in Activity 1.1 (above). A set of 42 cards describing 7 roles and 6 responsibilities of each of these roles. Each card will have an illustration, a short written message, and will be identified by a colour and number from 1 to 6.

To start the exercise, the trainer will distribute a set of 42 cards to each group and will ask participants to shuffle the set of cards. Then, the trainer will invite each group to play a card game, the purpose of which is to collect all the cards belonging to one of the roles/colours described before, e.g., the chairperson has 6 blue cards.

Six people can play. First, the group will chose a dealer, a person that will shuffle and deal the

cards.

The dealer will deal 6 cards to each player. Players hold their cards so they are able to see them, but no one else can. The remaining cards will be placed face down between the players. .

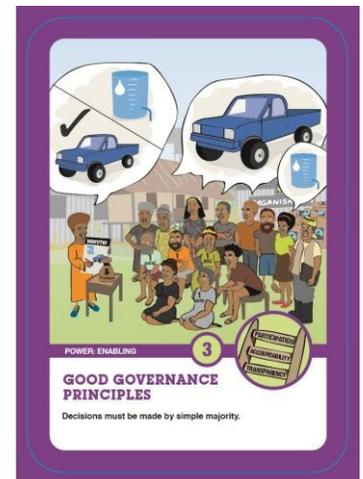
Starting from the left and moving clockwise, the first player asks to any of the other members of the group for a specific card, e.g., "Do you have the Manager card?" The card requested should be one the player has in hand.

If the member of the group has the requested card, she/he must give all the cards belonging to the same set of the requested card. If the opponents do not have the card they respond to the request saying "Go Fish!"

The player must then pick a single card from the face down pile of cards. If the player collects all the six cards in a set, the player will put the set aside and carry on playing to collect more sets.

When the player runs out of cards, she/he can pick five from the pile of discarded cards..

The game is won by the person who completes the highest number of sets. The game will close when no more sets can be collected.



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

To finalise the activity, the trainers will use the PPT “Good Governance training Activity 3”, to summarise concepts and answer potential questions.

Training Session 4 - Jigsaw Puzzle, Constitution Background

The constitution document should outline the operations of the organisation and facilitate the decision making process.

“The elaboration of the bylaws/statutes by the (potential) members is a unique learning/educational opportunity. Experience shows that the opportunity to discuss cooperative values and principles amongst members presents itself only at the foundation of a cooperative and the more time is devoted to this discussion at the beginning, the less likely conflicts around the interpretation of the bylaws/statutes will arise during the operational phase of the cooperative”. (Henry)

Fairtrade Standard: 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 description

The aim of this activity is to facilitate the understanding of the basic components of a democratic organisation's constitution. Participants will build the basics of a constitution document, which will be further elaborated during the training and will serve as guidance for the activities to be conducted during the second day of training.



To initiate the activity, the trainer will distribute the pieces of a puzzle, 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 their constitution and run their organisation.

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.

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

Once the groups have finalised their constitutions, the trainer will summarise the main concepts using the PPT “Good Governance training Activity 5”. 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.

Once the presentation is finalised, the trainer will invite each organisation (each group) to start preparing for their constitutive General Assembly for the following day. The trainer will distribute the General Assembly (GA)

notice, GA agenda, and meeting minutes templates, as well as the nomination forms. These documents will be completed by each group following the trainer's guidance.

The trainer will encourage each group to fill in the templates using their constitution and to nominate candidates to be elected to the board of directors (based on their qualifications) during a potential upcoming General Assembly Meeting.

When all the groups finish their documentation, the trainer will close the activity with a summary/quiz related to each of the documents addressed during the activity.

Day Two

Training Session 5 –Role play, the General Assembly Meeting

5.1. Constitutive General Assembly Meeting

Background

“The ordinary and the extraordinary general assembly, composed exclusively of the members of the cooperative, is the supreme decision-taking organ/body of the cooperative. Third parties, especially investors, may possibly participate in the general assemblies, but they should not have voting rights. An ordinary general assembly must convene at least once a year; an extraordinary general assembly may take place at the request of the persons entitled to call for it according to the law or the bylaws/statutes.

“If the size of an organisation in terms of territorial coverage or if the number of members is such that the necessary quorum is difficult to attain, or the proceedings of the general assembly become too cumbersome, or where in a multi-purpose cooperative diverse interests so require, regional assemblies and/or assemblies by sections may be formed. These decentralized assemblies elect their representatives to a delegates’ assembly which replaces the general assembly.

“The agenda of these meetings, as well as the mode of deliberations and voting will be decided at central level so as to ensure the same standards throughout the organisation. In order to reinforce communication between the different parts, members of the board of directors and of the supervisory council, if any, should participate in the meetings of these decentralized assemblies.” (ADD quote)

Fairtrade Standards related to governance of small producer organisations:

Note: “You” refers to the producer organisation.

- 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.
- 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.

Activity description

The trainer will open the second day of the training with a recap of the activities carried out the day before, and will ask participants to re-join their groups of 10. The trainer will give participants 10 minutes to recall the characters and subjects addressed the day before, and to revise each of the templates completed in the last session.

After the recap, the trainer will ask participants to start their General Assembly meetings by following their agendas and documentation completed during the previous activities. The trainer will coach each group to follow the documentation as much as possible, and as a result, to discuss and approve their constitution and bylaws, to elect a board and to designate a manager for the organisation by the closing of the activity.

5.2. The General Assembly

Background

(Same as above)

Activity description

The aim of this activity is to encourage analysis of the decision making power that small organisations have within their governance and management bodies.

Once the groups are settled and the agendas are concluded in the previous activity, the trainer will distribute a “time capsule” to each group with documents describing the state of each organisation 3 years from now. In each “time capsule” the group will find the following: A General Assembly agenda, an annual report and a board report. Each organisation will be faced with a challenge. To solve the situation, the group must conduct a General Assembly.

After 10 minutes of group discussion, the groups will be invited to open the required General Assembly meeting, by following the agenda given in the “time capsule”. As a result of the meetings, each group must present a set of solutions to address the challenges and any considered modifications or measures to improve the operations of each organisation, in the form of a drafted activity plan.

The trainer will facilitate the planning by explaining (writing on a butcher paper) a simple planning structure (who, how, when) that participants can follow. The trainer will also encourage the groups to use the knowledge acquired in the previous sessions, to identify what body in the organisation is better equipped to solve a particular part of the challenge given in the “time capsule”. After all the groups have completed the activity plan, the trainer will invite a representative of the group to share each document and will summarise and record important findings related to Fairtrade Standards on good governance.

Closing of the two day training:

The trainer will close the training with the following friendly quiz, and open a Q&A session.

<i>Activity</i>	<i>Questions</i>	<i>Answers</i>
Treasure hunt - Working Together	<ol style="list-style-type: none"> Name at least 4 cooperative values. Name at least 4 cooperation principles. Name 3 reasons why working together is important for small farmers. 	<ol style="list-style-type: none"> Cooperative values: self-help, self-responsibility, openness, social responsibility and caring for others. Cooperative principles: “voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, cooperation among cooperatives and concern for the community.” Suggested answers: More power for negotiation, governmental support and potential access to financial services.
Role-play- Membership	<ol style="list-style-type: none"> The admission of new members must be decided by whom? How can a producer organisation make it clear who can be a member? Name at least two possible requirements for membership to a producer organisation. 	<ol style="list-style-type: none"> The General Assembly, but it can be delegated to the board of directors by the General Assembly. Having written membership requirements, describing rights and obligations of the members, ideally in the constitution. Suggested answers: Being older than 18 years, and being a farmer.
Card Games- Roles and Responsibilities	<ol style="list-style-type: none"> How many times per year does the General Assembly meet? The Chairperson is elected to ensure the proper implementation of the decisions taken by whom? What is the main responsibility of the Secretary during the organisation’s meetings? 	<ol style="list-style-type: none"> At least once a year. The General Assembly. Ensuring that meeting minutes are taken
Jigsaw puzzle- Constitution	<ol style="list-style-type: none"> Which is the highest decision making body of organisation? What is quorum? How many votes is each member entitled to? 	<ol style="list-style-type: none"> The General Assembly. The minimum number of members to be present or represented during meetings, to validly sit, deliberate and vote. One vote.
Role-play- Preparing for a General Meeting	<ol style="list-style-type: none"> What must the producer organisation circulate among members before the General Assembly Meeting? What information must you give to members before the General Assembly Meeting? What documents should organisations prepare and share with members before the General Assembly Meeting? 	<ol style="list-style-type: none"> The notice of the meeting. Indicate venue, time, date and agenda. Annual report, budgets and accounts.
Role-play- the General Meeting	<ol style="list-style-type: none"> After the meeting minutes are taken, who should sign them? Who should preside over the General Assembly Meeting? What is the General Assembly? What is the General Assembly Meeting? 	<ol style="list-style-type: none"> The chairperson and the secretary. The chairperson. The membership fully represented. Is the meeting or event that gathers all the members of the General Assembly.