

Shop Trustee Handbook

**Understanding our organisation, and the
important role of the Trade Aid Shop Trust
to bring about change.**

Version 3 October 2021

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Kia ora koutou

Thank you for joining the Trade Aid whānau and being one of the awesome people volunteering your time, skills and passion for the Trade Aid Movement.

Your contribution helps to support Trade Aid's work with our talented producers around the world.

We want to help bring meaningful and sustainable improvement to the lives of all the talented people we trade with. Partnership is the key to our work, and we have always seen fair trade as being the tool by which the lives of artisans and small-scale farmers could be transformed — not just economically, but socially and politically as well.

Our hope is that after reading this handbook you will have a clearer understanding of our organisation, aims, and the important and crucial role of the Trade Aid Shop Trusts to bring about change.

Section One

Who are we?

In this section you will find general information about Trade Aid, our structure, our Charter and the fair trade principles we adhere to.

Section Two

Trade Aid shop trusts

Here you will find information around the roles and responsibilities of the Trade Aid Shop Trusts. These varied roles include governance, strategic planning, education, promotion, and supporting your Shop Manager.

Section Three

Tools and resources

There are a variety of different resources and people to help support you in your role as a Trustee – this is the place to find all the details.

Who are we?

Creating fairness in trade since 1973

Trade Aid is a social enterprise creating fairness in trade. We work with small food and craft producers around the world, and we support and educate kiwi consumers to join with us in creating a world where trade is fair for all. Founded right here in New Zealand in 1973.

Our fair trade partnerships

Social enterprises help bring change to the world. Trade Aid's long history has proven that fair trade relationships can provide producer communities the support they need to solve problems and fulfil their aspirations.

We source our handmade, organic and fair trade products from trading partner organisations across Africa, Asia, Latin America, and the Pacific.

These long term trading relationships represent hundreds of thousands of small-scale farmers and artisans involved in fair trade.

Educating about trade

As well as demonstrating how fair trade benefits skilled producers around the world through our trade, integral to Trade Aid's work is educating Kiwis to understand what fair trade is.

Trade Aid educators are volunteers who live in every Trade Aid community. They are passionate about equity and being a conscious consumer

and want to share Trade Aid's nearly 50 years of knowledge of how fair trade benefits communities. We also encourage teachers to use our up-to-date and engaging resources to teach trade justice in their classrooms.

Our community shops

Since 1973, Trade Aid's success has been in sharing our vision for a fair world. Trade Aid staff and volunteers run our shops located from Whangarei through to Dunedin.

For many decades Trade Aid shops, trusts and the importing company were staffed mainly by volunteers passionate about contributing to a social enterprise, who were doing things differently and putting people over and above all else.

Kiwi businesses working together

Trade Aid wouldn't be the successful social enterprise it is today without working with great kiwi businesses up and down the country.

Today Trade Aid works with nearly 1200 businesses to wholesale beautiful artisan crafts and lovingly produced organic food products. This family of businesses know it matters who makes our products, and that they are being treated right.

Great kiwi coffee

Beginning in 2003 local roasters started buying and roasting Trade Aid's green fair trade coffee beans by the sack.

Today many of New Zealand's most well-known coffee brands now source a large amount of their supply through Trade Aid's fair trade coffee relationships.

These businesses have helped make us New Zealand's largest importer of fair trade coffee. This is great for coffee drinkers and great for the producers who grow it.

Great kiwi chocolate

Starting our own sweet revolution in 2014, we opened the Sweet Justice Chocolate Factory in Sydenham, Christchurch.

Owning our own chocolate factory is better for our grower partners who have the opportunity to own more value in the supply chain. It's also better for the kiwi businesses who can join us in making delicious products with our fairly traded cocoa and sugar.



Aurora and Alejandra Izquierdo from the ANEI coffee co-operative, in northern Colombia, pose with a sack of their organisation's coffee destined for shipment to New Zealand.

By taking over the export of their coffee themselves, ANEI have been inspired by the fair trade relationships they have developed with Trade Aid and others to take greater control over the sale of their most valuable export.

Movement Charter

The Charter is a guiding document that all members of the Movement use to ensure they are operating in line with our aims and visions. The Charter is vital to understanding the vision of the Trade Aid Movement. It embodies the core values of our organisation, the fundamental purpose of our existence, and our deeply held beliefs and commitment to how we act and behave.

VISION:

A world where trade is fair for all.

PURPOSE:

To improve producers' lives through our trading relationships and to raise the level of knowledge of trade justice.

OBJECTIVES:

- To trade with integrity according to fair trade principles
- To educate about trade justice
- To demonstrate and inspire others with our equitable trading practice.

Behind the Charter sit several other documents which together guide our day to day activities. These include the ten WFTO principles and the Trade Aid Movement policies.

Movement policies

Trade Aid has several policies that relate to all areas of the Movement. The policies sit behind our Charter and help to guide our day-to-day activities. The following policies are a reference tool for Shop Trusts, and are to be applied to different areas of your work.

- Education Policy
- Environment Policy
- Equity Policy
- Te Tiriti o Waitangi Policy
- Volunteer Policy
- Fundraising Policy

The policies are reviewed on a three yearly cycle by the TANZ Committee and feedback is sought from the Movement to ensure the policies continue to be relevant, guiding documents.

You can find copies of the policies on the Trust Resources Webpage.



An artisan with Dhaka Handicrafts demonstrates the basket weaving process to Trade Aid during an education tour visit to Bangladesh.

Trade Aid and the World Fair Trade Organization

Trade Aid is a member of the World Fair Trade Organization (WFTO) and we are accredited by the WFTO Guarantee System.

10 Principles of Fair Trade

The 10 Principles of Fair Trade specify the ways that Fair Trade Enterprises are set up and behave to ensure they put people and planet first. The WFTO carries out verification and monitoring to ensure these principles are upheld.



You can download and read the 10 principles in full on the Trust Resources Webpage or at: www.wfto.com



Guaranteed Fair Trade Organisation

Trade Aid is accredited by the World Fair Trade Organization's (WFTO) Guarantee System, the first international fair trade system that verifies organisations' compliance with all principles of fair trade.

This is the first system that is able to deliver the promise of fair trade compliance throughout the entire supply chain.

Developed by a group of experts in the field of fair trade monitoring and verification, the major aspects in the development of the Guarantee System were credibility, sustainability and robustness of the system.

This accreditation means that when you buy products from Trade Aid you can be assured that fair trade is implemented in both the supply chain and the practices of our organisation. How great is that?

You can read more about the Guarantee System [here](#).

Mrs. Champa Halder is from the Barisal district in Bangladesh and has been working at Jobarpar Enterprise, Prokritee since 2005. She is considered to be one of the best product and sample makers. She has one son and two daughters and the income from her work helps her to run the family as well as supporting her children's educational expenses. Champa has a great dream of building a good future for her children.



Movement Model

We are made up of several parts that together form the Trade Aid Movement. We are like a large extended family made up from paid staff and over 800 volunteers who are actively involved in all parts of the Movement.

Understanding the Movement Structure

The Trade Aid Movement is based on a tripartite (three part) structure.

1. Each part exists as a separate legal entity:

Trade Aid New Zealand Inc (TANZ)

TANZ is a membership-based Incorporated Society with charitable status.

Membership is open to shops and individual members. All our shops are members and Trade Aid Importers staff can apply to become members.

The **TANZ Committee** is the governing body over the entire Trade Aid Movement and ensures that we live up to our Charter. It has charitable status and is the owner (i.e. holds the shares) of Trade Aid Importers Ltd. The executive committee members of the society are elected at an AGM by the Movement and are responsible for ensuring the Movement meets the vision, purpose and objectives as set out in the Trade Aid Movement Charter. It is not involved in the day-to-day running of TAI.

Trade Aid Importers Ltd (TAI) and Sweet Justice Chocolate Factory Ltd (SJ)

TAI and SJ are limited liability companies and also have charitable status.

TAI is responsible for forming trading partnerships with our suppliers, producing education and marketing material for the Trade Aid shops, and campaigning and advocating for trade justice.

The relationship between TAI and the shops is set out in a document known as the Trade Aid Shop Contract. TAI is overseen by a Board, members of which are appointed by the TANZ Committee. They are responsible for the commercial business of TAI. This Board appoints a Chief Executive Officer who manages TAI and employs the staff who work there.

Sweet Justice Chocolate Factory (SJ) produces all of Trade Aid's chocolate and is owned by TAI.

Shop Trusts

Shop Trusts are independent Charitable Trusts.

They are the owners of the shops and legal employers of paid staff. Trustees are elected annually from the Shop Trust membership and are responsible for effective governance of the shop.



2. Each entity is sovereign and has its own governance structure:

- TANZ has an executive committee
- TAI and Sweet Justice have a board of company directors
- Shop Trusts have trustees

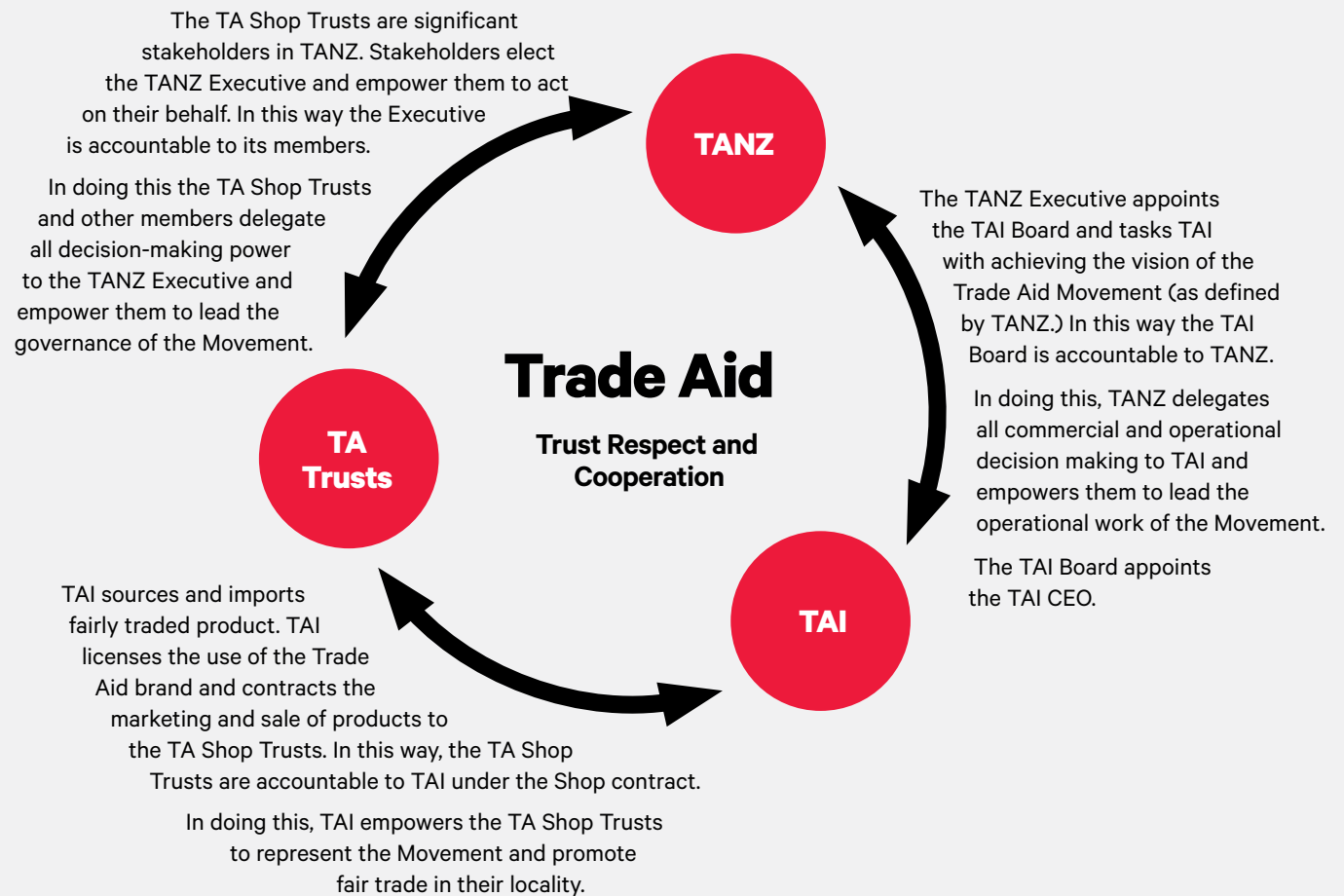
3. The Trade Aid Movement 'chain of command':

1. TANZ is an incorporated society, owned by its members
2. TANZ Members elect the TANZ executive committee and delegate their power to them so that they can make decisions on their behalf.
3. TANZ holds 100% of the shares of TAI. The TANZ Committee appoint the company directors and sign off the annual accounts.
4. The TANZ Committee are legally responsible for the assets of the incorporated society, namely: the Trade Aid brand, the Trade Aid building, the company called Trade Aid Importers Ltd, the Trade Aid vision, and the Trade Aid culture.
5. TAI holds 100% of the shares of Sweet Justice Chocolate Factory.
6. The Shop Trusts are independent, but unless they use the Trade Aid brand and sell Trade Aid merchandise they are not part of the Trade Aid movement. The only way they can access these is through an agreement with TAI.

Movement Structure

A Circular and Connected Structure

To understand how governance works within the Trade Aid Movement, it is important to understand that there are three parts to this structure, and each part plays an integral role in keeping our Movement strong. The three entities are Trade Aid New Zealand Incorporated (TANZ), Trade Aid Importers Limited (TAI) and the Trade Aid Shop Trusts (collectively the TA Shop Trusts).



Trade Aid Shop Trusts

Your role plays an important part in the Trade Aid movement.

The Shop Trust is a governance. Trustees provide local support to Shop Managers and staff, represent Trade Aid in the community, assist with strategic development of the stores, and contribute to growing the Movement as part of a connected network across the country.

In addition to this the Shop Trust are:

- Guardians of the Trade Aid brand and its values
- Contractually responsible for the Trade Aid brand between the Trust and TAI
- Responsible for community education of the principles and values of fair trade in general and Trade Aid in particular.

The following areas fall within the ambit of Trust responsibilities:

Accountability

The Trust carries out effective governance of the shop through adherence to the TA Charter, Trust constitution and Shop Contract. It ensures that all legal matters are satisfied that the Trust is governed in line with trustees' fiduciary responsibilities that and documentation is filed with the Charities Services under the terms of the Charities Act 2005.

Refer to the following documents on the Trust Resources webpage:

1. Shop Trust Constitution
2. The Trade Aid Shop contract
3. Charities Services Details
4. Trust Officer Duties
5. Officer of a registered charity

Annual planning and reporting

The strategic direction of the Trust is laid out by the Trust during the completion of their annual plan, called the Game Plan Workbook. This plan is then monitored on a regular basis throughout the year. Education activity progress is reported to TAI to fulfil the Charities Services requirements.

Refer to the following documents on the Trust Resources webpage:

1. Game Plan Workbook and Game Plan Guide
2. Education reporting form

Finance

The Trust monitors financial performance by monitoring actual against budget figures and approval of monthly accounts. The Trust ensures all accounting requirements are carried out in conjunction with TAI when agreements are signed.

Refer to the following documents on the Trust Resources webpage:

1. TAI and Shop Accounting Service Agreement

Employer

The Trust holds responsibility to be a good employer to staff and volunteers and ensure all legal requirements are completed. Some day-to-day activities are carried out under contract by TAI.

Recruitment and induction of trustees

Key to a thriving Shop is having a good bunch of trustees with a variety of skills and strengths who can actively contribute to the Trust. The documents below provide some useful tools and guidance for helping you to find the right person for your Trust, along with key induction forms.

Refer to the following documents on the Trust Resources webpage:

1. Shop Trust Agreement Form
2. Shop Trustee Eligibility Form
3. Trustee Recruitment and Orientation Guidelines
4. Trust Skills Analysis
5. Trustee Application Form
6. Trustee Interview Guidelines
7. Trustee Reference Check
8. Trustee Competencies
9. Increasing Diversity and Inclusion

Health and safety

As the owner of the shop and employer of staff the Trust has a legal responsibility to ensure the safety of all persons in and around the premises.

Trade Aid Trusts are firmly committed to the provision of a safe and healthy workplace for staff, volunteers, shop customers, contractors and visitors in accordance with all legislative requirements including duties under the Health and Safety at Work Act 2015 and subsequent regulations, Approved Codes of Practice, Standards and Best Practice guidelines.

Refer to the following documents on the Trust Resources webpage:

1. Health and Safety Management Plan
2. Health and Safety Forms
3. Trade Aid Shop COVID-19 Policy

Shop owner

Most of the day-to-day responsibilities relating to Finance and Employer (categories 3 and 4 above) are managed by TAI. While routine matters are handled by TAI and communication maintained with Trusts, Trustees still retain the overall legal responsibility to ensure all requirements are completed and accurate. Likewise, shop lease matters are managed by TAI, in conjunction with Trusts. As legal owner, the Trust will sign the lease documents.

Movement

The Trust is responsible for the promotion of the Movement, its aims and objectives as outlined in the Charter and our policies, both internally to staff and volunteers, and externally to the public at large.

Trade Aid holds annual conferences with the purpose of educating and inspiring the Movement, a representative from the Trust will attend these conferences.

Refer to the following documents on the Trust Resources webpage:

1. Trade Aid Movement Charter
2. TANZ Education Policy
3. TANZ Equity Policy
4. TANZ Fundraising Policy
5. TANZ Te Tiriti o Waitangi Policy
6. TANZ Volunteer Policy
7. TANZ Environment Policy
8. World Fair Trade Organization 10 Fair Trade Principles

The Trust ensures Trust members and volunteers are familiar with, and adhere to, the principles of the Trade Aid Movement Charter.



Supporters of the Sign for Freedom campaign at the Petition handover in Parliament Grounds on June 29, 2021. The campaign was run by Trade Aid and World Vision and urged the government for Modern Slavery Legislation. For more info visit www.signforfreedom.nz

Education

This is achieved through planning and carrying out a local education programme and involvement in national campaigns. Reporting requirements for the Charities Services require all registered charities to record and report on their activities in order to maintain charitable status. Trusts will detail their planned programme in the Game Plan Workbook. Overseeing of education will sit with Trusts and each Trust can determine how best to implement this through their volunteers and Trustees.

Shop Trust meetings

The format and frequency of meetings will be decided by the Trust members, in line with meeting objectives, as outlined in the Summary of Legal Detail.

Minutes of meetings must record:

- sign-off for all expenditure
- sign-off of all staff paid hours
- acknowledgement of the shop manager's report
- reports regarding Human Resources, Health and Safety, Education, and Promotion.

Shop Managers will provide a monthly written report to the Trust and may attend Trust meetings by invitation. The Trust may on occasions choose to meet without the Shop Manager. The Secretary will keep minutes and disseminate them to Trustees within seven days.

Refer to the following documents on the Trust Resources webpage:

1. Trust Meeting Agenda
2. Shop Manager's Report

Annual General Meetings

The Trust must hold an Annual General Meeting to fulfil its legal obligations (recommended during November/December each year). Each Trust should refer to its Constitution for details of required officers, membership numbers, and rotation of officers, notice required and quorum (Clauses 15, 11a, 13, 21, and 23 respectively).

Refer to the following documents on the Trust Resources webpage:

1. Shop Trust Constitution
2. Trust Officers' Duties
3. AGM Agenda

Trust Officers' Duties

The overriding responsibility of all Trustees is to ensure the activities of the Trust and shop are carried out in a legal and financially responsible manner.

The following is a list of the roles of the officers of a Trust. Please refer to the Trust Officer Duties document on the Trust Resources webpage for a full list of duties.

Chair

The role of the Chair is essentially one of leadership. This person should have a clear understanding of the difference between Governance (Trust) and Operational (shop) responsibilities and be familiar with the Trust Constitution and policies.

Secretary

Ensure the efficient flow of communication and maintain accurate records.

Treasurer

All Shop Trusts Accounts are managed by TAI. The role of Treasurer is therefore to monitor, rather than manage, the finances of the shop.

Human Resources (HR)

Manage HR services — under contract if tasks have been formally delegated. For Shop Trusts which have an HR Service Agreement with TAI, this agreement outlines the various roles and responsibilities of the different parties involved.

Health and Safety

Ensure all activities carried out under the Trust's jurisdiction are compliant and committed to the provision of a safe and healthy workplace for staff, volunteers, shop customers, contractors and visitors in accordance with all legislative requirements including duties under the Health and Safety at Work Act 2015 and subsequent regulations, Approved Codes of Practice, Standards and Best Practice guidelines.

Education

Increase awareness and sales through the promotion and education of the TA Movement and promotion of the local shop.

Recruitment

With other trustees, identify and recruit new Trustees.

A team of roshi jute bag weavers based in Chandpur, Bangladesh enjoy a laugh during their break. The artisans work with Corr The Jute Works, Trade Aid's first trading partner.



Available tools and resources

There are a variety of tools and resources available to support you in your role.

These can all be found on the Trust Resources webpage – the go to spot for all Trust related documents, forms, agreements, policies and more. This is a central portal for all Shop Trusts to access all Trust related resources.

Shop Trust Documents

There are a variety of documents and forms to support the Shop Trust, including agendas, Trust duties and handbooks.

Guiding Documents

The Charter is a guiding document that all members of the Movement use to ensure they are operating in line with our aims and visions. The Charter is vital to understanding the vision of the Trade Aid Movement. It embodies the core values of our organisation, the fundamental purpose of our existence, and our deeply held beliefs and commitment to how we act and behave.

Behind the Charter sit several other documents which together guide our day to day activities. These include the 10 WFTO principles and the Trade Aid Movement policies.

Strategic Planning

‘The Game Plan Workbook’ is a resource which has been developed for Shop Trusts to use for their annual strategic planning. An updated copy of this workbook will be update on the Trust Resources page annually.

Recruitment and Induction

All Trustees are expected to contribute to the functioning of Trust meetings to the best of their ability. To facilitate this, the Trust will induct new Trustees into the affairs of both the Trust and Trade Aid, including their current concerns, staff and financial position.

Guidelines for recruitment and orientation are available on Trust Resources webpage. New Trustees will meet the recruitment delegate for governance familiarisation. It is also recommended that new Trustees meet the Shop Manager and staff. On appointment to the Trust, all new Trustees must sign the Trustee Agreement and Trustee Eligibility form.

Health and Safety

Trade Aid Importers provide the Shop Trusts with a Health and Safety Management Plan and relevant forms for Trusts to implement in their store.

Kete of Knowledge

This awesome educational programme aims to increase your knowledge of our organisation and give you greater understanding of all we do and the confidence to share this knowledge with others.

Gyanu Maharjan is a tailor, who makes a range of handmade clothing and crafts as a member of Mahaguthi's tailoring unit in Nepal.

*Shop Trustee
Handbook*

