



ASIA FAIR TRADE 2016

WFTO Governance structure

Jim Tersteeg



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As-Is Situation (1/3)

- **Global level.** This level contains of a global board with representatives of all five regions, a global secretariat office managed by the Chief Executive;
- **Regional level.** 5 regions each having a regional board and a regional director who manages a regional secretariat;
- **Member level.** This is the level of individual members of WFTO.
- Furthermore, there is a fourth “informal” level within the governance structure the level of **National Networks.**

As-Is Situation (2/3)

- The current level of **regional mandate, roles and responsibilities** in their relation to members, national networks (informal) and global level **isn't optimal with regard to global organizational growth, recognition, impact and long term sustainability of WFTO**
- **Membership of WFTO is unclear**
- Great **diversity** in the composition of the **regional boards**
- The **number of representatives in the global and regional boards high**, strong character of micro-management
- **Regional human resources operations** (staff hiring, interns/temporary workers) **are the responsibility of the regions**
- Many **duplications on regional level**

As-Is Situation (3/3)

- The **financial situation of most regional offices is weak**, growth in the number of members will improve the financial situation
- it is widely believed the **Guarantee System will further strengthen the credibility, recognition and future** role of WFTO within fair trade.
- At the moment the level of **experience and expertise within the regional offices is diverse** and in some regions insufficient. Furthermore, the operational processes implemented/conducted in the regional offices are different
- **Operational IT support on key organizational processes is weak** and negatively influencing the limited time availability of the current operational staff in the global- and regional offices
- **Monitoring and evaluation throughout the organization is weak.** A well-balanced reporting system, structured evaluation on operational planning and actual activities conducted, enabling management to manage the organization on results is not operational

To-Be assessment (1/5)

- Global board of WFTO focusses on:
 - tactical and strategic topics and less on operational issues;
 - strategy and operational planning, implementation, monitoring and evaluation based on the results based management principles.
- Global office is:
 - Responsible for the implementation of the global operational plan;
 - Leads the implementation, global operationalization and improvement of key global organisational processes, marketing & communication, branding, events, etc. and connect to the regional offices;
 - Leading and centrally coordinating all guarantee system processes;
 - Facilitates global board in global M&E and decision making.

To-Be assessment (2/5)

- Regional boards are:
 - Small in size (3-5 members), linked to global by 1 board member;
 - Representative body of WFTO in the region;
 - Have a strong responsibility in membership growth;
 - Focus on implementation of global strategy and operational plan, make regional adaptations if required.

To-Be assessment (3/5)

- Regional offices are:
 - Present in all regions;
 - Managed by the global office according the operational plan and conducting activities in global processes according procedures and instructions;
 - Staffed according global HR requirements and procedures;
 - Reporting according M&E guidelines to the global office;
 - (Partly) Financed by the global budget.

To-Be assessment (4/5)

- **(National) Fair Trade Networks** are recognized within the organization and governance structure:
 - Promotion of the WFTO principles
 - Celebrate WFT-day using the global theme
 - Recognition of the WFTO retail standards
 - Communication – dissemination of WFTO global messages and themes on national level
 - Provision of information to WFTO on National Fair Trade developments or activities which could be of interest on international level
- **WFTO Country Platform:**
 - 100% alignment

To-Be assessment (5/5)

- Redefine membership categories and fee-structure aligned with the new governance structure.
- Global organisational processes and working instructions are clearly defined in an organization blue print addressing all organisational levels of WFTO. All relevant documents will be available in Spanish as well.
- Budget planning is aligned and based on the 4-year operational plan.
- Level of IT within WFTO is supporting the main global operational processes and facilitates, monitoring, reporting and decision making.
- Communication structure (needs to be developed)

GAP analysis

- The national networks / WFTO Country Platforms are to be formally included within the governance structure of WFTO
- The organizational roles, responsibilities, authorities and accountability will have to be redefined
- The composition of the global and regional boards can be realigned with the short and medium term size of WFTO and the number of members in a way that a strong uniform global presence is guaranteed
- Operational staff within the regions must be qualified to conduct the operational activities in global and regional processes, like the GS system. The global office will have to fulfill a role in the appraisal and recruitment process of regional staff.

GAP analysis

- Regional differences with regard to the activities conducted in the GS system will have to be diminished. Staff will be evaluated trained or recruited based on their results and potential.
- Global initiatives which require implementation through the regions will have to be developed in clear procedures and instructions.
- Organizational 4-year strategy and 4-year operational plan is developed on global level.
- Monitoring and Evaluation (M&E) will be designed on the basis of Results Based Management (RBM).
- IT support and systems are lacking behind and even slowing down further development of WFTO.

Consultation of the regions

Discuss in small groups:

- what are strong points in the proposed changes in Governance?
- what are weak point?
- what would you like to add?

