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# GETTING STARTED **TOOLKIT:**

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**A RESOURCE FOR EARLY PLANNING WITH LOCAL VENDORS AND THEIR REPRESENTATIVES ON FORMING AN ASSOCIATION**



**Acknowledgements:** This Guide was adapted to the Markets for Change Project from the Getting Started Toolkit prepared by Laila Harre and Kuini Lutua in 2012.

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UN Women supports UN Member States as they set global standards for achieving gender equality, and works with government and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment and; making gender central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

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*Women vendors at Getting Started workshop in Tavua, 2015*



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## ACKNOWLEDGEMENTS

The first iteration of the Getting Started Toolkit for facilitators was prepared in 2012 by Laila Harre and Kuini Lutua through the Partnerships to Improve Markets Pilot Project.

The Markets for Change (M4C) Fiji Project team adapted the original Toolkit, coupled with the knowledge and experience developed over 2 years of running the M4C project in Fiji, and, with a little help from a graphic designer to produce a Toolkit intended to benefit both the facilitator and market vendors on an early planning process.

This production could not have happened without the principal project donor, the Government of Australia. As well acknowledgement also of the support provided to the Markets for Change Project by the Ministry of Local Government, Housing and Environment. The UN Women Markets for Change Project Fiji National Coordinators Mouna Peters & Vilisi Veibataki, the M4C Fiji Project Manager, Anna Parini and more importantly the Market Vendors Association Members from whom valuable feedback on the use of this Toolkit was obtained.

Thanks also to the projects and individuals who spent time field-testing the Toolkit and gave us feedback on their experience, enabling us to make the Toolkit as user-friendly as it can possibly be.

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The information in this Toolkit is not designed to replace expert advice on any topic covered. While every care has been taken to ensure the information is accurate at the time of publication, UN Women takes no responsibility for any errors of omission.



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## GETTING STARTED

# HOW TO USE THIS TOOLKIT

Welcome to the Getting Started Toolkit

This Toolkit is intended to be both an educational guide and a reference document. It can be used to introduce market vendors to plan and organise themselves into representative groups.

It is a reference for workshop facilitators whose aim is to undertake capacity training for market vendors.

To assist the viewer a range of user-friendly intuitive symbols are used to orientate and provide navigational clues throughout the Toolkit.



The speech bubble indicates what and when you need to state things



The pencil marks instances where group exercises are scheduled in the programme



The book marker reminds the facilitator of certain required actions



The folder indicates resources needed for the section activity



The download icon marks links to downloadable files/tools

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## GETTING STARTED

# SUMMARY STEPS TO GETTING STARTED FOR MARKET VENDORS AT MUNICIPAL MARKETS

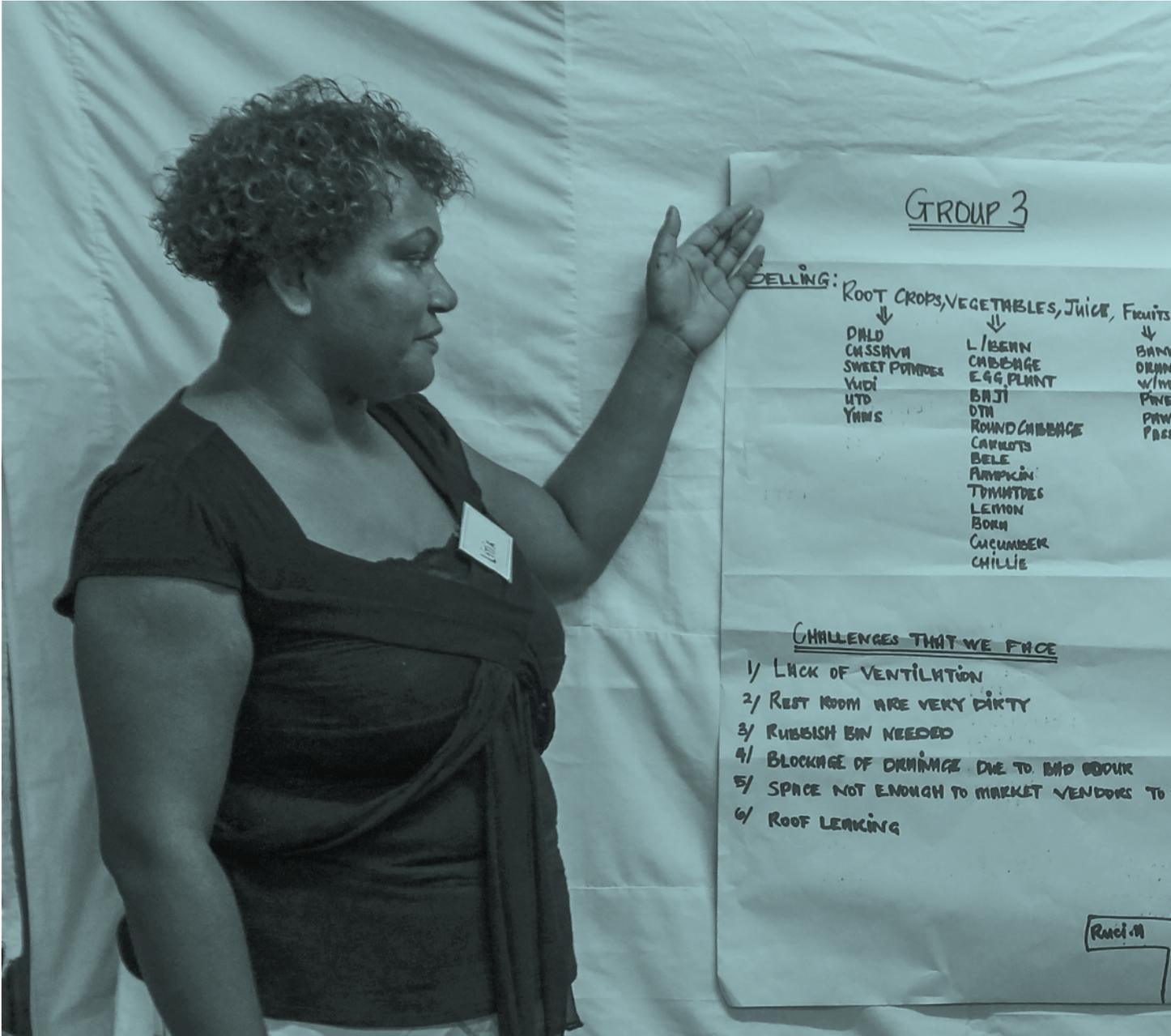


- 1 Invite all vendors to attend a meeting (casual, permanent, farmers etc)
- 2 Introduce the importance of getting organised in the marketplace
- 3 Get the vendors to map their market to identify/understand the market context, that is profiling the market
- 4 Analyse their issues/present issues & decide on priorities
- 5 Present to the market management/ Council management



*Go back to the stalls and discuss with respective sections and identify market representatives who will work on developing the Association Constitution.”*

- 6 Committee (interim) established
  - Choose a leader
  - Choose market section representatives
  - Ensure both women and men participate
- 7 Constitution:
  - Objective
  - Membership
  - Operational Procedures (see Annex - model constitution)
- 8 Registration with Ministry of Labour
- 9 Election process
- 10 Leadership Training



Group presentation at the Getting Started Workshop in Tavua, 2015



Time:

1 day

## WORKSHOP FACILITATOR GUIDE NOTES

**Outcome:** Participant vendors will have identified the key features of their existing organising and representation structures and processes, including the gendered nature of these, and will have agreed on some short term steps designed to strengthen women vendors' participation and leadership in the organisation and representation of vendors.

### 9 – 9.45am INTRODUCTIONS AND OVERVIEW

- Facilitator and participant introduction
- Exercise involving participants which will highlight the gendered nature of the market place and reveal gendered features of existing market vendor organisation (or the lack of it)



**Facilitator says:** Bula vinaka, Namaste. Welcome to this workshop for market vendors, the MVA and other vendor associations from the [name of] market.

My name is [name and position of facilitator]. [make sure everyone has a copy of programme]



[Housekeeping information – location of toilets, emergency exits, where food and drink will be served].

Our workshop today will be finishing at 5 pm. Is there anyone here who is not able to stay to the end of the day? [if so explain importance of being involved all day and encourage people to stay right through].

After this introduction we are going to do an exercise for you to introduce yourselves to us all. Before we start though I will ask the UN Women representatives [and other resource people] to introduce themselves and briefly explain what they do.



[Introductions from UN Women and resource people]

Today's workshop is about you, as market vendors, working together. Whether you are leaders or members of a market vendors association or you are market vendors who have not joined an association, your ideas and opinions are as important as everyone else's here today.

The workshop is hosted by UN Women, who are leading a project called "Markets for Change" in Fiji and other Pacific Island countries.

As you will hear from the UN Women officers here today, UN Women have been working with vendors and local governments to make the markets a better place to work. One of the ways to do that is to make sure that ALL market vendors have a say in the way the market is run. For that to happen you need active and effective vendor associations - associations which represent ALL vendors and which are led by vendors from across the market.

Because most market vendors are women, it also means associations that encourage



women to join, to participate and to lead. It means making sure that the issues and concerns of women vendors are heard by the vendors associations, and that vendors associations raise those issues with the market management and Council and organise vendors to make the changes you want.

Today you will get a chance to discuss how your current association or associations are doing. Who joins them? Who doesn't join them? Are they representative? Are women encouraged to participate and lead? Are they accountable? Are they seen as important by Council? How can you make them better?

By the time we finish today you will have agreed on some short term actions to make your associations stronger.

Through this project, UN Women will be able to help you achieve some of the changes you want in your associations and markets in the next few years.

Shortly, [name] from UN Women will be giving a presentation on the aims of Markets for Change project and the importance of markets to women's empowerment, gender equality, and reducing poverty.

Before that let's get to know you and the [name] market a bit better.



### EXERCISE 1: [arrange chairs in circle]



**Facilitator says:** To introduce yourselves and to begin to get a picture of the [name] market I am going to ask you to stand up and imagine you are at the market.

If you work inside the market can you stand inside the ring of chairs. [If you work upstairs sit on a chair]

If you work on the outside please stand behind the chairs.

Now I have some [colour 1] paper here. Take one of these if you are on the committee of the MVA.

If you are a member of the MVA but not on the Committee here is a [colour 2] paper.

Please take a [colour 3] paper if you are not a member of the MVA.

Ok – now can everyone hold up their sheet of paper and look around the room. Remember the three colours and what they stand for [go over again and check people have the right colour]. Do you notice any differences between the people who are work inside the market and the people who work outside. [prompt for gender, maybe ethnicity, of types of stalls and location, who is on association committees, ask people to say why they haven't joined MVA ].



#### THINGS TO HIGHLIGHT FROM THIS EXERCISE:

- exclusion of some groups from MVA
- gender of those inside and outside
- gender of MVA committee
- barriers to membership of MVA

Now let's look at things a little differently. Please keep your paper and form a line based on how long you have worked at the market for [get the person who has been there longest at one end and shortest at the other end, everyone needs to organise themselves into the line by talking to each other – form a semi-circle so people can see each other]. OK – now hold up your paper again – what do you notice? [eg even long term outside vendors not in association, people who are new to market not in association – importance of active recruitment and inclusiveness etc].

Write list on Board:

- Name
- Number of days you work as vendor each week
- What you sell (eg fruits, vegetables, root crops, seafood etc)
- Inside or outside
- Number of years selling in market
- How many people you employ on your stall(s) – if any
- Member of MVA or not a member
- Position on Executive Committee of MVA – if any

Ask people to sit down and write on their coloured paper the answers to the list on the board.

Then ask them to introduce themselves using that information.

Collect in the sheets of paper and draw a grid on board or wall and stick the pages with blutac on the right part of the grid – again highlight how “colour coded” things are – leave on wall or board so people can think about it.

 <b>WOMAN</b> Urban/inside vendor	 <b>WOMAN</b> Rural/outside vendor
 <b>MAN</b> Urban/inside vendor	 <b>MAN</b> Rural/outside vendor



#### RESOURCES:

Programme

Four colours of paper, pens, blutac

9.45 – 10.45am

## Why participation, leadership, organisation and representation matter

Now I'd like to introduce [name] from UN Women to give a 30 minute presentation on the markets project.

Because this is a workshop for you to work on strengthening your organisation as vendors in the market, it's important to listen carefully so that we can discuss the presentation. To prepare for the discussion, while [name] is talking I would like to write down in your notebook the words or ideas that stand out for you – those you find important and those that you don't understand. Just use one or two words. I will also write down some words on [whiteboard/butchers paper].

We are going to come back to these words after she has spoken.

After presentation:



### EXERCISE 2:



**Facilitator says:** Now let's come back to the words and ideas you have written down. I am going to hand out sticky notes and I want you to copy each word or idea onto a sticky note – use one sticky note for each word or idea. You can use words or ideas from the whiteboard too if they are important to you.

Remind them to write each word or idea on a separate sticky note so you can move them around.

Collect in the sticky notes and organise them on a board/butchers paper/wall by theme – eg Local Government, Gender equality/women's empowerment, Issues and problems etc.

Guide a discussion about the key concepts to check understanding. Use this to reinforce the main themes of the presentation (you can take a photo of the notes and of your own notes from presentation for your records).



#### RESOURCES:

[UNW powerpoint presentation](#)

[Sticky notes](#)

[Butchers paper/whiteboard, markers and whiteboard pens](#)

10.45 – 11.05am



**Morning Tea** (20 minutes)

11.05am

– 12.15pm



## Organising and Mapping

**Facilitator says:** Today we have already started to look at some of the issues for market vendors and women market vendors in particular. We have heard about the importance of having inclusive market vendors' organisations that are good advocates.

In the next hour we will introduce you to some key features of "organising".

## FACILITATOR GUIDE

## NOTES

◆ [Write “Organising” on board]

Organising is not just about one person advocating for another person. It is about people working together, deciding their priorities and taking action together to change the things that they agree have to change so that their lives – in this case your lives as market vendors – can be better.

◆ [Start Powerpoint on 5 Key Features of organising]

There are many different approaches to organising. But there are also some things that any group that is formed to improve our lives at work will have to do well.

◆ [briefly go through the slides – do not spend too much time on each one. At the end explain that over the next months and years the aim will be for market vendors associations to do all these things well – recruitment; building and maintaining a democratic organisation; dealing with problems; bargaining with Council and other stakeholders; and resolving disputes through collective action and other approaches].

After presentation check for understanding – ask if there is anything from the presentation that people disagree with or don’t understand.



**Facilitator says:**

Recruitment is one of the most important things a good organisation needs to do. We have seen from the exercise this morning that there are many vendors and groups of vendors who are not members of the MVA yet.

Does anyone here know how many members the MVA has? [unlikely to get a clear answer]. What about the number of vendors in the market, how many vendors are there? On the inside? On the outside [highlight the level of uncertainty].

If we are not sure exactly how many members there are already, and how many potential members – or non-members there are – then we don’t know how many people we need to join up the Association to make it stronger. To find that out we need to do some investigation – or what we call mapping.

Let’s start by identifying what the different work areas or vendor groups are in the market:

◆ [get a list of vendor types and vending areas]

Pass around the mapping tool.



**Facilitator says:**

This form is designed to help you work out who is in the market and to find out what they would like to change about their life at work in the market. To bring people into the association you need to know who is missing now, and what they care about. This way you can develop a plan that is responsive to them.

◆ [explain the different parts of the form – use translators to make sure everyone understands each part – will require some group discussion]



### EXERCISE 3:

Now I want you to team up with one other person. Looking at the second section of the form – I want you to find out from the other person the area they work in – write this at the top of the page. Now write your name and mobile phone number in the space provided located in the top right hand corner – you are the mapper.

Now look at the section of the form where you find out what is important to the other person. I want you to put their name, gender, year they started in the market and whether they are a vendor or an employee in the first column. Then can you ask them the two questions- what is the thing they would most like to change about working in the market? Is there anything else they want to suggest or add?

[allow 5-10 minutes for this]



**Facilitator says:** Organising is all about people who share a common interest getting together to make change – that's why it's important that the mapping is done by vendors with other vendors, not by someone coming in from the outside.

Ok – now let's see some of the responses [select some people to share, discuss, ensure it's done correctly].



**Facilitator says:** One of the short-term action plans we can talk about later is to use this tool to map the whole market. The first step will be to find someone in each area to map their area – if that person isn't here today then you will need to teach them how. They will need to talk to as many people as possible – both vendors and vendors' employees in that area and fill in one of these forms. Once that is done across the market you will need a group of people who will do the counting part and fill in the top section of the form. This needs to be done as accurately as possible so you really know the map of your market.

We can come back to this later when we do the action plan. Does anyone have any questions?



**Resources:**

[Power point on 5 key features of organising Mapping forms \(Annex\)](#)

12.15 – 1.15pm



**Lunch** (1 hour) Make sure people know to come back on time – explain that the afternoon will be spent looking in more detail at the MVA itself – its strengths and weaknesses, and agreeing on a short-term action plan.

1.15 – 1.30pm

**Refresher Exercise:**

This exercise is just one idea – you might prefer to do something different to get people started up again after lunch.



**EXERCISE 4:** Make this lighthearted and fun – it's just a game.



**Facilitator says:** Now it's time to wake up so we are going to write a song and sing it together. Organising is about bringing together our talents and building something new. So here we are going to organise a song.

Does everyone know the tune to Old McDonald Had a farm? Cool. Right, well this time its not Old McDonald but [name of Town or City] and it's not a farm but a market. And it's not animals but the things we do or sell in the market and the sounds they make. I want you to team up with anyone who sells the same thing as you or does the same job as you in the market.

And on this paper I want you to write the name of the product you sell and make up a noise to go with it – so coconut might go crash crash or icecream might go slurp, slurp. Use big letters so we can all see them. When you have written the thing and the noise then put it on the wall. Arrange on the wall in order [only one paper per item, not too many – say the 5 or 6]

Demonstrate:

[name of place] had a market, E I E I O  
 And in the market it had a \_\_\_\_\_ EIEIO  
 With a \_\_\_\_\_ here and a \_\_\_\_\_ there. Here a \_\_\_\_\_ there a \_\_\_\_\_  
 everywhere a \_\_\_\_\_  
 [name of place] had a market, E I E I O  
 Etc

Last verse go through all the items and sounds again. Big round of applause.



**Resources:**

Paper (A4), felt pens, blutac

1.30 – 3.30pm

## Capacity Assessment – towards an action plan

Facilitator re-caps on work so far:

- Overview of the market and gender issues
- 5 key features of organizing
- Importance of mapping – and having up to date information about the people you want to organize and the issues that matter to them



**Facilitator says:** Now we are going to focus much more on the MVA itself and its strengths and weaknesses.

Before this workshop we identified 10 questions to think about when you think about how to build a strong vendors association and one that also includes women as members and leaders. These 10 questions are:

1. Is the MVA representative of vendors across the market?
2. Is the MVA Executive/committee representative of vendors across the market?
3. Is there high awareness of MVA in the market?

4. Is the MVA active and in regular communication with members?
5. Do members participate actively in the Association?
6. Do MVA Committee or Executive members have the skills needed to be effective?
7. Does the MVA have a clear purpose, programme and plan?
8. Does the MVA have funds and manage them well?
9. Does the MVA have an effective relationship with the Town [City] Council?
10. Does the MVA have good networks and a good reputation outside the market?



### EXERCISE 5:

 [assign a UN Women officer or resource person to each group – they will facilitate and take notes]



**Facilitator says:** With each of these questions we have developed four possible answers. Soon we are going to split into three [or four] groups and talk about the questions and the answers.

We will start by giving each group three [or two] of the questions.

In your group you need to talk about your vendors association and choose which of the four answers best describes your association. The four answers are four different levels of capacity.

Capacity means the skills, knowledge, systems and processes of an organisation. In each of the 10 areas, Level 1 is the lowest capacity – that means your association is weak in that area, and Level 4 is the highest level – which means your organisation is strong in that area. You are most likely to find that your association is quite weak in a lot of these areas – that's ok. The important thing is to be honest in your assessment.

Once you have agreed on a level for the question circle the level on the paper. Then you need to talk in your group about what you could do to move to a higher level. There are some questions to help you do this – use these questions as a guide - and write down your ideas on the paper.

Spend about 10-15 minutes on each question in round one.

When you have finished those questions we will swap the papers between the groups. Look at what the group or groups before you decided and discuss whether you agree with the level – if you don't then circle the level you think is right.

Assign group facilitators. Count off groups (1,2,3 around room so that there is a mixture in each group).

Give each group three [or two] of the sheets. After 10 minutes check they are nearly finished first sheet. Give the first group/s to finish any remaining sheets. As group finish sheets pass these onto the next group. The aim is for every group to look at every sheet.

When groups have finished looking at all sheets (one group may be slow and not get to look at all sheets), gather back at table.

Go through each of the sheets and discuss the level – if there is a disagreement between groups on the level then agree on a level as whole group. Remember none of the definitions are exact.

As you discuss each sheet collect ideas on board or butchers paper for short-term action plan.

 Resources:

Capacity assessment tool

Butchers paper

3.30 – 3.50pm

 Afternoon Tea (20 minutes)

3.50 – 4.30pm

### What should the future look like and short term action plan?

Circulate list on leadership qualities for people to take away (no need to discuss). Put up “Strategies for Women” poster and draw attention to it.

Facilitate a brainstorm over the ideal future for strong and inclusive market vendors’ organisations based on capacity assessment and other discussions.

Note on butchers paper/whiteboard ideas for short-term actions.

Check in with group on this question - will our actions increase or strengthen women’s voice in the market?

Confirm mapping as starting point for short-term action plan. Go in detail through the mapping process for the market:

1. Use the mapping tool introduced at the workshop
2. Pick one or two vendors from each area of the market – encourage women vendors to take the lead. Make sure all areas are covered and check in regularly with the vendors doing it
3. Give them the mapping form and explain the form – just m ask them to work on the individual vendor and employee section. The top part of the form which has the stall and vendor count can be done later
4. At the top of the form put the market area and the name and phone number of the vendor who is mapping that area
5. Ask the vendor to have a one-to-one or small group conversation with the vendors AND employees in that area
6. For each vendor OR employee fill in the section of the form that records their name, year of starting, gender and whether they are a vendor employee and asks what they would like to change in the market
7. One vendor assigned to collect all these forms
8. Once the survey has been completed (as many vendors and employees spoken to as possible) hand the forms to the collector vendor
9. Meet as a group to plan the counting process. It is important that this is as accurate as possible

10. Count the stalls, vendors and employees and the size of the stalls and record on the form for each areas – make sure every area is only counted once
11. Once all the forms and counting is complete UN Women will make a copy (scan) all the forms and meet with the people who did the mapping and MVA to analyse the forms

Agree on other short-term actions.

 Resources:

[Checklist on leadership qualities](#)  
[Strategies for Women poster](#)

4.30 – 5.00pm

### Summarise, evaluate and close

Ask people to say what they learned during the day and what they are motivated to do – if there is time go around whole table, otherwise just ask for volunteers to reflect on the day.

### After the workshop:

- Reporting: Capacity Assessment, Short term Action Plan, Report on workshop and follow up (see Toolkit for model reports)
- Follow up





*Getting started workshop in Levuka, October 2016*

## FIVE KEY FEATURES OF ORGANISING

### Recruiting

- The difference between active joining and automatic membership
- Inclusive rules, a clear purpose and some plans
- Understand the group you want to recruit, what issues matter to them, is there a formal or informal leader of the group?
- Why aren't they already members? Prepare to overcome objections – including making changes yourself
- Where is the best place and when is the best time to discuss membership?
- Who should invite vendors to join?
- Provide materials and a membership card
- Aim to welcome all new vendors soon after they arrive and explain Association role

### Building and running a democratic organisation\*

- **Challenge 1:** Choosing the right kind of leader
- **Challenge 2:** Developing the necessary skills and knowledge to run an organisation
- **Challenge 3:** Having enough money to carry out the objectives of the organisation

\* From Streetnet manual: Building and Maintaining a democratic Organisation of Informal Workers

### Presenter Notes

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#### Challenge 1:

Choosing the right kind of leader. Some leaders are drawn from organisations with a history of weak and undemocratic organisational practices. Some want to be leaders to further their own interests. Others are corrupt, and some are in the pockets of politicians or criminals. Men predominate in leadership positions even where a majority of the members are women.

#### Challenge 2:

Developing the necessary skills and knowledge to run an organisation. Many workers in the informal economy have had little opportunity to acquire a good education and formal skills. They often lack the confidence and experience to run their organisations well.

#### Challenge 3:

Having enough money to carry out the objectives of the organisation. Member-based organisations rely on fees paid by their members. Informal workers are generally poor and cannot pay high and/or regular subscription fees. It is often difficult to collect subscriptions regularly because of members' poverty, scattered locations and lack of financial facilities. It is not easy to find donors who are willing to support them.

## Handling day to day problems of vendor

Step 1: Listen to the vendor's story

Step 2: Consider the situation – is this an individual issue or a collective issue?

Step 3: Find out more - carefully

Step 4: Decide what to do, with the vendor and others affected

Do - keep the vendor informed

Don't - discuss without vendor's consent

## Collective bargaining

- Collective bargaining is a right of all workers – not just employees
- Decide what are you looking for in a “collective agreement” with Council
- Get ideas from others outside the market
- Who is the other party, other parties – vendor and non-vendor
- Understand what your legal rights are and where they come from
- Develop an inclusive and open bargaining process
- Making sure agreement is clear and understood by everyone

## Disputes and Collective Action

- Know where your rights and responsibilities come from – eg bylaws, Health and Safety law, charters or agreements
- Choosing between “legal” strategies and “organising” or using both
- Deciding on Collective action which is inclusive, positive and has maximum support and participation from vendors



*Getting Started workshop in Nadi, February 2015*

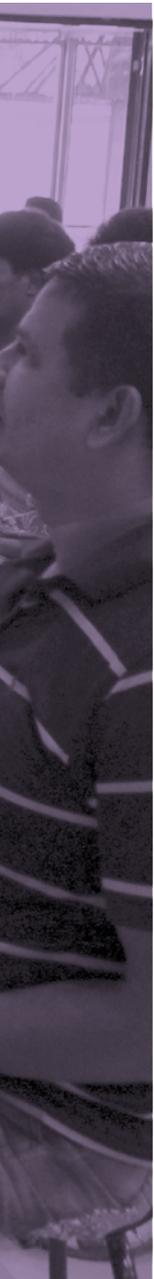
## INSTRUCTIONS FOR MAPPING THE MARKET

### Why should the MVA map the market?

- Raise the MVA profile - talk to each vendor and each vendor group
- Find out who potential members are
- Find out what issues are important

### How should you do the mapping?

1. Allow 1-2 days to map the market
2. Use the mapping tool introduced at the workshop. Start the day after the workshop – this gives you a chance to talk to people while the learning is fresh
3. Do the second part of the form first – this is the part that records conversations with vendors and employees. Complete this across the whole market before you do the top part of the form – the count
4. Pick one or two vendors from each area of the market – encourage women vendors to take the lead. Make sure all areas are covered and check in regularly with the vendors doing it
5. Give them the mapping form and explain the form – just ask them to work on the individual vendor and employee section. The top part of the form which has the stall and vendor count will be done later
6. At the top of the form put the market area and the name and phone number of the vendor who is mapping that area
7. Ask the vendor to have a one-to-one or small group conversation with the vendors AND any employees in that area
8. For each vendor OR employee fill in the section of the form that records their name, year of starting, gender and whether they are a vendor employee and asks what they would like to change in the market
9. Decide who will collect all these forms and make sure people know who to give their forms to (choose a well-known person at a central stall)
10. Once the survey has been completed (as many vendors and employees spoken to as possible) hand the forms to the person who is collecting them
11. Meet as a group to plan the counting process. It is important that this is as accurate as possible. UN Women staff or contractors should be available to support this stage
12. Count the stalls, vendors and employees and the size of the stalls and record on the form for each areas – make sure every area is only counted once
13. Once all the forms and counting is complete UN Women will make a copy (scan) all the forms and meet with the people who did the mapping and MVA to analyse the forms



## MAPPING THE MARKET

### Form-specific guide for facilitators

#### Mapping the [name of] Market

A tool for the Market Vendors Association

#### Guide to Form

1. Write work area name: eg Fish & seafood etc. Rural vendors from each province should be treated as separate "Areas" – eg Rural Tailevu, Rural Naitasiri.

2. Count vendors who sell at their own stall. Make clear whether they are fulltime (inside) vendors or rural and weekend vendors. Count total number of men and women in each group. Do not include employees of vendors.

3. These are people who work for other people in the market. If they work alongside the registered vendor then count them in the top line. If the registered vendor does not work in the market himself or herself then count those employees in the bottom line.

4. A "stall" is a one yard area (except some areas like seafood and flowers a stall is just one vendor). Count the total amount of space (in yards) occupied by women and by men. Then show for men and women separately how many have stalls of 1 yard, 2-3 yards and 4 yards or more.

5. Ask each person what they would most like to improve in the market and whether there are other issues. If they don't want to give their name that is ok – try and get the other information. Indicate (tick circle) participant's gender and whether they are a vendor or an employee.

NAME & PHONE CONTACT OF PERSON MAPPING

#### PART 01

<b>1</b>	<b>Area Name</b> Eg Flowers, Kava, Fruit and Vegetables, Rural [Province] etc.				
<b>2</b>	<b>Vendors who sell at their own stall</b>	<b>Total number of vendors</b>	<b>Female</b>	<b>Male</b>	<b>Number vendors in MVA</b>
	Weekly, permanent, registered Vendors				
	Part-time, casual, weekend, rural vendors				
<b>3</b>	<b>Employees who sell for a registered vendor</b>	<b>Total number of employees</b>	<b>Female</b>	<b>Male</b>	<b>Number employees in MVA</b>
	Where the registered vendor works at the stall with the employee				
	Where the registered vendor does not work on the stall				
<b>4</b>	<b>Stalls operated by men</b>	<b>Total number</b>	<b>Number 1 yard</b>	<b>Number 2-3 yards</b>	<b>Number 4 yards or more</b>
	<b>Stalls operated by women</b>	<b>Total number</b>	<b>Number 1 yard</b>	<b>Number 2-3 yards</b>	<b>Number 4 yards or more</b>

#### PART 02

<b>5</b>	<b>Issues of importance to vendor</b>	<b>Thing you would most like to change about working in market</b>	<b>Other changes you would like to see</b>
	Name: FIRST _____ LAST _____		
	Year of starting: <input type="radio"/> Male <input type="radio"/> Female		
	<input type="radio"/> Vendor <input type="radio"/> Employee		
	Name: FIRST _____ LAST _____		
	Year of starting: <input type="radio"/> Male <input type="radio"/> Female		
	<input type="radio"/> Vendor <input type="radio"/> Employee		

INSTRUCTIONS FOR  
MAPPING THE MARKET

NOTES

!  
PART 02 /Continuation

6. Ask each person what they would most like to improve in the market and whether there are other issues. If they don't want to give their name that is ok – try and get the other information. Indicate (tick circle) participant's gender and whether they are a vendor or an employee.

Area Name	Thing you would most like to change about working in market	Other changes you would like to see
Name: FIRST _____ LAST _____ Year of starting: <input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Vendor <input type="radio"/> Employee		
Name: FIRST _____ LAST _____ Year of starting: <input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Vendor <input type="radio"/> Employee		
Name: FIRST _____ LAST _____ Year of starting: <input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Vendor <input type="radio"/> Employee		
Name: FIRST _____ LAST _____ Year of starting: <input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Vendor <input type="radio"/> Employee		

 **Approaching Vendors:**

- Hold a short meeting in the area you are mapping with the vendors – get their help to fill in the boxes
- Wear a badge or take a letter from the MVA so the vendor knows they can share information with you
- Talk to as many vendors and employees as you can
- Write things down on the form. Use extra pages if necessary



*Lia Lewamate at the Getting Started workshop in Nadi, February 2015*

*This section outlines a sample model capacity assessment. It reflects the experiences of the project team coordinators since the commencement of the Markets for Change Project. The training format can be tailored to suit the audience. Whilst the model capacity assessment is an integral part of the Getting Started, experience has shown that the model capacity assessment can be separated from whole training and be a standalone training on its own. The questions in the 10 Sheets and the suggested rating system can be applied to any association.*

Market Case  
Study

## MODEL CAPACITY ASSESSMENT REPORT: MARKET VENDORS ASSOCIATION

An assessment by members, executive committee representatives and non-member vendors of the mva's capacity as a vendor organisation

### SHEET 1: REPRESENTATIVENESS OF MEMBERSHIP

#### Is the MVA membership representative of vendors?

Are all vendors able to join the MVA, are they all invited and encouraged to join, and do they usually join when asked?

**Level 1** Only some vendors are in the Association

**Level 2** Potential members are invited to join but a large number do not join

**Level 3** Some groups of vendors are excluded from membership, but those who are allowed to join usually do

**Level 4** All vendors are invited and encouraged to join the association and they usually do join it

**Rated: Level 1**

#### Some issues

- Previous MVA had become inactive, interim Committee has not been recruiting
- Very little knowledge about the MVA, including among interim committee members, poor awareness of benefits of joining
- Work commitments, limited days of work (farmers) and a lack of confidence keep vendors out of MVA
- Some lack of trust in MVA

#### Some Solutions

- More conversation with vendors about the MVA
- Training and support for MVA Committee and active members, need support from outside MVA
- Share information from workshops
- Have a simple membership form
- Decide on membership fee and collect and report on fee in a transparent way

## **SHEET 2: REPRESENTATIVENESS OF EXECUTIVE**

### **Is the MVA committee representative of vendors?**

Does the membership of the Committee or Executive reflect the main groups in the market and the gender and ethnic diversity of the market fairly?

- Level 1** The Committee is mainly made up one or two vendor groups and there is low number of women or no women, there isn't an active election process
- Level 2** There is mixed representation of vendor groups on the Committee but the proportion of women is lower than it should be, especially in key positions and elections are held but there are many barriers to new people
- Level 3** There is mixed representation of vendor groups on the Committee and the representation of women is at least as high as in the market, but some vendor groups are underrepresented and the election process favours some groups
- Level 4** The Executive or Committee has the same proportion of women, men, different ethnic groups, rural and urban vendors and vendors selling different products as the market does (i.e. if 70% vendors are women, 70% committee are women, if one third are rural vendors, one third of the committee are rural vendors), elections for representative are genuine

**Rated: Level 3**

### **Some issues**

- No elections for the Interim Committee – appointed (by Market Manager)
- Mainly women Interim Committee, however elected Committees have been mainly male, with popular vote favouring men and women unwilling to stand
- Farmer vendors not represented on Interim Committee

### **Some Solutions**

- Develop rules in consultation with vendors – ensure rules allow all vendor groups to be represented on committee
- Active promotion and encouragement of women candidates before AGM
- Rules should require representation of all vendor groups and of women
- Rules need to be finalized in consultation with vendors and a proper election held

## **SHEET 3: Awareness of MVA**

### **Is there high awareness of the MVA in the market?**

Do market vendors, market management and Council officers know how to contact the MVA, who its representatives are and what it does?

**Level 1** There is low awareness within the market of the MVA

Level 2 Market management are aware of the MVA and who is who in it, but market vendors might not know who is who and what the MVA does

Level 3 Market management and MVA members know who is who in the MVA, what it is doing and how to contact it

Level 4 Everyone involved in the market has a high awareness of the MVA

**Rated:** Level 1

### **Some issues**

- MVA committee lacks confidence in its role so that it can promote the MVA to vendors
- Has not established grievance or consultation processes with Market manager

### **Some Solutions**

- Talk more with vendors about their issues and the role of the MVA – use the mapping for this to start with
- Invite vendors to join
- Training for MVA committee on role and objectives and explain these to vendors
- Regular meetings with Market Manager, do the follow up

## **SHEET 4: MVA ACTIVITY AND COMMUNICATIONS**

### **Is the MVA active and in regular communication with members?**

Does the MVA do things on a regular basis to communicate with members and involve them?

**Level 1** Only the officers do active work for the MVA and the only regular meeting is the AGM, and the MVA officers make all the decisions

**Level 2** There is occasional communication with members but it is mostly informal and not planned - if people ask the MVA will answer

**Level 3** There haven't been many activities in the last couple of years but there are regular MVA meetings which members are invited to, although records of meetings aren't clear and decisions are often not followed up

**Level 4** The MVA holds regular meetings of members and groups of members, to consult with members, decisions are recorded clearly and the people responsible for the actions report back to members and involve them in activities several times during the year. The MVA produces newsletters, posters etc to let people know what's going on

**Rated: Level 1**

### **Some issues**

- Lack of regular discussions with vendors
- Voices of many vendors not heard by MVA

### **Some Solutions**

- More meetings with vendors/members – hold short regular discussions in each area of the market (every month after committee meets)
- Give vendors the opportunity to be part of representations to council – so that they are seen as “one voice together”
- Listen to everyone – don't talk down to women

## SHEET 5: MEMBERSHIP PARTICIPATION

### Do members participate actively in the Association?

Does the MVA work actively with members to find out what issues are important and organise collective action and activities with vendors?

**Level 1** The MVA Committee or Executive does most of the planning work and usually doesn't ask ordinary members to take action

Level 2 The MVA does talk to members from time to time about what they want but it doesn't expect them to be involved in actions

Level 3 The MVA regularly talks to members and sometimes ask them to be involved in actions, but it doesn't make a special effort to talk to women vendors or other groups not strongly represented on the Committee

Level 4 Members are very active in deciding on what the MVA should be working on and they are usually asked to be involved in actions to support those priorities, a special effort is made to involve women vendors and other groups not strongly represented on Committee

**Rated: Level 1**

### Some issues

- Vendors go individually to Market Manager or Council and are sent back to Committee
- Previous committee organised some collective action (eg petitions) but Interim committee unclear about its role or how to be effective
- Lack of awareness of rights

### Some Solutions

- Organise around the issues raised by the vendors. Some examples identified at workshop included:
  - Poor toilet conditions
  - Not enough stalls
  - Vendors who sell outside after 5pm are charged another full day fee
  - Seats and tables for all vendors
  - Overnight shelter for farmer vendors who sleep on market floor
  - Allow cooked food to be prepared/sold
- Training of MVA committee and vendors on their rights under the bylaws and other laws

## **SHEET 6: THE SKILLS OF THE EXECUTIVE**

**Do MVA Committee or Executive members have the skills needed to be effective?**

Do Committee members have skills in negotiation, running meetings, managing MVA finances, writing newsletters and notices, understanding the bylaws, involving women and members of minority groups in the market?

**Level 1** There is a limited range of skills on the Committee

**Level 2** Some of these kind of skills are present but most are missing

**Level 3** Many of these skills are present on the Committee

**Level 4** Committee members have all or most of these skills between them and where they need skills they have networks to get them from

**Rated: Level 1**

### **Some issues**

- Committee members have many skills but lack support from members and Council
- Some committee reps are members of other committees

### **Some Solutions**

- Identify skill needs – eg recruiting, legal rights knowledge, running meeting and training
- Produce resources in three languages to inform vendors of their rights – eg under market bylaw

## **SHEET 7: PURPOSE, PROGRAMME AND PLAN**

### **Does the MVA have a clear purpose, programme and plan?**

Could anyone active in the MVA say what it is there for and has it worked to develop a programme based on its aims and objectives and a plan to achieve the changes that vendors want to see?

**Level 1** The MVA is just there because it has to be, it hasn't talked about its purpose, programme or plan for a long time

**Level 2** The MVA does have current aims and objectives but it just does things when it needs to

**Level 3** The MVA has a clear purpose and although it mainly just does things when it needs to in the year it has done some planned work

**Level 4** The MVA has current aims and objectives and a work plan that is up to date

**Rated: Level 1**

### **Some issues**

- Workshop enabled discussion of purpose and planning needs
- Interim MVA is still new (old MVA became inactive), people will be keen to learn about the MVA and its role in the market

### **Some Solutions**

- Purpose: to raise the voice of vendors to the council
- Define a clear direction with aim of forming a registered Association with proper representation of both women and men
  - Recruitment
  - Train vendors on current market bylaw, translate it into Hind and Fijian
  - Promote the role and benefits of MVA

## **SHEET 8: FUNDING OF MVA**

### **Does the MVA have funds and manage them well?**

Does the Association have access to the funds it needs, including from membership fees (even very low fees)?

**Level 1** The MVA has no funds of its own and does not charge members a fee

**Level 2** The MVA charges a fee to members but it does not clearly account for the fee or its use

**Level 3** The MVA has raised money from outside sources and sometimes collects a membership fee

**Level 4** The MVA collects and accounts for membership fees and has raised funds from outside sources to do more

**Rated: Level 2**

### **Some issues**

- Currently MVA not collecting fees, there is an MVA account (previous fee \$2 per year)
- Members not aware of how funds spent
- General support for \$2 fee

### **Some Solutions**

- Continue with \$2 membership fee once MVA properly re-established

## SHEET 9: RELATIONSHIP WITH COUNCIL

### Does the MVA have an effective relationship with the Town [City] Council?

Is the MVA recognised by the Council as an independent organisation whose advocacy is vital to decisions about the market? Are there regular and formal meetings to maintain contact?

- Level 1** The MVA only discusses things with the market manager, and this is only informal
- Level 2** The MVA only meets with Council at the Council's request or when there is a major problem to discuss
- Level 3** The MVA has regular meetings with the market manager but not with the Council or senior Council staff
- Level 4** The MVA has regular meetings with the market manager, with notes taken and actions agreed; it also meets from time to time (at least four times a year) with senior Council staff and/or Special Administrator and there are results from these meetings

**Rated: Level 2**

### Some issues

- MVA Interim committee reps have been told to follow channels established by Council to raise issues – there has been no discussion with them about these processes
- Issues raised with Market Manager do not get resolved – but – have been sent back to Market manager when have taken issues directly to Council
- “We listen to the Council but the Council doesn't listen to us”
- Lack of transparency between Council and vendors – Council reps do not come down and talk to the vendors about their issues
- Market Master and Attendants often very rude to vendors - the only female market attendant is not considered supportive of women vendors

### Some Solutions

- Form a strong association and work together, increase awareness of the importance of the vendors to the Council – providing half the Council income and a vital service
- Learn the by-law
- Request regular meetings with CEO/Special Administrator – vendors recognised as some of the Council's most important customers
- Request training for Market master and attendants on proper attitude to vendors, with special focus on attitude to women vendors

## SHEET 10: MVA NETWORKS

**Does the MVA have good networks and a good reputation outside the market?**

How is the MVA perceived by others? Does it have networks inside and outside the market that it can draw on for support?

**Level 1** The MVA keeps to itself - it doesn't go out to build networks with others

**Level 2** The MVA does network with other vendor groups and associations within the market

**Level 3** The MVA has had dealings with outside networks - eg NGOs, UN Women, trade unions, UNDP

**Level 4** The MVA has many links with outside organisations and keeps them informed of its work and asks for support when needed

**Rated:** Level 1

### Some issues

- Inexperienced committee has not considered how to utilise community networks
- Most vendors don't recognize Interim committee
- Have been involved with green waste programme, savings scheme

### Some Solutions

- As the MVA develops identify other organisations or networks that can help promote vendor interests and support MVA demands





*Getting Started Workshop in Nadi, 2015*

## ANALYSING ISSUES FROM MAPPING THE MARKET AND COUNTING THE STALLS

### A. Analysing the issues raised

The first stage for mapping the market is to ask as many vendors and employees of vendors what they would like to change in the market. Use the mapping tool and the instruction sheet to do this. Once you have talked to as many people as possible and collected in the mapping forms you will need to analyse the forms.

Here is a suggested way of doing this:

1. Ask for assistance from UN Women
2. Make a copy of all the forms (UN Women can scan the forms for safekeeping)
3. Organise a group of people to go through the forms you have collected – this should involve people who did the interviews with the vendors and filled in the forms
4. Use the form in the toolkit “Form for analysing mapping” to record the issues and who raised them. Only record each issue once – and then use the next columns to show how many people (men and women and from which areas) identified that issue
5. Once you have done this you can decide which issues are the most important to start organising around. Use these questions as a guide:
  - How strongly do people feel about this issue?
  - Is it mainly men or mainly women who identified the issue?
  - Is this an issue across the whole market or just in some areas?
  - What action could the affected vendors take on this issue? Are there legal rights under the bylaw or other laws we can use?
  - Who else could help us (other Government agencies, interested NGOs, customers etc)?

The best issues to start organising around are:

- Widely held and strongly felt by vendors
- The sort of thing that people can be involved in – eg with petitions, protests, delegations etc
- Issues where you have rights – eg under the bylaw
- Issues that the public or other government agencies or NGOs would support you on

### B. Counting stalls – Part 01 of the Mapping form

Once you have talked to as many vendors as possible you should also complete the QUANTITATIVE (Part 01) of the mapping form. Even if you haven't talked to everyone it is important to try and count everyone. This will give you information about who is in the market and who is in the MVA. You will be able to use this information to develop recruitment plans. You can also use it to help work out whether there are imbalances in your current MVA – eg women are underrepresented, rural vendors are excluded, most of the positions on the MVA are held by people with bigger stalls, there are sections of the market that do not have a voice at the MVA committee and some whose voice is much bigger than the numbers they represent.

**How to count:**

1. Use new forms if you need to
2. Ask UN Women for help
3. Use one form for each section of the market – decide how you are going to break the market into sections and talk about the best way to count
4. Choose a team of people to do the counting – it is best if a group (say 3 people) do all the counting – allow enough time for this. If this is a big market then two or three groups of three people could split the areas up
5. Make sure you count vendors AND employees separately

**Once you have counted:**

1. Make a copy of all forms (UN Women can scan for safe keeping)
2. Discuss the results, ask questions like:
  - How many vendors and employees are there altogether?
  - What is the balance of men and women?
  - Is the MVA representative of the genders present?
  - Are there vendor groups that are not represented in the MVA?
  - What is the range of stall sizes? Are small stall holders represented as well as big stall holders in the MVA?
  - Which areas of the market do we need to recruit in? Who should do this?





*Namaka market vendors after Getting Started Workshop in 2015*

## ANNEX

### Useful Terms: Gender Equality Glossary

These useful terms are extracted from the UN Women Training Centre's Glossary which is an online tool that provides concepts and definitions with gender perspective structured according to the thematic areas of UN Women. It includes gender concepts as well as international conferences, agendas, initiatives and partnerships related to gender equality.

#### Gender

Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context, as are other important criteria for socio-cultural analysis including class, race, poverty level, ethnic group, sexual orientation, age, etc.

#### Gender (or sexual) division of labor

This is an important concept in basic gender analysis that helps deepen understanding about social relations as an entry point to sustainable change through development. The division of labor refers to the way each society divides work among men and women, boys and girls, according to socially-established gender roles or what is considered suitable and valuable for each sex. Anyone planning a community intervention needs to know and understand the division of labor and allocation of assets on a sex-and-age disaggregated basis for every community affected by development interventions. Within the division of labor, there are several types of roles:

**Productive roles:** Activities carried out by men and women in order to produce goods and services either for sale, exchange, or to meet the subsistence needs of the family.

**Reproductive roles:** Activities needed to ensure the reproduction of society's labor force. This includes house work like cleaning, cooking, childbearing, rearing, and caring for family members. These tasks are done mostly by women.

**Community managing role:** Activities undertaken primarily by women at the community level, as an extension of their reproductive role, to ensure the provision and maintenance of scarce resources of collective consumption such as water, health care and education. This is voluntary unpaid work performed during "free" time.

**Community politics role:** Activities undertaken primarily by men at the community level, often within the framework of national politics. This officially-recognized leadership role may be paid directly or result in increased power or status.

**Triple role:** This refers to the fact that women tend to work longer and more fragmented days than men as they are usually involved in three different roles: reproductive, productive and community work.

Source: UN Women, OSAGI Gender Mainstreaming - Concepts and definitions

**Gender analysis**

Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situation or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.

*Source: UNICEF, UNFPA, UNDP, UN Women. "Gender Equality, UN Coherence and You".*

**Gender audit**

A participatory gender audit is a tool and a process based on a participatory methodology to promote organizational learning at the individual, work unit and organizational levels on how to practically and effectively mainstream gender. A gender audit is essentially a "social audit", and belongs to the category of "quality audits", which distinguishes it from traditional "financial audits". It considers whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other and whether they are being followed. It establishes a baseline; identifies critical gaps and challenges; and recommends ways of addressing them, suggesting possible improvements and innovations. It also documents good practices towards the achievement of gender equality. A gender audit enhances the collective capacity of the organization to examine its activities from a gender perspective and identify strengths and weaknesses in promoting gender equality issues. It monitors and assesses the relative progress made in gender mainstreaming and helps to build organizational ownership for gender equality initiatives and sharpens organizational learning on gender. The International Training Centre of the ILO offers a certification process for gender auditors.

*Source: ILO (2008) ILO Participatory Gender Audit: A tool for organizational change. Geneva.*

**Gender blindness**

This term refers to the failure to recognize that the roles and responsibilities of men/boys and women/girls are assigned to them in specific social, cultural, economic, and political contexts and backgrounds. Projects, programs, policies and attitudes which are gender blind do not take into account these different roles and diverse needs. They maintain the status quo and will not help transform the unequal structure of gender relations.

*Source: UNICEF, UNFPA, UNDP, UN Women. "Gender Equality, UN Coherence and You".*

**Gender discrimination**

Gender discrimination is defined as: "Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field." [United Nations, 1979. 'Convention on the Elimination of all forms of Discrimination Against Women'. Article 1]

Discrimination can stem from both law (de jure) or from practice (de facto). The CEDAW Convention recognizes and addresses both forms of discrimination, whether contained in laws, policies, procedures or practice.

**Gender diversity**

Gender diversity is a term that recognizes that many peoples' preferences and self-expression fall outside commonly understood gender norms.

*Source: Gender Spectrum, Understanding Gender*

**Gender equality (Equality between women and men)**

This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

*Source: UN Women, OSAGI Gender Mainstreaming - Concepts and definitions*

**Gender equity**

The preferred terminology within the United Nations is gender equality, rather than gender equity. Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the detriment to women. Such use of equity in relation to the advancement of women has been determined to be unacceptable. During the Beijing conference in 1995 it was agreed that the term equality would be utilized.

This was later confirmed by the CEDAW committee in its General Recommendation 28: "States parties are called upon to use exclusively the concepts of equality of women and men or gender equality and not to use the concept of gender equity in implementing their obligations under the Convention. The latter concept is used in some jurisdictions to refer to fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities".

*Sources: UN Women, OSAGI Gender Mainstreaming - Concepts and definitions; Committee on the Elimination of Discrimination against Women (2010), General recommendation No. 28 on the core obligations of States parties under article 2 of the Convention on the Elimination of All Forms of Discrimination against Women*

**ANNEX**

APPLICATION FOR  
REGISTRATION  
FORM

**/LIST C**

*These forms are available at the Ministry of Employment, Productivity and Industrial Relations. Please visit [www.labour.gov.fj](http://www.labour.gov.fj) for contact information.*

**Requirements:**

**Requirements  
Check list**

- Form A (*page 43*) has to be completed and signed by the 5 members of your association. Any 5 who is forming this association.
- List of office bearers (*List C, below*) – we need the name of the president, secretary, treasurer or any other office bearers together with the committee members. More than 5 should be filled.
- Model constitution is the guidance of how to write up a constitution for an association. Everything is in the constitution; you can either copy that same constitution or make changes.
- We need 3 original copies of your constitution only, other documents only 1 copy.
- A copy of the minutes of the meeting where the constitution will be approved by the members and it was approved to form an association and should be signed by the President or General Secretary of the association.

Be advised that there is no fee for registration of an association.

**List C**

<hr/> <b>NAMES OF PERSONS MAKING APPLICATION FOR THE REGISTRATION OF AN INDUSTRIAL ASSOCIATION</b> <hr/>			
To: The Registrar of Industrial Association Suva			
<b>NAME OF ASSOCIATION:</b> _____			
<b>LIST C</b>			
NAME	TITLE	RESIDENTIAL ADDRESS	PHONE NUMBER
1.	<b>President</b>		
2.	<b>General Secretary</b>		
3.	<b>Treasurer</b>		
4.	<b>Committee Members</b>		
5.	<b>Committee Members</b>		
6.	<b>Committee Members</b>		
7.	<b>Committee Members</b>		
8.	<b>Committee Members</b>		
9.	<b>Committee Members</b>		
10.	<b>Committee Members</b>		

Form A

**FORM A  
(Regulation 3)****APPLICATION FOR REGISTRATION OF ASSOCIATION**

1. This application is made by the persons whose names are subscribed at the foot hereof.

2. The name under which it is proposed that the association on behalf of which this application is made shall be registered is as set forth in rule No. \_\_\_\_

(To the best of our belief there is no industrial association the name of which is identical with the proposed name or so nearly resembling the same as to cause confusion)

3. The head office of the \_\_\_\_\_ to which all communication and notices may be addressed is at as set forth in rule No. \_\_\_\_

4. The association was formed on the \_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_

5. The particular industry represented by the association is the industry of \_\_\_\_\_

6. The whole of the objects for which the association is formed are set forth in rule No. \_\_\_\_

7. Accompanying this application are sent -

- (i) Three typed/printed copies each marked A, of the Constitution;
- (ii) Three typed/printed copies each marked B, of the Rules;
- (iii) A list marked C, of the titles and names of the officers.

Signed by the under mentioned members of the association.

1: \_\_\_\_\_  
2: \_\_\_\_\_  
3: \_\_\_\_\_  
4: \_\_\_\_\_  
5: \_\_\_\_\_

Dated this \_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_

To the Registrar of Industrial Associations, Suva.

**MODEL CONSTITUTION OF AN INDUSTRIAL ASSOCIATION**

**PART I**

1. The name of the Association shall be \_\_\_\_\_
  - (a) The Registered Postal Address shall be \_\_\_\_\_
  - (b) The Registered Office shall be \_\_\_\_\_
  - (c) The Executive Council shall have the power to determine from time to time the Registered Postal Address and where the Registered Office shall be.

**PART II**

2. The objects of the Association shall be:
  - (a) To secure the complete organization of the Association;
  - (b) To promote, protect and maintain just and proper treatment of members in all aspects  
\_\_\_\_\_
  - (c) To represent the interest of the members to the Fiji Government;
  - (d) To negotiate all matters relating to the promotion and development of the  
\_\_\_\_\_
  - (e) \_\_\_\_\_
  - (f) \_\_\_\_\_
  - (g) To do all such things as are incidental or conducive to the attainment of the above objectives.

**PART III – MEMBERSHIP**

3. The membership is open to any person who  
\_\_\_\_\_  
\_\_\_\_\_
 

Members shall be regularly and normally engaged in the industry, which the Association represents and shall not, be a member of another Industrial Association.
4. The entrance fee for members of the Association shall be \_\_\_\_\_ and the subscription shall be \_\_\_\_\_ annually. The entrance fee and the subscription fee shall be non-refundable.

**ALTERATION OF FEES AND IMPOSITION OF LEVIES**

5. The Annual or an Extraordinary General Meeting of the Association shall have power to alter all fees, subscriptions and contribution for the purpose of providing further benefits for members.

**EXEMPTION OF UNEMPLOYED**

6. Any reduction in subscriptions should be made at the AGM and the Executive Council is empowered, if the Association's financial position permits to reduce the subscriptions of unemployed members or to exempt such members from payment of subscriptions during the period of the unemployment.

**MEMBERS BREAKING RULES**

7. All members must abide by the rules of the Association. Any member breaking the rules of the Association may be liable to a fine not exceeding \_\_\_\_\_ or face expulsion by the Executive Council. Any member fined or expelled shall have the right to appeal to the Annual or an Extraordinary General Meeting whose decision shall be final.

**CEASE OF MEMBERSHIP**

8. A member shall cease to be a member of the Association when these circumstances happen: Death, Migration, Voluntary withdrawal of membership and Expulsion through Disciplinary action on a member by the Executive Committee and any other reasonable circumstances to which the Executive Committee deems fit.

**ARREARS**

9. Members who are more than thirteen (13) weeks in arrears of subscriptions shall not be entitled to any Association benefits nor will they be permitted to vote at any Association's meeting. Members whose subscriptions are more than thirteen (13) weeks in arrears shall cease to be a member of the Association.

**NEW MEMBERS**

10. All intending new members have to apply in writing to the General Secretary and the Executive Council will make final decision.

**PART IV – CONSTITUTION AND GOVERNMENT**

**SUPREME AUTHORITY**

11. The Supreme Authority of the Association shall be vested in the Annual General Meeting, and subject to that authority, the Association shall be governed by the Executive Council.

**DATE OF ANNUAL GENERAL MEETING AND AGENDA**

12. The Annual General Meeting shall be held within three months of the end of the financial year at a time and place to be determined by the Executive Council. The General Secretary shall prepare an Agenda and made it known by inserting the notice in a newspaper circulating in the Republic of Fiji twenty-eight (28) days before such meeting.

**VOTING OF THE ANNUAL GENERAL MEETING  
 AND EXTRAORDINARY GENERAL MEETING**

13. All members other than honorary members and resident in Fiji whose subscriptions are not more than thirteen (13) weeks in arrears are entitled to vote at the Annual General Meeting and the Extraordinary General Meeting.

**CALLING OF EXTRAORDINARY MEETING**

14. Extraordinary General Meeting may be called by the Executive Council or at the request of the fifty percent (50%) or more of the total number of members of the Association who are not more than

thirteen (13) weeks in arrears with subscriptions and 28 days notice shall be given with agenda of such meeting and may be published in a newspaper circulating in the Republic of Fiji.

**BUSINESS OF ANNUAL GENERAL MEETING**

15. The business of the Annual General Meeting shall be:
- To receive reports from the Executive Council, to review the past work of the Association and to plan future policy;
  - To consider motions, if any, for which due notice had been given;
  - To receive the accounts for the previous financial year and to consider the financial position of the Association.
  - To elect the Association Office Bearers; and
  - To consider any other business on the agenda

**AMENDMENT**

16. The Annual General Meeting or any Extraordinary General Meeting called in conformity with Rules (12) and (15) of this Constitution, shall be the only authority to rescind, alter, or add to any of these rules in the Constitution.

**NOTICE OF MOTION**

17. Notices of motion for consideration at the Annual General Meeting must be submitted to the General Secretary in writing fourteen (14) clear days before the days fixed for such meeting.

**NOMINATIONS**

18. The nominations for the election of the President, \_\_\_ Vice President, Treasurer, (1) General Secretary and \_\_\_\_\_ Committee Members shall reach the General Secretary fourteen (14) clear days before the date fixed for such meeting.

**QUORUM**

19. The quorum for all General Meeting and Extraordinary General Meeting of the Association shall be twenty percent (20%) of the voting members of the Association.

**VOTING**

20. The voting will be by show of hands. Provided that if fifty percent (50%) or more voting members at the Annual General Meeting or an Extraordinary General Meeting ask for a vote to be taken by secret ballot on any important issue, such vote must be taken by secret ballot.

**PART V – SECRET BALLOT**

**SECRET BALLOT HELD UNDER THE AUTHORITY OF THE  
 EXECUTIVE COUNCIL OR SUB – COMMITTEE**

21. All matters for decision by secret ballot at an Annual General Meeting or at an Extraordinary General Meeting of the Association shall be held under the Authority of the Executive Council or a sub-committee appointed by the Executive Council specifically for such purposes.

**ISSUE OF BALLOT FORMS**

22. The General Secretary or other officer appointed for the purpose shall be responsible for issuing of ballot forms. Ballot forms will be issued only to voting members.

**COMPLETION OF BALLOT FORMS**

23. All ballot forms must be filled in at the place provided. They must not be signed by the person filling them in. They must be placed in the sealed box provided only by the person filling the ballot form. The Executive Council or the Sub-Committee will appoint persons to supervise and safeguard ballot boxes.

**SCRUTINEERS**

24. Two or more scrutineers shall be elected at the Annual or Extraordinary General Meeting from members. The scrutineers shall be responsible under the Executive Council or Sub-Committee for collecting ballot boxes and counting and checking ballot forms.

**PART VI – EXECUTIVE COMMITTEE**

**GOVERNMENT OF ASSOCIATION VESTED IN EXECUTIVE COUNCIL**

25. The Government of the Association and the conduct of its business in the periods between Annual General Meetings shall be vested in the Executive Council.

**COMPOSITION OF EXECUTIVE COUNCIL**

26. The Executive Council shall consist of the President, \_\_\_\_\_ Vice President, General Secretary, Treasurer, and three other members duly elected by at an Annual General Meeting, or by an Extraordinary General Meeting. All members of the Executive Council must be the members of the Association.

**POWER TO FILL VACANCIES**

27. In the event of the vacation of office before the expiry of the full term, for any reason, by an officer, or other members of the Executive council, the vacancy shall be filled by the Executive Council and such appointments will hold good until the next Annual General Meeting elections. In filling such vacancy, the Executive Council shall consider the merits of the candidate.

**APPOINTMENTS OF ACTING GENERAL SECRETARY AND TREASURER**

28. In the event of the General Secretary or the Treasurer, being temporarily absent from the republic of Fiji or for any other reason are unable to perform their functions required of them under these rules, the Executive Council may appoint an Acting General Secretary or an Acting Treasurer as the case may be to perform their respective duties on their behalf during such absence or disabilities.

**REMOVAL FOR NOT ATTENDING MEETING OF EXECUTIVE COUNCIL**

29. Any officer or the other members of the Executive Council who is absent without satisfactory reason from three consecutive meetings may be removed from office by the Executive Council.

**DISMISSAL AND SUSPENSION OF OFFICERS**

30. The Executive Council may suspend for a period not exceeding three months and/or recommend for dismissal of any officer for neglect of duty, dishonesty. Incompetence, refusal to carry out decisions of the Executive Council, or for any other reason that it deems good and sufficient and, in the interests of the Association. Any officer who is suspended or who is recommended for dismissal shall have the right of appeal to the Annual or to an Extraordinary General Meeting.

**REMOVAL BY EXTRAORDINARY GENERAL MEETING**

31. Any officer or member of the Executive Council may be removed by a majority three quarters (3/4) of the voting members present at an Extraordinary General Meeting.

**EXECUTIVE COUNCIL MEETING AND QUORUM**

32. The Executive Council shall meet at least \_\_\_\_\_ in every \_\_\_\_\_ months at such times and places where the Executive Council member think fit. The quorum shall consist of not less than fifty percent (50%) members of the Executive Council.

**PROTECTION OF FUNDS BY EXECUTIVE COUNCIL**

33. The Executive Council shall give peruse the objects of the Association and shall protect its funds against extravagance or misappropriation. The Executive Council shall give all necessary instructions as to the investment of the funds of the Association to such officers of the Association who are responsible for such matter.

**INSTRUCTIONS AND SUB-COMMITTEE**

34. The Executive Council shall give instruction to the General Secretary and all other officers of the Association in regard to the conduct of the affairs of the Association. It may appoint sub-committee as it considers necessary.

**FINES AND EXPULSION OF MEMBERS**

35. If any member is proved to the satisfaction of the Executive Council to have been guilty of the conduct prejudicial to the interest of the Association the Executive Council may:
- Fine such member a sum not exceeding \_\_\_\_\_ dollars (Amount same with clause 7
  - Suspend such member from the Association for a period not exceeding three (3) months; or
  - Expel such member from the Association
  - Any member so fined, suspended or expelled shall have the right to appeal to the Annual General Meeting or to an Extraordinary Meeting.

**DECISION OF EXECUTIVE COUNCIL**

36. The decision of the Executive Council shall be binding on all members of the Association.

**INTERPRETATION OF RULES BY THE EXECUTIVE COUNCIL**

37. Between Annual General Meeting, the Executive Council shall when necessary, interpret the rules and determine any point that the rules do not adequately cover.

**OFFICER OF EXECUTIVE COUNCIL MUST BE PAID MEMBERS**

38. All officers and members of the Executive Council must be fully paid with all subscriptions prior to any election of office in the Association during an Annual General Meeting or at an Extraordinary General Meeting.

**APPOINTMENT AND DISMISSAL OF STAFF AND SUB-COMMITTEE**

39. The Executive Council shall give instructions to the General Secretary and all other officers of the Association in regard to the conduct of the affairs of the Association. The Committee shall appoint such organizers and clerical staff as is considered necessary on such terms as it considers desirable,

and Dismiss such organizers and staff for reasons which the Executive Council deems good and sufficient. It may appoint sub-committee as it considers necessary.

**PART VII – OFFICERS OF THE ASSOCIATION**

**ELECTION AND DUTIES OF PRESIDENT**

40. (a) The President shall be elected every \_\_\_\_ year(s) at the Annual General Meeting and shall serve for \_\_\_\_ year(s) in office, until the Annual General Meeting and shall be eligible for re-election.  
 (b) The President, if present, shall preside at all Annual Extraordinary General Meeting and Executive Council Meetings and shall be responsible for the proper conduct of business. He shall sign each minutes of the meeting after they are approved.  
 (c) He shall endeavor to secure observance of these rules by members. He shall have a casting vote.

**ELECTION AND DUTIES OF THE VICE PRESIDENT**

41. The Vice President to be elected every \_\_\_\_ year(s) at the Annual General Meeting and shall serve for \_\_\_\_ year(s) and shall be eligible for re-election.

**ELECTION AND DUTIES OF GENERAL SECRETARY**

42. (a) The General Secretary shall be elected every \_\_\_\_ year(s) at the Annual General Meeting and shall serve for \_\_\_\_ year(s) and shall be eligible for re-election.  
 (b) He shall call and attend all meetings and record the minutes thereof. He shall have the right to speak and vote.  
 (c) He shall conduct the correspondence and general business of the Association in accordance to the rules and shall carry out all instructions given to him by the Annual and Extraordinary General Meeting and by the Executive Council.  
 (d) He shall keep a register of all members in which shall be entered:
- The name, address and the occupation of each member
  - The date of which each member was admitted to membership
  - The payments made by each member in respect of entrance fee, subscriptions or any other payments provided for under the constitution and the dates of such payments
  - The dates of which any member ceased to be a member
  - He shall prepare the Annual Report of the Association for submission to the Annual General Meeting and any other reports necessary for Extraordinary General Meetings. He shall at the end of every financial year, forward to the Registrar of Industrial Associations the Annual Returns, Auditors Report and such other information as may be properly called for.
  - He shall supervise generally the work of the Association. Where he is employed on a full time basis, he shall be fully responsible for the overall administration and affairs of the Association. He may engage such number of staff as shall be determined by him after consultation with the Executive Council.

**ELECTION AND DUTIES OF THE TREASURER**

43. (a) The treasurer shall be elected every \_\_\_\_ year(s) at the Annual General Meeting. He shall serve for \_\_\_\_ year(s) until the next Annual General Meeting and shall be eligible for re-election.  
 (b) He shall be responsible for the safety of all monies belonging to the Association and shall keep full and accurate account of all transactions conducted in the name of the Association. He shall prepare a financial statement for each meeting of the Executive Council and an Annual Statement

of Accounts for Audit and for presentation to the Annual General Meeting. He shall have the right to speak and to vote on all matters except financial matters.

(c) On a request made to him at the Annual General Meeting, or thereafter within one month of the receipt of such request, he shall give to every voting members of the Association free of charge a general statement of accounts of all the receipts and expenditure of the Association.

(d) He shall deposit in the bank appointed by the Executive Council all such money received by him.

**LEGAL ADVISOR**

44. The Executive Council may appoint from time to time a legal advisor and fix his remuneration.

**FULL TIME OFFICERS MAY BE PAID SALARY**

45. Any officer whose duties call for full time services on behalf of the Association may be paid a salary, such salary to be determined by the Executive Council.

**OFFICER MAY BE REQUIRED TO PROVIDE SECURITY**

46. Any officer whose duties involve financial responsibility shall provide such security as the Executive Council may require.

**BOOKS TO BE KEPT IN THE HEAD OFFICE**

47. All receipt, account, etc shall be kept in the Head Office of the Association.

**PART VIII – USE OF FUNDS**

**USE OF FUNDS**

48. The funds of the Association shall be used solely for:

- The authorized payment of salaries, allowances and expenses of officer of the Association and legal fees.
- The payment of expenses of the administration of the Association, including audit of accounts of the funds of the Association.
- The prosecution or the defence of any legal proceedings to which the Association or any member is a party, when such prosecution or defence is undertaken for the purpose of securing or protecting any rights of the Association as such or any rights arising out of the relations of any member with his employer.
- The conduct of disputes on behalf of the Association or any member.
- The compensation of members for loss arising out of disputes.
- Allowances to members on their dependants on account of death, old age, sickness, accidents or unemployment of such members.
- The payment of subscription, fees and contributions necessary for affiliation to any Industrial Association organization in the Republic of Fiji.
- Allowances to members in distress through circumstances beyond their control.
- Social insurance, medical aid, and the supply of medicaments and drugs to members or their dependants, and any incidental expenses thereof.
- Expenses incurred by the Industrial Association by officers and members of the Industrial Association.

- The erection of any building or the purchase or lease of any buildings or land required for the purpose of the Association, and for the rent, upkeep and furnishing thereof.
- The education, cultural and vocational training of members and any incidental expenses thereof.
- The organization of any theatrical performances, concert, reception, dance, sports, meeting or excursion.
- The purchase of books, newspaper and other literature and the upkeep of reading material for the use of members.
- The editing, printing, publication and circulation of any book, newspaper or other periodical, bulleting, pamphlet or other printed literature for the advancement of the lawful objects of the Industrial Association or the promotion of the interests of its members as such
- Contribution to any charitable, education or cultural institution or society
- The provision of social and welfare amenities for its members
- Any other objects which by notification in the Gazette the Minister may be the same or any subsequent notification direct
- The use of funds on any of the above matter should be done with the approval of the Executive Committee.

**ACCOUNT TO BE OPERATED BY**

48. The account of the operation shall be operated upon cheques signed by the President, General Secretary and the Treasurer or such other person or persons as the Executive Council by resolution may direct or appoint.

**INVESTMENT OF FUNDS**

49. The funds of the Association which are not required for current expenses may on the direction of the Executive Council, be invested by the President, Treasurer and General Secretary in Government securities, or in such other securities as the Executive Council may recommend and which are approved by the voting members at the Annual General Meeting.

**FINANCIAL YEAR**

50. The Financial year of the Association shall commence on the first (1<sup>st</sup>) day of January each year and ends on the thirty first (31<sup>st</sup>) day of December of the same year.

**PART IX – PROPERTY AND LIABILITY OF OFFICERS**

**PROPERTY**

51. All property of the Association shall be in the name of the Association.

**EXECUTION OF AGREEMENTS AND DOCUMENTS**

52. All Industrial agreements, deed, documents of the securities for money, mortgage or other instruments shall be executed under common seal of the Association and signed by the President and the General Secretary or such other persons as the Executive Council may appoint on their behalf.

**CUSTODIAN OF THE COMMON SEAL**

53. The General Secretary shall be the Custodian Seal, which may be affixed by the General Secretary in the presence of the President or such other person or persons as the Executive Council may appoint on their behalf of such industrial agreements, deeds, documents of title, securities for money,

mortgage or other instrument shall be deemed to have been duly executed if signed by the President and the General Secretary or such other person or persons as the Executive Council may appoint on their behalf.

**EXECUTIVE COMMITTEE MEMBERS LIABILITY**

54. Every member of the Executive Council shall be liable for such sums of money or monies he shall actually receive but he shall not be answerable for the acts, receipts, neglects, defaults of any other person or persons or for joining in any respect in any receipts of other acts for conformity or for loss or for expenses happening to the Association or to the Executive Council through the insufficiency or deficiency of the title of any property or properties purchases or acquired by or on behalf of the Association not for the insufficiency or deficiency of any security in or upon which any of the money or monies of the Association shall be vested by the order of the Executive Council nor for any loss or damage arising from bankruptcy, insolvency or tortuous act for any banker, collector or other persons with whom or in whose hands any money or monies, property or properties, security or securities or effect or effects of the Association or Executive Council shall be deposited or paid or for any loss, damage or misfortune whatever, which may happen in the execution of duties of this office in relations thereto unless the same shall happen through his own willful act, neglect or default.

**PART X – LEVIES**

**IMPOSITION OF LEVY**

55. The Executive Council may recommend that a levy be imposed upon all members of the Association to recover additional expenses incurred on behalf of members such as Legal fees, etc. This levy imposed by the Executive Council shall be approved by members of the association before it is implemented.

**FAILURE TO PAY LEVY**

56. If any member fails to pay a levy imposed in pursuance of Rule 56, herein with twenty-six (26) weeks of its imposition, such members shall be regarded as being in arrears of levy and shall not be entitled to any of the benefits to which the levy was imposed.

**PART XI – AUDITORS**

**AUDITORS**

57. One or more auditors, who need not to be members of the Association, shall be appointed or elected by the Annual General Meeting.

**AUDIT OF ACCOUNTS AND COPY OF AUDITORS REPORT**

58. The treasurer shall cause all the account of the Association to be audited as soon as possible after the close of each financial year and at all other times when required by law. All books and accounts of the Association will be examined and the certification as to their correctness or otherwise be given thereafter. A copy of audited accounts and auditor's report should be available to the Registrar on or before the thirty – first (31<sup>st</sup>) day of March in every year. A copy of an auditor's report of Association funds shall be conspicuously placed at the office of the Association where it may be conveniently examined by any member.

**PART XII – INSPECTION OF BOOKS**

**INSPECTION OF BOOKS**

59. Any member to be allowed at any reasonable time to inspect the account books and the register of members. Applications to do so must be made to the General Secretary.

**PART XIII – DISSOLUTION**

**DISSOLUTION**

60. The Association shall not be dissolved, except with the consent of two thirds or more of the total voting membership of the Association obtained by means of a secret ballot.

**DEBTS AND LIABILITIES FULLY DISCHARGED**

61. In the event of the Association being dissolved all debts and liabilities legally incurred on behalf of the Association shall be fully discharged and the remaining funds together with the proceeds of the sales of any assets of the Association (excluding any provident or welfare fund which may have been established) shall be divided amongst all voting members in equal proportion or otherwise disposed of in accordance with a resolution passed at the meeting at which the dissolution was approved.

**NOTICE SENT TO REGISTRAR OF INDUSTRIAL ASSOCIATION**

62. When the Association is dissolved, notice of the dissolution signed by the General Secretary and seven (7) voting members shall be sent by the General Secretary to the Registrar of Industrial Associations within fourteen days of the date of the meeting at which the Dissolution was agreed to.

**PART XIV – RULES**

**RULES TO BE MADE AVAILABLE TO MEMBERS**

63. A copy of these shall be given to a member within seven (7) days of joining the Association and thereafter on demand upon payment of the sum of three (\$3.00)

**RULES TO BE DISPLAYED IN REGISTERED OFFICE**

64. A copy of these rules shall be prominently displayed in the registered office of the Association and every branch office thereof.

**PART XV – INTERPRETATION**

65. For the purpose of these rules the “Registrar” means the Registrar of Industrial Associations appointed under the provisions of the Industrial Associations Act.

Approved and adopted by the Inaugural General Meeting of the Association held at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ year.

**CERTIFIED:** \_\_\_\_\_  
President (signature) Name

\_\_\_\_\_  
Secretary (signature) Name

