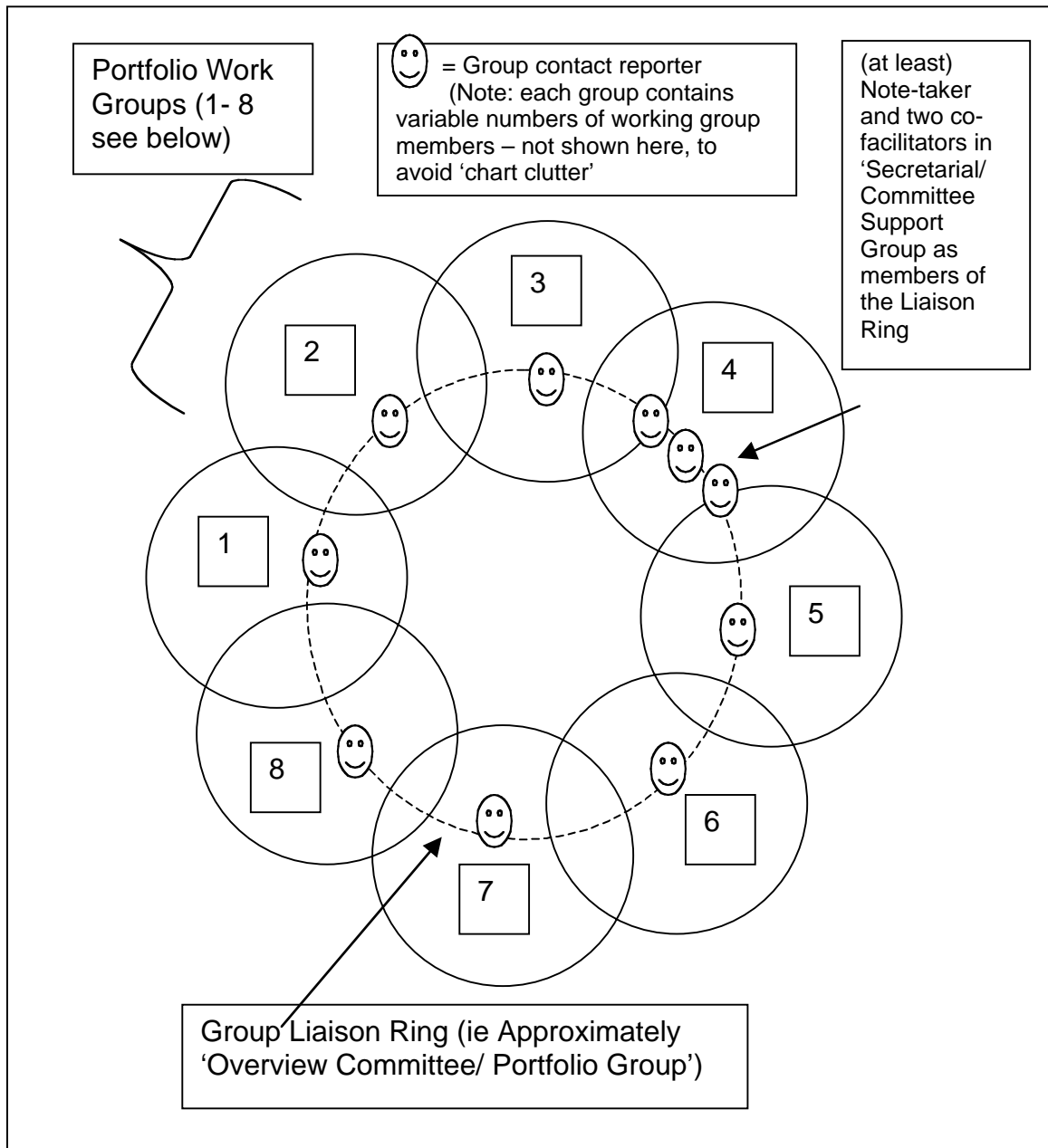


'Sunflower' Group Working Structure

A suggested non-hierarchical corporate working structure: incorporating co-operative values and principles, and aimed at preventing both 'within-corporate' and 'outwith-corporate' anti-social and anti-ecologic violence, and achieving the group's self-identified aims and objectives.



For suggested group portfolio identities (1-8 in schematic above), task lists, corporate working values and principles. see following pages.

Suggested Group Portfolio Identities (for Les Amis)

(The task list below has the previously suggested allocation, now reorganised into the work-group portfolios as also previously suggested. But only suggested!)

- 1: Membership Support Group
- 2: Café Group
- 3: Outreach Group (Web, Kiosk, etc)
- 4: Secretarial / Committee Facilitation / Group Ring Liaison Support / Treasury
- 5: Paris and International FLMD Networking Group
- 6-8: Ad-hoc Project Work Groups, as needed/identified

1: Membership Support Group

Task	Who	comments
Newsletter	1	Deadline: 2-4 weeks
Membership – dbase, sorting, reports	1	
Membership – thanks, cards	1	
Signature sheets to dbase, email list	1	
Email- list of contacts and mail-outs	1	
Email queries	1	
Mail outs – copying, labels	1	
Members' queries, relations, info.	1	

2: Café Group

Task	Who	
Programme leaflet	2	
Co-ordinating papers and documents for cafés	2	
Co-ordinate volunteers	2	
Relations Fr. Inst./technical/rooms	2	FI 6 weeks before -
Book Orders	2	
POB pickups	2	
Newspapers stock	2	
Tel. Queries and reservations	3 and 2	
Speakers – liaise, confirm	2	Co-ordinator, or person booking
Venue arrangement – programme, opening up, confirmation, facilities	2	FI liaison person – or technical, event, speaker co-ordinators
“front of house” cash, signature sheets, public, stock paper and books	2	Rotate
Chair cafes/conferences	2 + Each org.	or whoever has a special connection to speaker/subject

3: Outreach Group (Web, Kiosk, etc)

Task	Who	
Distribute, pin-up programme	3	Membership Sec. to co-opt volunteers
Press, radio, tv, email	3	Press & Publicity team
Distributors FT	3	
Inserts in other mail outs (others)	3	NGO contacts, Universities, etc.
Emails to target people	3	
Cross-link with other orgs. UK on website and newsletters	3	
Tel. Queries and reservations	3 and 2	
Website	3	
Website development	3	
Web links and monitor	3	check FT, LMD, GW, Les Amis Paris – other partners
Relations FT, Wendy, Granta, Fiona	3	
Target marketing	Group 3 + 4 people for conference.	special mailouts/emails for conferences
Target press	Group 3 + 4 people for conference.	special for conferences
Inserts in Websites, periodicals	3	
Targeted mailouts	3	
Develop literature	3	Printed Friends leaflet pending (4 years.)
Colleges, Students'.Unions	3	
NGOs contacts	3	
Campaign groups (WTO, A19, Ch99 etc)	3	
Trade Unions	3	
Eng. Edition	3	
FT	3	

4: Secretarial / Committee Facilitation / Group Ring Liason Support / Treasury Group

Task	Who	
Committee – agenda, minutes	4	Chair/rotate
Accounts – bank, IR	4	
Legal liabilities viz.HQ and public	4	

5: Paris and International FLMD Networking Group

Task	Who	
Amis Fr – admin head office	5	Our leaflet mention in English.edition.
MD head office	5	
Amis Fr – admin head office	5	Our leaflet mention in English.edition.
MD head office	5	
Notify Paris for insert LMD	5	Before 15 th previous month

6-8: Ad-hoc Project Work Groups, as needed/identified

Task	Who	

Sunflower Co-operative Corporates

- Suggested Internal Self-governance Overview

(Based upon the Co-operative Co-working Values and Principles in the ICA Statement of the Co-operative Identity - *see below*)

Values and Principles

The ICA Statement of the Co-operative Identity surely forms the Vs+Ps that a link our global movement to our individual actions as co-operators.

Accordingly, one can expect corporate co-operative institutions (in this case – ‘sunflower co-ops’) to adhere to, and annually audit, these Vs+Ps.

Fractal like, the ICA Vs+Ps can form co-operative distinctiveness – – ‘sunflower co-ops’ ought therefore to produce their own Annual Co-operative Audits.

Internal Structures

If we recreate the internal structures of hierarchies, then our outputs become dualised - the individuals involved have to relate to the fact of the hierarchical structure, while also trying to fulfill the ‘sunflower co-ops’ corporate aim.

Accordingly, ‘sunflower co-ops’ might consider Sunflower Structures as their organisational models.

Moreover, hierarchies exist with job-titles as marks of hierarchy.

Perhaps ‘sunflower co-ops’ might consider 'Portfolio Working' rather than 'Job Title Working'.

Finally

Use of the ICA Vs+Ps as guides to good practice and good governance must face up to two dangers:

- Cherry picking the Vs+Ps that are most amenable to our own, human ambitious natures, and, in consequence, avoiding those that are most valuable to us as co-operators.

- The danger of centralisation and hierarchy emerging unnoticed.

I'm strongly of the view, therefore, that a) terms of working be time limited, and b) with re-engagement with any work portfolio being seen as Project Based, rather than Career Based

– **John Courtneidge** <courtj@myphone.coop> - March 2003

APPENDIX: **The International Co-operative Alliance**

- Statement of the Co-operative Identity (Manchester, UK 1995)

Definition:

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

Values:

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

Principles

The co-operative principles are guidelines by which co-operatives put their values into practice.

1st Principle: Voluntary and Open Membership

Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

2nd Principle: Democratic Member Control

Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organised in a democratic manner.

3rd Principle: Member Economic Participation

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

4th Principle: Autonomy and Independence

Co-operatives are autonomous, self-help organisations controlled by their members. If they enter to agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

5th Principle: Education, Training and Information

Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.

6th Principle: Co-operation among Co-operatives

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.

7th Principle: Concern for Community

Co-operatives work for the sustainable development of their communities through policies approved by their members.

Source : ICA News, No. 5/6, 1995.

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