

# THE ALLIANCE FOR ARTISAN ENTERPRISE

## FOUNDING DOCUMENT

### GUIDING PRINCIPLES PLUS

#### **MISSION**

The mission of the Alliance for Artisan Enterprise is to support and grow artisan enterprise to improve livelihoods, sustain craft communities, preserve cultural heritage and contribute to sustainable economic development. An action-oriented and solutions-focused collaboration, the Alliance aims to dramatically increase support to and recognition of the artisan sector.

**The Alliance for Artisan Enterprise recognizes UNESCO and ITC's 1997 definition of artisanal products as "those produced by artisans, either completely by hand or with the help of hand-tools or even mechanical means, so long as the direct manual contribution of the artisan remains the most substantial component of the finished product".**

#### **GOALS**

The goals of the Alliance for Artisan Enterprise are the following:

- Raise awareness in public and private sectors of the role of artisan enterprises in promoting economic growth, creating sustainable livelihoods, and advancing the well-being of women.
- Tell the story of individual artisans, craft communities and cultural traditions to communicate the inherent value of artisan work and its importance in preserving cultural heritage.
- Engage with companies and organizations working in the artisan sector to overcome barriers facing artisans and create long-term markets and certification standards for artisan products.
- To provide a collaborative global forum for the exchange of best practices and increased investment to help organizations, businesses and individuals sustain and grow artisan enterprises and communities.

#### **CORE VALUES**

##### **We Believe:**

- Artisan enterprises are a key yet undervalued driver of sustainable economic development around the world.
- Artisan enterprises generate income, create jobs, foster economic development, sustain ancient techniques, and preserve culture and meaning that is an essential component of healthy and sustainable development.

- Artisan businesses are a critical employer of women around the world, and an untapped, high potential focus for women’s development efforts.
- Investment in the artisan sector promotes development that respects the distinctiveness of people and place, which leads to effective, diverse and sustained development for our planet.
- Increased investment of resources and improved access to information and sharing of best practices will grow artisan enterprises and the sectors that support them.
- Integrating artisans into global markets will increase the incomes and standard of living of many individuals, families, and communities globally.
- Reducing the technology, literacy, and transportation barriers facing both urban and rural artisans will enable sustainable, long-term growth throughout the sector.

## **GUIDING PRINCIPLES**

### **The Alliance for Artisan Enterprise will:**

- Be composed of a diverse membership of corporations, nonprofits, artisan businesses, and supporters, who believe that together we can promote dramatic growth of the artisan sector in a way that no one member could achieve alone.
- Provide demand-driven services and information that are of real value to members
- Respect the distinct and varied perspectives of each of the four types of members: artisan support organizations, corporations, artisan businesses and donors
- Provide a collective platform from which to advocate for increased recognition of and investment in the artisan sector.
- Ensure representation from each of the four member groups in its governing steering committee.
- Promote ethical sourcing of artisan products.
- Work together in a way that ensures accountability of specific results, open communication, respect for confidentiality, trust, respectful resource sharing, valuing differences, belief and support of the Alliance goals, and creativity and compassion

## GOVERNANCE

### GENERAL ORGANIZATIONAL STRUCTURE

The Alliance for Artisan Enterprise (the “Alliance”) will be governed by two bodies: the Aspen Institute and an Alliance Steering Committee (the “ASC”). The Alliance will operate under the (501-C3) tax-exempt status accorded to the Aspen Institute, and, accordingly, the bylaws of Aspen Institute will serve as official bylaws of the Alliance. The Aspen Institute will maintain fiduciary and legal oversight of the Alliance.

The ASC will provide strategic direction and operational oversight. The ASC will elect a Chairperson (the “Chairperson”) who will preside over all meetings of the ASC. A Director of the Alliance (the “Director”) will lead and implement day-to-day operational responsibilities of the Alliance and maintain at all times a voting membership on the ASC. Both the ASC and the Director will be able to call on the advice and guidance of an Alliance Advisory Council (the “Advisory Council”) of highly respected artisan sector development thought leaders and practitioners.

The table below outlines the roles of each key management stakeholder in more detail.

### GENERAL ROLES AND RESPONSIBILITIES MATRIX

Participant	Role	Responsibilities	Accountability
<b>Aspen Institute</b>	<ul style="list-style-type: none"> <li>Parent organization</li> </ul>	<ul style="list-style-type: none"> <li>Fiduciary/legal responsibility</li> <li>Official Employer</li> </ul>	N/A
<b>Steering Committee</b>	<ul style="list-style-type: none"> <li>Adoption of Strategic Goals and Annual Business Plan</li> <li>Guidance</li> <li>Organizational Growth</li> </ul>	<ul style="list-style-type: none"> <li>Approval of mission and goals</li> <li>Strategic direction to Director</li> <li>Review and approve annual business plan</li> <li>Advisory role on key decisions</li> <li>Participate in outreach, fundraising and advocacy</li> <li>Budgetary oversight</li> <li>Operational oversight</li> </ul>	<ul style="list-style-type: none"> <li>Funder Oversight</li> <li>Aspen Institute Oversight</li> </ul>
<b>Steering Committee Chair</b>	<ul style="list-style-type: none"> <li>Lead ASC</li> </ul>	<ul style="list-style-type: none"> <li>Work closely with Director to develop Steering Committee agenda and organizational tactics</li> </ul>	<ul style="list-style-type: none"> <li>Approved by ASC members and Aspen Institute</li> <li>Term Limit</li> </ul>
<b>Aspen EVP</b>	<ul style="list-style-type: none"> <li>Oversee Director</li> </ul>	<ul style="list-style-type: none"> <li>Direct responsibility for Director performance within Aspen Institute</li> <li>Ensure financial controls in place</li> </ul>	<ul style="list-style-type: none"> <li>Appointed by Aspen Institute</li> </ul>
<b>Director</b>	<ul style="list-style-type: none"> <li>Strategic leadership</li> <li>Day to day operations</li> </ul>	<ul style="list-style-type: none"> <li>Develop and execute strategy</li> <li>Set budget</li> <li>Lead fundraising and manage donor relations</li> <li>Recruit members</li> <li>Manage ASC, Advisory Board and Aspen Institute relationships</li> <li>Manage staff</li> <li>Maintain high standards of membership service</li> <li>Spokesperson and advocate for Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Reports to and reviewed by Aspen EVP</li> <li>Accountable to ASC for execution of strategic plan</li> <li>Aspen Institute rules on spending authorization</li> </ul>
<b>Alliance Advisory Council</b>	<ul style="list-style-type: none"> <li>Advice to ASC and Director</li> </ul>	<ul style="list-style-type: none"> <li>Share insights on key trends, new models of development, opportunities and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Terms</li> </ul>

## MEMBERSHIP AND GOVERNANCE

### Members

Members of the Alliance (“Members”) will help develop and implement the policies and programs of the Alliance, and receive benefits for their membership.

- *Membership criteria:* The Alliance will consider membership for organizations that focus on artisan enterprises and the artisan sector and consent to terms applicable to all Members. Target Members include foundations, consulting firms, non-profit organizations, and for-profit ventures that invest in or provide support or marketplaces for artisan enterprises. Other persons or entities such as individual investors and others may be admitted only with prior approval from the ASC. The Alliance shall remain committed to focusing on collaborative and comprehensive support for artisan enterprises and the artisan sector.

The Alliance values and intends to specifically recruit organizations that are based in developing world countries and values participation by artisans and local artisan organizations from around the world.

- *Membership rights:* Any Member may express their opinion on either the programs offered or the advocacy positions taken by the Alliance. The Alliance will conduct an annual survey of its Members as a core part of its strategic planning process. Members will have the right to nominate candidates for the ASC and to vote on the slate of ASC members. Members will receive preferential pricing on certain events and conferences sponsored by or otherwise convened by the Alliance.
- *Membership responsibilities:* All Members must (a) pay dues, (b) provide basic information for the Alliance’s membership directory, (c) report information for the Alliance’s annual publication, and (d) abide by a common code of ethics adopted by the Alliance. We encourage Members to participate in network activities organized by the Alliance, including on-line discussions, calls, and events and conferences.

### Steering Committee

The ASC will provide strategic direction and operational oversight for the Alliance. *Composition:* The ACS will have at least 10 members. The Director of The Alliance will be a voting member of the ASC, unless he or she declines that role. For as long as it houses the Alliance, the Aspen Institute will have the right to designate one member of the ASC (not including the Director) (the “Aspen Designee”). At all times, the ASC will include one representative from each of the following Member categories: (a) artisan support organization, (b) corporation, (c) artisan business, and (d) donor organization. No Member may have more than one representative serving on the ASC at any one time.

- *Eligibility to serve:* Top executives from Member organizations are eligible to serve as members of the ASC. The nominating committee of the ASC may suggest non-Members (or representatives of non-members) to serve on the ASC; provided that at least 66% of the ASC will at all times be comprised of representatives of Members. The Alliance director is considered a Member for this purpose. In the event that a member of the ASC becomes no longer affiliated with a Member, such member of the ASC may determine, in consultation with Director, whether to finish his or her term; provided that (a) at least 66% of the ASC is still comprised of representatives of Members and (b) at least one member of the ASC comes from each of the Member categories.

- *Selection:* A nomination committee of the ASC will be formed to populate a slate of candidates for the ASC. The nominating committee of the ASC will seek the input of all Members in developing the slate of proposed members for the ASC. In addition, Members may nominate themselves or be nominated by another Member. The nomination of members of the ASC will take place in October through December of each year and voting will take place in January of the following year. The proposed slate of candidates for the ASC will be approved by the ASC and then shared with all Members. Any Member may, at this point, suggest additional candidates for consideration. Additional nominees will be added to the official slate only if they obtain signatures from more than 20% all Members. If the number of official candidates exceeds the number of available positions on the ASC, Members will be asked to cast votes for the same number of official candidates as there are open positions on the ASC. Candidates earning the highest number of total votes will be selected.
- *Term:* Members of the ASC will serve for two-year terms. New members of the ASC will begin their term on February 1st. Members of the ASC may seek election for a second term if they are nominated by the nominating committee of the ASC. No member of the ASC, other than the Director and the Aspen Designee, shall serve more than six consecutive years.

For the initial members of the ASC, one-third will serve a one year term, one-third will serve a two year term, and one-third will serve a three year term in order to ensure staggered elections. All Members of the ASC, with the exception of the Director and the Aspen Designee, will determine their term length by random drawing. Selection of the initial members of the ASC will begin immediately following the launch of the Alliance on November 27, 2012, so that the initial ASC members can be in place by February 1, 2013.

- *Removal and Resignation:* Members of the ASC may resign at any time. Within three months of the resignation, the nominating committee of the ASC shall, based upon consultation with all Members and the Director, nominate a replacement candidate. If such resignation takes place within three months of an upcoming election of ASC members, the vacancy will not be filled until the next scheduled election. Any person nominated to replace a member of the ASC will assume the position unless 20% of all Members express their official objection via communication in writing to the Director. In the case of Member objection to a replacement nominee, a vote of all Members in good standing will be held to determine whether a majority supports electing the replacement nominee to the ASC. The decision will be based on majority rule.

A person selected to replace a member of the ASC will assume the term of the member whom he or she replaced. Such replacement member shall, in all cases, be eligible to serve for at least one additional term on the ASC.

The ASC, by a vote of three-quarters of all of its members (excluding the person for whom they are considering removal) may remove another member of the ASC. The ASC member considered for possible removal shall have the right to state his or her case for maintaining membership to the entire ASC via electronic communication or other means.

*Compensation:* Members of the ASC shall receive no direct financial compensation for their participation the ASC. Members of the ASC may request discounts for events organized by the Alliance however discounts are not guaranteed and will be dependent on the Alliance budget and the determination of the Director.

- *Officers:* The ASC shall elect a Chairperson who will preside over all meetings of the ASC and work with the Director to design meeting agendas. The Chairperson will also work closely with the Director to provide guidance on issues that do not merit discussion by the full ASC. The Director may also serve as the Chairperson.

### **Working Groups and Committees**

By action of either the ASC or the Director, the Alliance may create standing or ad-hoc committees or working groups to oversee specific issues.

- *Responsibilities:* Members of the ASC are expected to actively participate in the development of the Alliance. In addition to all general responsibilities of Alliance Members, members of the ASC are expected to: (a) participate in SC meetings, (b) recruit new members, (c) promote the organization and its policy goals, and (d) assist in the development of the Alliance's programs and services. Member of the ASC have specific responsibilities for reviewing the Alliance's budget, strategic plan, and performance as specified in these governing principles. Members of the ASC will represent the Alliance as necessary in public and private venues. Members of the ASC should refrain from making disparaging comments about the Alliance and/or any of its Members.
- *Decision Making:* The ASC will strive to operate via consensus. When consensus is not possible, a vote will be held. Each member of the ASC will have one vote. Except as otherwise specified, decisions will be made by majority. In the case of a tie, the ASC Chair will make the final decision.
- *Meetings:*
  - *Regular Meetings:* The ASC will hold regular meetings quarterly. These regular meetings will be those at which strategy and major ASC decisions will be made. Meetings will be called by the Director with at least 10 days' notice. Notice will be provided via email and/or telephone communication. Generally, at least two regular meetings will be held as in-person meetings
  - *Monthly Updates:* Approximately every month (when no regular meeting is scheduled) the Chairperson or the Director will convene a conference call on which members of the ASC will receive an update on the activities of the Alliance. From time to time these conference calls will be used to obtain ASC decisions if a quorum is present.
  - *Special Meetings:* Special meetings may be called by the Chairperson or Director, with at least five days of notice.
  - *Quorum:* A quorum will exist if at least 40% of the members of the ASC participate in a meeting, either in person or via electronic means (phone, video-conference, etc.).
  - *Notification of Absence:* Members of the ASC are expected to notify the Director or his or her representative in advance of their anticipated absences and of their appointment of a representative.
- *Attendance:* Members of the ASC are expected to maintain regular attendance at ASC meetings. Members of the ASC may *not* appoint a representative to attend on their behalf. If a member of the ASC fails to attend (in-person or via electronic means) two regular meetings in a fiscal year, such member will be asked if they are able to continue to serve, and may be removed from service by the ASC.

## Director

The Director will provide leadership and day-to-day operational management for the Alliance. He or she will also work with the ASC to set the strategic direction of the Alliance.

- *Oversight:* While the Alliance is housed at the Aspen Institute, the Director will report to an Executive Vice President at the Aspen Institute. This Executive Vice President will be responsible for providing performance reviews and disciplinary action, if necessary.

## Alliance Advisory Council

The Advisory Council will provide insight and guidance to the ASC and the Director and promote the Alliance to external audiences.

- *Composition:* The Advisory Council shall have at least five members (each an “Advisor”). All Advisors should be widely respected in the field of artisan development, or related fields. The Advisory Council should reflect a diverse range of experiences, viewpoints, and backgrounds.
- *Eligibility to serve:* Any individual, excluding present members of the ASC, is eligible to serve on the Advisory Council.
- *Selection:* Potential Advisory Council members may be nominated by any Member. Nominations will be collected by the Director and presented to the ASC. The initial slate of Advisors will be determined by the ASC. Additional Advisors may be added at any time based upon the vote of the ASC.
- *Term:* Advisors will serve on the Advisory Council for two years with no term limits. Advisors will be asked to officially reaffirm their interest in serving on the Advisory Council at least every three years. New Advisors will begin their term on January 1st, or immediately upon their agreement to accept the position.
- *Responsibilities:* Advisors are expected to participate in Advisory Council meetings, promote the Alliance and its policy goals, and respond to specific requests for assistance or consultation by the Director or the ASC.

## ADMINISTRATIVE AND OPERATIONAL ISSUES

- **Budget Process:** An annual budget for the Alliance will be prepared by the Director and must be approved by the ASC. In addition, for as long as it houses the Alliance, a representative from the Aspen Institute must formally approve the budget of the Alliance.
- **Dues:** The dues structure for Members will be set annually by the ASC based upon a recommendation by the Director. The Director will maintain discretion to allow for variances from the dues structure but must disclose and explain all such exceptions to the ASC.

## AMENDING THE GOVERNING PRINCIPLES

- **Authority to Amend:** Amendments to the governing principles of the Alliance may be proposed by any Member.