



(Symbolises: cooperation for independence, freedom, emancipation)  
[Based on Adinkra Symbol-Ghana]

*Encouraging and supporting cooperative formation and development in Africa and the  
Diaspora.*

**Cooperation Africa  
Member Handbook**  
*(January 2023)*

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## 1. Introduction

### 1.1. What we are

Cooperation Africa is a *Cooperative Development Movement* committed to promoting cooperatives of all kinds across the African continent.

### 1.2. Vision

A vast network of African cooperative enterprises providing secure livelihoods and high standards of living and wellbeing for self-determined, efficient, and resilient Africans

### 1.3. Mission

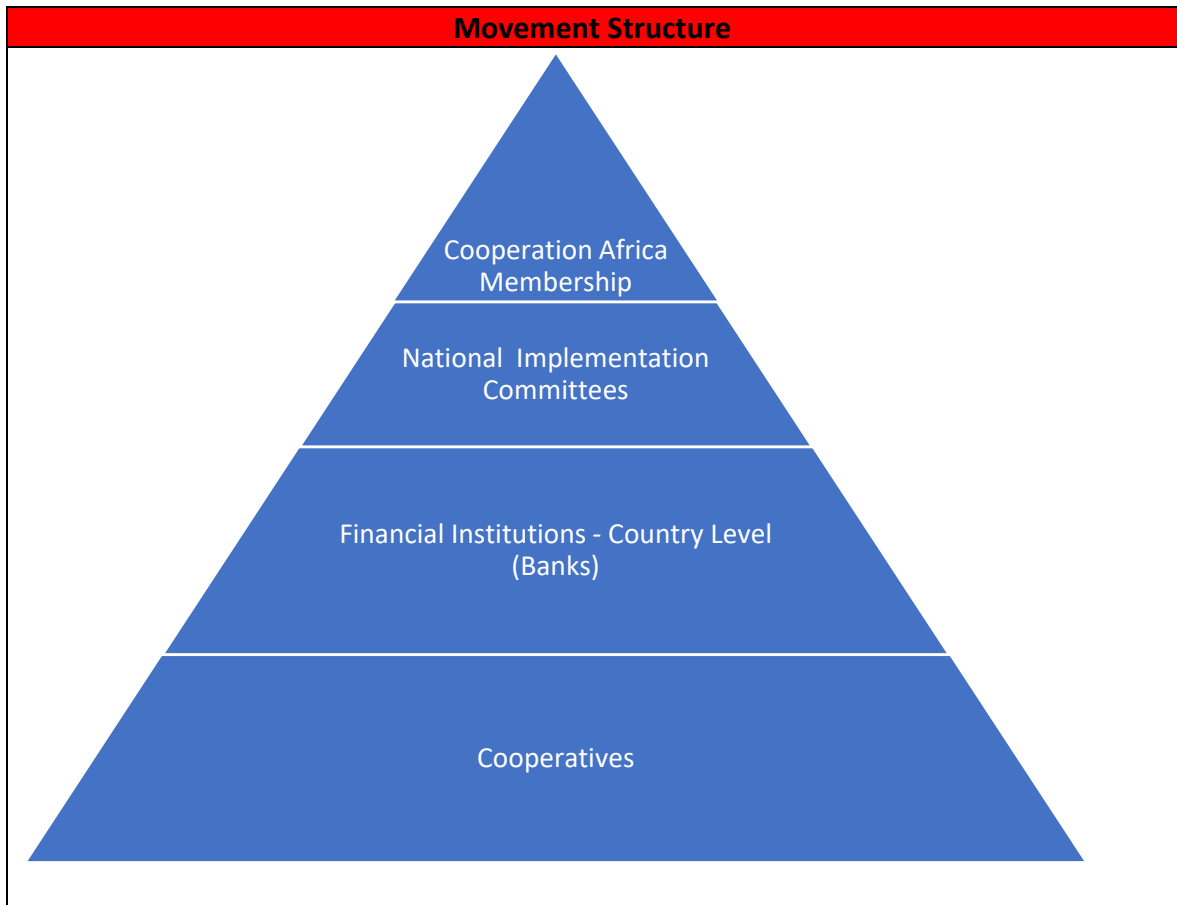
Promote the growth of cooperatives throughout Africa, particularly for women and youth, in support of African aspirations for equitable and inclusive development

### 1.4. Values

Cooperation Africa is a cooperative development movement operating to advance the development of democratically controlled cooperatives on the African continent, as a means of realising the socio-economic liberation of African people. To this end, we aim to conduct all our business with integrity and openness, respecting the equality of all peoples and affirming their right to be treated without discrimination.

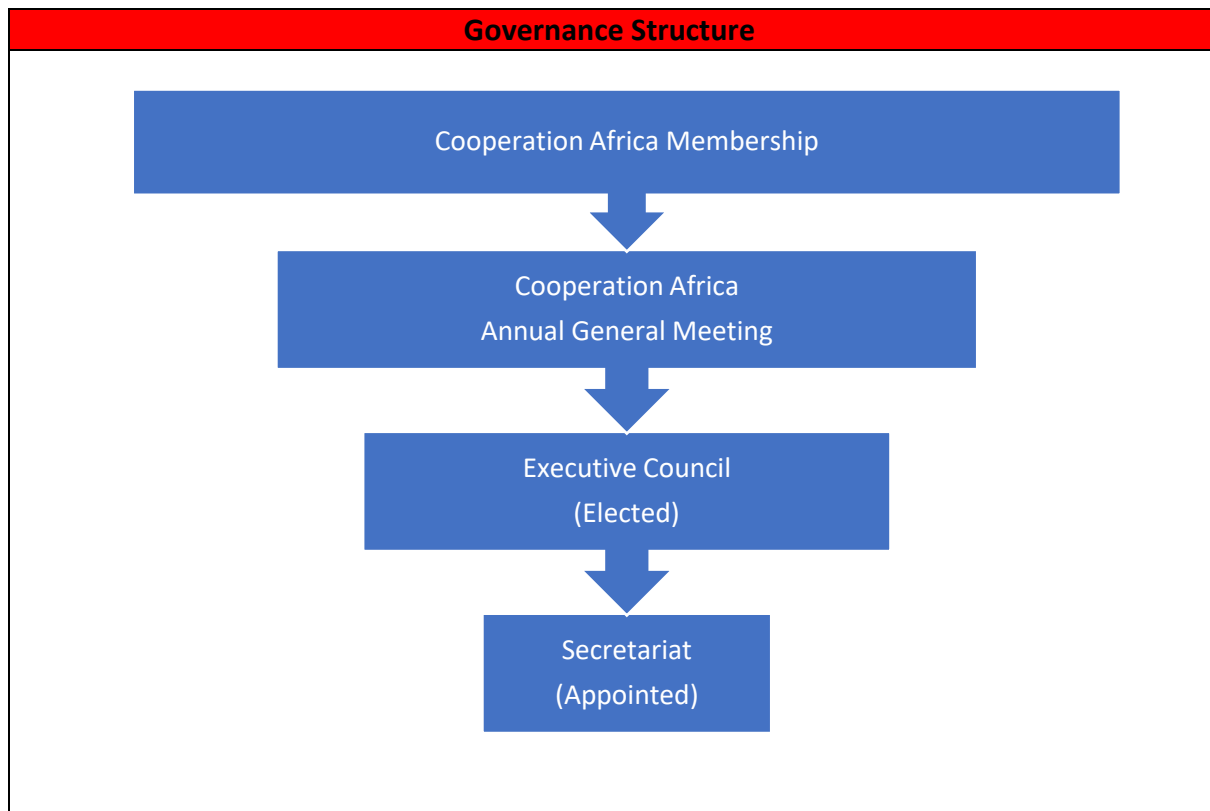
### 1.5. Strategy

We intend that in time our growing membership across the continent will serve as catalysts within their respective countries, by forming National Implementation Committees, to implement Cooperation Africa's vision, mission, and objectives, by establishing financial institutions to support cooperative development.



## 2. Governance Provisions

Governance is taken to include the following: a) positions that may be occupied, b) ways (mode) in which positions may legitimately be occupied, c) powers exercisable by occupants of specified positions, d) principles to which the decision-making should adhere, e) principles to which the decisions themselves should adhere, f) how differences of opinion (disputes) should be settled.



### 2.1. Positions

The positions currently in existence are:

- a) Co-Patrons
- b) General Members
- c) Executive Council Members
- d) Co-Chairs
- e) Working Group Members
- f) Employee

### 2.2. Modes of legitimate occupation

- a) Co-Patron: appointed by Executive Council
- b) Member: Paid up
- c) Member of Executive Council: Elected by Annual General Meeting or Appointed by Executive Council.
- d) Co-Chair: Elected by Executive Council

- e) Member of Working Group: Elected by Annual General Meeting or by Executive Council.
- f) Employee: Appointed by Executive Council

### 2.3. Powers associated with positions

- a) Co-Patron
- b) Member
- c) Member of Executive Council
- d) Co-Chair
- e) Member of Working Group
- f) Employees

### 2.4. Principles to which decision-making should adhere

### 2.5. Principles to which decisions should adhere

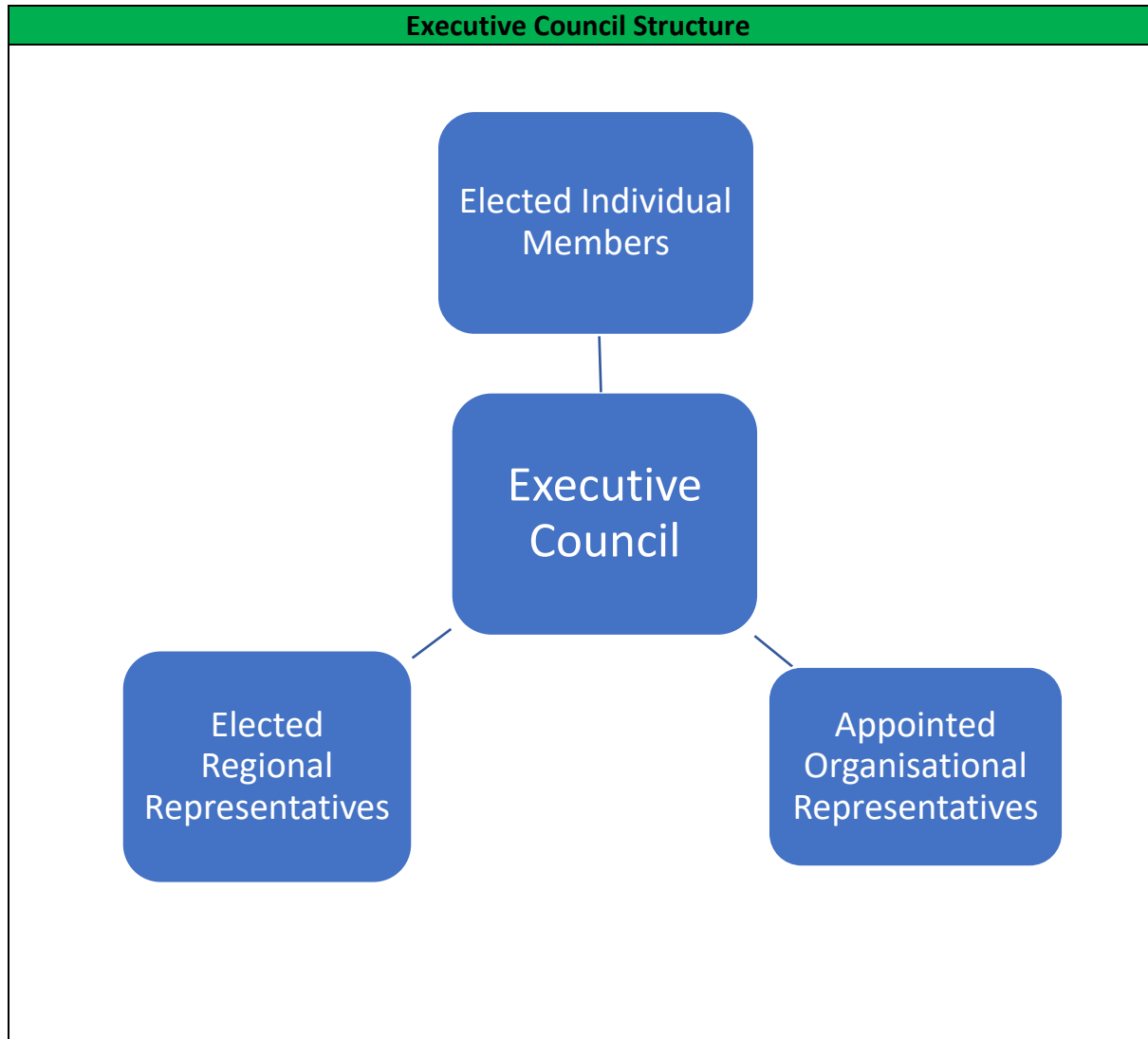
### 2.6. Dispute settlement procedures

### **3. Strategic Administration**

#### 3.1. Annual general Meeting



### 3.2. Executive Council



### 3.3. Co-Patrons

Dr Mohamed Ibn Chambas -  
Co-Chair – To Be Confirmed

### 3.4. Co-Chairs

Adotey Bing-Pappoe – Economist University of Greenwich Business School  
Co-Chair – To Be Confirmed

### 3.5. Current Executive Council members

Adotey Bing-Pappoe – Economist, University of Greenwich Business School (Co-Chair)

Akosua Darkwah – Sociologist, University of Ghana

Amina Mama – Feminist Scholar, University of California, Davies

Bwalya Kampamba – IT Specialist

Dickson Mwansa – Geographer/Playwright, Zambia Open University

Eli Agbenorku – Engineer, Business Person

Emmanuel Adotey Hoffman - Business Person

Faisal Garba Muhammed – Sociologist, University of cape Town

Judith Esinam Ofori - Socio-Economist/Gender Specialist

Kwame Kuffour Duah - Chartered Management Accountant, Third World Network-Africa

Kwegyir Bentsi-Enchill - Editor

Lethumusa Kulube – Communications Professional

Marguerita Crabbe Accad - Retired Administrator

Nancy Akanbombire - Development Practitioner

Patti Kachidza - Legal Advisor

### 3.6. Working Groups

| Executive Council Working Groups   |   |
|--|---|
| Work Groups  | People  |
| <b>Strategic Administration</b> <ul style="list-style-type: none"> <li>• Design and develop organisational strategies</li> <li>• Monitor Implementation</li> <li>• Manage internal communication</li> </ul>  | <ul style="list-style-type: none"> <li>• Adotey Bing-Pappoe</li> <li>• Kwame Kuffour Duah</li> <li>• Marguerita Crabbe Accad</li> <li>• Patti Kachidza</li> </ul>                                     |
| <b>Fundraising and Financing</b> <ul style="list-style-type: none"> <li>• Identify potential appropriate sources of funding</li> <li>• Apply for funding</li> </ul>  | <ul style="list-style-type: none"> <li>• Amina Mama</li> <li>• Dickson Mwansa</li> <li>• Judith Ofori</li> </ul>  |
| <b>Programming:</b> <ul style="list-style-type: none"> <li>• Design, develop, and organise programmes under each of the three programme heads for the public and members respectively</li> </ul>   | <ul style="list-style-type: none"> <li>• Adotey Bing-Pappoe</li> <li>• Akosua Darkwa</li> <li>• Nancy Akanbombire</li> <li>• Nancy Kachingwe (Co-Opted)</li> <li>• Hakima Abbas (Co-Opted)</li> </ul> |
| <b>Marketing and Membership</b><br><i>Marketing</i> <ul style="list-style-type: none"> <li>• Design and implement ways of promoting CA activities to the public</li> </ul> <i>Membership</i> <ul style="list-style-type: none"> <li>• Design and implement mechanisms to facilitate the membership process on the website and at the Registrar General’s office</li> </ul> | <ul style="list-style-type: none"> <li>• Adotey Hoffman</li> <li>• Faisal Mohamed</li> <li>• Nii_K Bentsi-Enchill</li> </ul>  |
| <b>Information Technology</b> <ul style="list-style-type: none"> <li>• Design mechanisms to ensure efficient organisational digital functionality</li> </ul>   | <ul style="list-style-type: none"> <li>• Bwalya Kampamba</li> <li>• Eli Agbenorku</li> <li>• Lethumusa Kulube</li> </ul>  |

### 3.7. Working Practices

| <b>Attendance</b>             |  |
|-------------------------------|--|
| <b>Criteria</b>               | <b>Criteria/Actions</b>  |
| <b>Attendance</b>             | <ul style="list-style-type: none"> <li>• Attendance at 70% of meetings over a 12-month period.</li> <li>• Prior notifications of absence</li> <li>• Three consecutive absences trigger remedial intervention</li> <li>• Three consecutive apologies trigger remedial intervention</li> </ul> |
| <b>Monitoring</b>             | <p><b>As Recorded in Minutes of meetings</b><br/>Bar Chart: Tally of meeting attendance and apologies to date, as a percentage of maximum possible.</p>  |
| <b>Remedial Interventions</b> | <p><b>Supportive enquiries*</b></p> <ul style="list-style-type: none"> <li>• Supportive enquiry by group chair/convenor</li> </ul>   |
| <b>Sanctions</b>              | <p><b>Persistent failures</b></p> <ul style="list-style-type: none"> <li>• Suspension of access to Minutes of meetings</li> <li>• Invitation to leave – by decision by group</li> </ul>  |

\*When making supportive enquiries, convenors should be mindful of any factors that may be affecting the individual involved including gender, health, disability, employment status, caring responsibilities etc.

| <b>Engagement</b>             |   |
|-------------------------------|---|
| <b>Criteria</b>               | <b>Criteria/Actions</b>   |
| <b>Engagement:</b>            | <ul style="list-style-type: none"> <li>• Subscription to District Bank</li> <li>• Membership of at least one working group</li> <li>• Attendance at 70% of working group meetings in a 12-month period</li> <li>• Prior notifications of absence</li> <li>• Contribution in discussion</li> </ul> |
| <b>Monitoring</b>             | <p><b>Self-Evaluations</b></p> <ul style="list-style-type: none"> <li>• Annual (or six-monthly) evaluation survey of each member by self and the group.</li> </ul>  |
| <b>Remedial Interventions</b> | <p><b>Working group</b></p> <ul style="list-style-type: none"> <li>• Supportive enquiry by group chair/convenor</li> </ul>  |
| <b>Sanctions</b>              | <p><b>Subscription/Attendance/Engagement</b></p> <ul style="list-style-type: none"> <li>• Pro-rata shares in District Bank</li> <li>• Invitation to leave – by decision by group</li> </ul>   |

### 3.8. Financial Systems

### 3.9. Officers

- Secretary: Yaw Opoku, P.O. Box 656 Ministries, Accra, Tel: 244-855912
- Auditor: ISSIFU ALI & CO Chartered Accountants, P.O. Box 6037 Accra-North, Location: No. 7 Sapele Loop, (Opposite ATTC, Kokomlemle, Accra Ghana, Digital Address: GA-047-7697, [Email:issifuali92@yahoo.com](mailto:issifuali92@yahoo.com))

### 3.10. Secretariat

## 4. Programmes

### 4.1. Research and Advocacy

*We conduct problem solving research as a basis of informed advocacy targeted at the public and policy makers to create a conducive environment for cooperatives*

We undertake documentation and problem-solving research into all aspects of cooperative formation and development in Africa and around the world. CA uses the research results to document and highlight ongoing initiatives in cooperative enterprise across the continent and raise public awareness about the cooperative movement using examples of problem-solving attempts in specific locations and times. We share and distribute information using accessible digital, audio-visual, and print formats, to share and exchange ideas on how such efforts can be replicated, adapted and transformed to suit alternative conditions and circumstances.

Cooperation Africa's research-based advocacy raises awareness among the public and informs policy makers of the advantages and benefits of cooperatives and contributes to enhancing the policy environment for cooperative businesses. CA's work reaches individuals, households, communities, and local and national legislators. Through public diplomacy, outreach, publications, meetings, and talks, we promote legal and policy reforms that will facilitate and support the formation and development of cooperatives.

### 4.2. Fundraising and Financing

*We facilitate funding from institutions, agencies, foundations and individuals for cooperative formation and development*

Cooperation Africa mobilises and helps to channel resources to underserved communities and economic activities to generate more secure, lucrative, and sustainable livelihoods for increasing numbers of people in rural and urban areas.

We focus on young people, whose proportion of Africa's population is growing rapidly while job creation lags far behind. We also focus on women, whose labour is systematically undervalued and made invisible. We emphasise financial literacy and cooperative business models in all areas of economic and creative activity.

#### 4.3. Education and Training

*We provide education, training, peer learning and technical support to groups establishing and developing cooperatives*

Cooperation Africa promotes live and digital peer learning and experience sharing (including by internet) and facilitates mentoring, internships, and partnerships with other cooperatives at local, national, regional, and international level. We provide educational and practical programmes in cooperative history, legislation, formation, and governance.

We connect individuals and groups to training opportunities for starting and building cooperatives. We develop our members' knowledge and practice of cooperative enterprise and help groups to improve basic and advanced skills in cooperative business management and governance.

## 5. Marketing and Membership

### 5.1. Membership eligibility

5.1.1. Any individual, organisation or business that is willing to adhere to and promote the values, principles, and objectives of CA may become a member. It does not have to be a cooperative already.

### 5.2. Membership fees

| CATEGORY                          |  | ANNUAL FEE                   |                       |
|-----------------------------------|--|------------------------------|-----------------------|
| Individuals                       |  | \$20                         |                       |
| Organisations:                    |  | Not-for-Profit Organisations | For-Profit Businesses |
| Small turnover <\$200,000         |  | \$200                        | \$400                 |
| Medium turnover \$200,000 to \$1m |  | \$400                        | \$600                 |
| Large turnover >\$1m              |  | \$800                        | \$1,000               |

### 5.3. Membership Benefits

By joining Cooperation Africa, members will be able to:

#### Access:

- 1) Resources and databases on legislation relevant to cooperatives.
- 2) Examples of different cooperative models.
- 3) Films about cooperatives on the internet.
- 4) Books, documents, and reports about cooperatives from around the world.

#### Opportunities to:

- 1) **Participate** in members-only events such as: film club, book club, cooperative touring club, and study circles.
- 2) **Be supported** to start your own cooperative business, be it in the agricultural, manufacturing or services sectors.
- 3) **Conduct research** into cooperative formation and development in Africa, in partnership with other members of the network.

- 4) **Invest** in country-level cooperative financing and development institutions.
- 5) **Educate and train** others seeking to form or develop cooperatives across the continent.
- 6) **Provide professional services** to cooperative businesses and the wider cooperative development movement.
- 7) **Promote economic justice** by helping to build sustainable livelihoods through democratically owned and managed cooperatives.



#### 5.4. Founding members

|   |  |  |
|---|--|--|
| <i>Founding Members</i>                           |  |  |
| <b>Adotey Bing-Pappoe</b><br>Economist            | <b>Emmanuel Adotey Hoffman</b><br>Businessperson   | <b>Kyeretwie Opoku</b><br>Lawyer                           |
| <b>Ahuma Bosco Ocansey</b><br>Journalist          | <b>Faisal Garba Muhammed</b><br>Sociologist  | <b>Lawrencia Oforiwa Okoh</b><br>Retired Programme Manager |
| <b>Akosua Darkwah</b><br>Sociologist              | <b>Fatimah Kelleher</b><br>International women's rights strategist and technical adviser | <b>Leonard Shang-Quartey</b><br>Public Policy Analyst      |
| <b>Akunu Dake</b><br>Consultant                   | <b>Hakima Abbas</b><br>NGO Director  | <b>Lethumusa Kulube</b><br>Communications Professional     |
| <b>Albert Chimedza</b><br>Director, Mbira Centre  | <b>James Ramsey Nee-Owoo</b><br>Film Producer  | <b>Marguerita Crabbe Accad</b><br>Retired Administrator    |
| <b>Alex Konuah-Amarteifio</b><br>Company Director | <b>Jennifer Lee</b><br>Accountant  | <b>Meron A. Dagnev</b><br>Businessperson                   |
| <b>Ama Biney</b><br>Historian                     | <b>Jessie Enyo Afele</b><br>Teacher  | <b>Nancy Akanbombire</b><br>Development Practitioner       |
| <b>Amina Mama</b><br>Feminist Scholar             | <b>Johanna Cargill</b><br>Lawyer   | <b>Nancy Kachingwe</b><br>Policy Analyst                   |
| <b>Audrey Baffour</b><br>Administrator            | <b>Judith Esinam Ofori</b><br>Socio-Economist/Gender Specialist                          | <b>Orrin Ninvalle</b><br>Development Consultant            |
| <b>Gyekye Tanoh</b><br>Development Economist      | <b>Julian Kofi Roberts</b><br>Retired Pharmacist   | <b>Owusua Banahene Oppong</b><br>Chartered Risk Manager    |
| <b>Beatrice Manigat</b><br>Interpreter            | <b>Karen Akiwumi-Tanoh</b><br>Retired Banker   | <b>Patti Kachidza</b><br>Legal Advisor                     |
| <b>Bwalya Kampamba</b><br>IT Specialist           | <b>Karen Amanuah Korsah</b><br>Administrator   | <b>Rizwana Hamid</b><br>TV Producer/Director               |
| <b>Coumba Toure</b><br>Writer                     | <b>Kofi Nyaako</b><br>Lecturer   | <b>Ruhi Hamid</b><br>Film Maker                            |
| <b>Crystal Wangeci Simeoni</b>                    |  | <b>Sally Nyandia-Bundy</b><br>Psychologist                 |

|  |   |  |
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| <p>NGO Director</p> <p><b>Dede-Esi Annie Amanor-Wilks</b><br/>Economic Development Specialist</p> <p><b>Dickson Mwansa</b><br/>Geographer and Dramatist</p> <p><b>Eli Agbenorku</b><br/>Engineer</p> | <p><b>Kwabena Sarpong Manu</b><br/>Development Economist</p> <p><b>Kwame Kuffour Duah</b><br/>Chartered Management Accountant</p> <p><b>Kwasi Adu-Amankwah</b><br/>Trade Unionist</p> <p><b>Kwegyir Bentsi-Enchill</b><br/>Editor</p> | <p><b>Tesfa Mehari</b><br/>Economist</p> <p><b>Thaddeus Patrick Manus Ulzen</b><br/>Medical Doctor</p> <p><b>Womba Nkanza</b><br/>Farmer</p> <p><b>Yenmaligu Yen Nyeya</b><br/>Self-Employed</p> |
|--|---|--|

## 6. Information Technology

### 6.1. Website

Domain name: Cooperation Africa (org, net, com) registered with Domain Hosting

### 6.2. Social media handles

YouTube Channel: <https://www.youtube.com/@cooperationafrica>

### 6.3. Telephone Communications

## 7. Registration and contact details

7.1. Registered company number: CG019080322

7.2. Ghana TIN number: C0061686182

7.3. Registered Office: House Number 303B, 2<sup>nd</sup> Floor, Twin Plaza, Devtraco Road, Comm. 25, Tema

7.4. Physical address: House Number 303B, 2<sup>nd</sup> Floor, Twin Plaza, Devtraco Road, Comm. 25, Tema

7.5. P.O. Box address: P. O. Box OS 990, Osu, Accra GA/R

7.6. Emails:

7.6.1. [admin@cooperationafrica.org](mailto:admin@cooperationafrica.org)

7.6.2. [fundraisingandfinance@cooperationafrica.org](mailto:fundraisingandfinance@cooperationafrica.org)

7.6.3. [it@cooperationafrica.org](mailto:it@cooperationafrica.org)

7.6.4. [membershipandmarketing@cooperationafrica.org](mailto:membershipandmarketing@cooperationafrica.org)

7.6.5. [programmes@cooperationafrica.org](mailto:programmes@cooperationafrica.org)

## 8. Frequently Asked Questions

| Defining CA   |  |
|---|--|
| Question  | Answer   |
| <ul style="list-style-type: none"> <li>• What is CA?</li> </ul>   | <ul style="list-style-type: none"> <li>• CA is a civil society initiative to encourage and support cooperatives in Africa and its diaspora.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Is CA a business?</li> <li>• a charity?</li> <li>• a cooperative?</li> </ul> | <ul style="list-style-type: none"> <li>• It is a public company limited by guarantee; it is not a business nor a charity, and is not a cooperative, partly because its members are located in many different nations. CA is a transnational organization.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Where is CA registered or based?</li> </ul>                                  | <ul style="list-style-type: none"> <li>• In Ghana.</li> <li>• CA is a transnational movement with bases wherever it has members mobilising to support cooperatives, be it in Africa or its Diaspora.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Why did CA register/based in Ghana?</li> </ul>                               | <ul style="list-style-type: none"> <li>• Because most of those who started it are based in Ghana.</li> </ul>   |

| Describing CA   |  |
|---|--|
| Question  | Answer   |
| <p><b>History</b></p> <ul style="list-style-type: none"> <li>• When did CA start?</li> </ul>                  | <ul style="list-style-type: none"> <li>• The discussions leading to the establishment of CA started in May 2020.</li> <li>• CA was registered in Ghana in March 2022.</li> <li>• The inaugural meeting of the 54 founding members took place in May 2022.</li> </ul>   |
| <p><b>Structure</b></p> <ul style="list-style-type: none"> <li>• How is CA organised functionally?</li> </ul> | <ul style="list-style-type: none"> <li>• CA has a membership of individuals and organisations.</li> <li>• It has an executive council of 15 individual members, which is expected to change over time to include representatives from country-level organisations and also representatives from member organisations.</li> <li>• It has two co-chairs.</li> <li>• The executive council is currently organised into the following working groups               <ul style="list-style-type: none"> <li>○ Administration</li> <li>○ Fundraising and finance</li> <li>○ IT</li> <li>○ Membership and Marketing</li> <li>○ Programmes</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• How is CA organised continentally and nationally?</li> </ul>         | <ul style="list-style-type: none"> <li>• Continentally, CA is an association of individuals, organisations, financing bodies.</li> <li>• Nationally, members are to form national implementation committees until they have set</li> </ul>   |

|  |  |
|--|--|
|  | up as cooperative financing bodies. (Details currently being developed).   |
| <ul style="list-style-type: none"> <li>How many members does CA have?</li> </ul>                 | <ul style="list-style-type: none"> <li>It was registered with 54 members.</li> <li>It is now calling for new members to join.</li> </ul>   |
| <p><b>Values</b></p> <ul style="list-style-type: none"> <li>What are CA's principles?</li> </ul> | <ul style="list-style-type: none"> <li>To pursue the development of democratically controlled cooperatives in Africa and its diaspora to realise the interests and aspirations and socio-economic liberation of African people.</li> <li>To conduct all its business in accordance with its core values of integrity, openness, and respect for the equality of all African peoples.</li> <li>To affirm the right of all African people to be treated without discrimination.</li> </ul> |

| Explaining CA  |  |
|--|--|
| Question   | Answer   |
| <p><b>Why CA?</b></p> <ul style="list-style-type: none"> <li>What is the main problem that CA is trying to address?</li> </ul> | <ul style="list-style-type: none"> <li>The very low level of average wealth alongside very high levels of inequality among people in Africa and its Diaspora. <ul style="list-style-type: none"> <li>The high levels of unemployment and underemployment, especially of women and youth, in Africa.</li> <li>The difficulties faced by African businesses, especially those involved in local production as they try to compete with foreign businesses.</li> <li>The apparent inability to industrialise African economies in a manner that addresses the needs of the majority.</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>Why does CA believe cooperatives will be good for Africa?</li> </ul>                    | <ul style="list-style-type: none"> <li>Cooperatives help people to create collective wealth equitably. <p>Cooperatives:</p> <ul style="list-style-type: none"> <li>Help more African businesses to produce more efficiently to meet the needs of the majority.</li> <li>Enable people to set up democratically managed businesses that provide them with good quality livelihoods.</li> </ul> </li> </ul>  |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>○ Help individuals and businesspeople to borrow more cheaply from cooperative sources such as credit unions.</li> <li>○ Enable small-scale producers to buy inputs at lower prices through procurement cooperatives.</li> <li>○ Allow small-scale producers to sell produce at higher prices through marketing cooperatives.</li> <li>○ Help people to secure housing more cheaply through housing associations.</li> <li>○ Help to reduce the inequalities in society since cooperative ownership of businesses extends ownership to include those who work in the business.</li> </ul> |
| <p><b>What will CA do?</b></p> <ul style="list-style-type: none"> <li>● What is CA's plan (strategy) to bring about the changes it wants?</li> </ul> | <ul style="list-style-type: none"> <li>● Grow its individual membership at country level.</li> <li>● Mobilise its country-level members to resource and establish cooperative financing bodies.</li> <li>● Ensure that the cooperative financing bodies finance cooperatives of all kinds.</li> </ul>   |
| <ul style="list-style-type: none"> <li>● What are the activities that CA will undertake?</li> </ul>  | <ul style="list-style-type: none"> <li>● Conduct research into the enabling and inhibiting factors affecting cooperative formation and share the results so that they can be acted upon.</li> <li>● Set up cooperative financing bodies at country level.</li> <li>● Provide information and training to help people to run successful cooperative businesses.</li> </ul>   |
| <ul style="list-style-type: none"> <li>● How will CA mobilise the funds needed for the cooperative funding bodies?</li> </ul>                        | <ul style="list-style-type: none"> <li>● By asking members to subscribe to the capital, either through regular monthly contributions or one-off payments.</li> </ul>  |
| <ul style="list-style-type: none"> <li>● Will CA's financing bodies provide finance to individual business people?</li> </ul>                        | <ul style="list-style-type: none"> <li>● No, only to people setting up cooperatives.</li> </ul>   |
| <ul style="list-style-type: none"> <li>● How sure is CA that those to whom money is lent will not abscond?</li> </ul>                                | <ul style="list-style-type: none"> <li>● There is sufficient evidence to show that lending to cooperatives is less risky than lending to individual businesspeople.</li> <li>● There is also evidence from Bangladesh (the Grameen Bank) that lending, even without collateral, to people who are part of a group, but not directly to the group, is also less risky than lending to individual businesspeople.</li> </ul>  |
| <ul style="list-style-type: none"> <li>● Can the subscriptions to the capital of the cooperative financing bodies be transferable?</li> </ul>        | <ul style="list-style-type: none"> <li>● No, they cannot be sold. This is to ensure that the shares are held by people who support cooperative development.</li> </ul>  |

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|   | <ul style="list-style-type: none"> <li>For the same reason they cannot be inherited. Instead, their value will be paid to the heirs of the holders.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Why does CA focus on women and youth?</li> </ul>                                 | <ul style="list-style-type: none"> <li>Because women historically do not get the opportunities that they deserve.</li> <li>Because the youth population is exploding and many youths today are under- or unemployed.</li> </ul>                            |
| <ul style="list-style-type: none"> <li>What makes cooperatives different from other businesses?</li> </ul>              | <ul style="list-style-type: none"> <li>They operate under 7 principles which make them share wealth, income, and decision-making power.</li> <li>They are therefore fairer and more democratic.</li> </ul>   |
| <p><b>Expected impact</b></p> <ul style="list-style-type: none"> <li>What difference does CA expect to make?</li> </ul> | <ul style="list-style-type: none"> <li>People in Africa and its Diaspora will own more of their wealth collectively and manage it democratically.</li> <li>People will learn to be more collaborative and less individualistic and competitive.</li> </ul> |

| Examples  |   |
|---|---|
| Question  | Answer  |
| <ul style="list-style-type: none"> <li>Are there examples like CA?</li> </ul> | <ul style="list-style-type: none"> <li>Some cooperatives have been formed by governments through cooperative development agencies, and sometimes because of civil society initiatives.</li> <li>In the Emilia Romagna region of Italy, which has the highest concentration of cooperatives anywhere in the world, two civil society organisations have led the way in forming and supporting cooperatives: Legacoop – the Communist Party of Italy and Confcooperative – the Catholic Church!</li> <li>In the UK, Cooperative Development Agencies (CDAs) were set up during the 1970s at local government level often because of civil society initiatives. These efforts led to an increase in the number of cooperatives. After the election of Margaret Thatcher in 1979, CDAs became less numerous and active. Since 2011, the local government in the English town of Preston has spearheaded an initiative to promote cooperatives, leading to a wide range of cooperatives being formed. One of its objectives is to retain wealth within Preston instead of having it exported out of the city by majority foreign owned multinationals.</li> <li>In Kerala State, India, cooperatives have been largely supported by the local government and by well-</li> </ul> |

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|  | <p>organised strong civil groups. As a result, it has around 14,000 cooperatives.</p> <ul style="list-style-type: none"> <li>• In Buenos Aires, Argentina, a cooperative building initiative took off in 2004 when many businesses were abandoned by their owners. The workers took the businesses over, turned them into cooperatives, and are successfully running them.</li> </ul> |
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| Defining CA Membership   |  |
|--|--|
| Question   | Answer   |
| <ul style="list-style-type: none"> <li>• Is CA for organisations or Individuals?</li> </ul>  | <ul style="list-style-type: none"> <li>• CA is for both individuals and organisations.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Is the membership fee a one-off payment?</li> </ul> | <ul style="list-style-type: none"> <li>• No, it is an annual membership fee, renewable on the anniversary of joining.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Is renewal of membership automatic?</li> </ul>      | <ul style="list-style-type: none"> <li>• No, a message will be sent out (4 weeks) before membership is to expire.</li> <li>• You will need to confirm that you wish to continue to be a member.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• What will members be expected to do?</li> </ul>     | <ul style="list-style-type: none"> <li>• Participate in CA's programmes.</li> <li>• Participate in the Annual General meetings.</li> <li>• Abide by CA's principles.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• How much is the CA membership fee</li> </ul>        | <ul style="list-style-type: none"> <li>• \$20 or equivalent for individuals</li> <li>• Not-for-profit organisations – from \$200 to \$800, subject to revenue.</li> <li>• For-profit organisations from \$400 to \$1,000, subject to revenue.</li> </ul> |



| Describing CA Membership   |   |
|--|---|
| Question   | Answer  |
| <ul style="list-style-type: none"> <li>• What kind of people can join CA?</li> </ul>     | <ul style="list-style-type: none"> <li>• All people who are willing to promote cooperative formation in Africa and its Diaspora and are prepared to abide by CA's principles.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Why should I join CA?</li> </ul>                | <ul style="list-style-type: none"> <li>• While individuals can accomplish a lot on their own, collectives can accomplish much more.</li> <li>• The history of cooperatives attests to the fact that there is power in collectives that does not exist in individuals.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• What are the benefits of joining CA?</li> </ul> | <ul style="list-style-type: none"> <li>• The most important is that if you wish to see more cooperatives in Africa and its Diaspora, then you will be able to fulfil your dream by working with others to bring about such a change.</li> <li>• You will get a chance to subscribe to the cooperative financing body in the country in which you live, and receive the benefits of being a subscriber to such a body.</li> <li>• You will be able to: <ul style="list-style-type: none"> <li>○ Participate in the research that CA will conduct, or in disseminating the findings.</li> <li>○ Help to raise funds for CA's activities by subscribing.</li> <li>○ Attend and/or speak at one of CA's cooperative awareness-raising events such as webinars, book clubs, film screenings etc.</li> <li>○ Attend or speak at one of CA's cooperative education or business training events.</li> <li>○ Set up a cooperative with others in any sector of the economy to deliver a product or service to the community.</li> </ul> </li> <li>• Help to run CA by serving on the Executive Council.</li> </ul> |

| Explaining CA Membership   |   |
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| Question   | Answer  |
| <ul style="list-style-type: none"> <li>• How can I join CA?</li> </ul> | <ul style="list-style-type: none"> <li>• Go to the <a href="#">CA website</a> and <a href="#">complete the membership form</a>, and pay the membership fee. <ul style="list-style-type: none"> <li>○ Once you have completed the membership process (filled out the form and paid the dues) you will receive a message informing you that you have successfully completed the process, and that you will be sent an email message.</li> </ul> </li> </ul> |

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|  | <ul style="list-style-type: none"><li>○ You will also be asked to confirm that you have received it.</li></ul> |
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## 9. The Constitution

## CONSTITUTION

OF

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### COOPERATION AFRICA (A PUBLIC COMPANY LIMITED BY GUARANTEE)

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#### CONSTITUTION OF A PUBLIC COMPANY LIMITED BY GUARANTEE

##### 1) Name of the Company

The name of the Company is *Cooperation Africa* (“Company”)

##### 2) Objects and Values of the Company

a) The objects for which the company is formed are:

- i) To promote the mission, values, and principles of *Cooperation Africa* continentally while supporting the practice of *Cooperation* at the country level.
- ii) To encourage and support its members to undertake initiatives in cooperative enterprise.
- iii) To establish *Cooperation Africa* groups across the African continent.
- iv) To provide financial and technical support to groups seeking to establish *Cooperation* initiatives in ways that are consistent with the values and principles of *Cooperation Africa*.
- v) To undertake such lawful acts that are necessary and incidental to the promotion of the objects of the Company.

b) The Values of the company are that:

- i) *Cooperation Africa* will pursue the development of democratically controlled cooperatives on the African continent, as a means to realising the socio-economic liberation of the African people by recognising their interests and aspirations.
- ii) As such CA conducts all its business in accordance with the core values of integrity and openness and respects the equality of all African peoples and affirms their right to be treated without discrimination.

### 3) Application of the Income and Property of the Company

The income and property of the Company shall be applied solely towards the promotion of the objects of the Company and no portion of the income or property shall be paid or transferred, directly or indirectly by way of dividend, bonus or profit to a person who is a member of the Company or of its Executive Council; but,

- a) the Constitution shall neither prevent the payment in good faith, of reasonable and proper remuneration to an officer of the Company subject to an ordinary resolution of members on the recommendation of the Executive Council or to a member of the Company in return for any services actually rendered to the Company nor shall it prevent the payment of interest at a yearly rate not exceeding Ninety-One Day treasury bill rate on money lent, or reasonable and proper rent for premises let to the Company;
- b) A member of the Executive Council of the Company shall not be appointed to any salaried office of the Company or office of the Company paid by fees.
- c) A remuneration or other benefit in money or monies worth shall not be given by the Company to a member of the Executive Council except in repayment of reasonable and evidenced out-of-pocket expenses and interest at the rate mentioned in paragraph (a) on money lent or reasonable and proper rent for premises let to the Company.

### 4) Powers of the Company

Pursuant to section 18 of the Companies Act (“**Companies Act**”), the Company has the powers of a natural person of full capacity.

### 5) First Members of the Executive Council

The Board of directors of the Company shall be known as the Executive Council.

- a) The first members of the Executive Council are:

| No | Name               |
|----|--------------------|
| 1. | Adotey Bing-Pappoe |
| 2. | Adotey Hoffman     |
| 3. | Akosua Darkwa      |
| 4. | Amina Mama         |
| 5. | Bwalya Kampamba    |
| 6. | Dickson Mwansa     |
| 7. | Eli Agbenorku      |
| 8. |                    |

|     |                            |
|-----|----------------------------|
| 9.  | Faisal Garba<br>Muhammed   |
| 10. | Judith Ofori               |
| 11. | Kwame Kuffour Duah         |
| 12. | Kwegyir Bentsi-Enchill     |
| 13. | Lethumusa Kulube           |
| 14. | Marguerita Crabbe<br>Accad |
| 15. | Nancy Akanbombire          |
| 16. | Patti Kachidza             |

#### 6) Powers of the Executive Council

The powers of the Executive Council are limited in accordance with sections 189 and 195 of the Companies Act.

#### 7) Liability of Members of the Company

The liability of the members is limited.

#### 8) Contribution of Members to the Assets of the Company in the Event of Winding Up/Dissolution

Each member of the Company undertakes to contribute to the assets of the Company in the event of the Company being wound up while that person is a member or within one year after that person ceases to be a member, for payment of the debts and liabilities of the Company and of the costs of winding up, the amount that may be required not exceeding 200 Ghana cedis.

#### 9) Distribution of Assets of the Company in the Event of Winding Up/Dissolution

If upon the winding up or dissolution of the Company, there remains after the discharge of its debts and liabilities a property of the Company, the property shall not be distributed among the members but shall be transferred to any other company limited by guarantee having objects similar to the objects of the Company or applied to a charitable object, the other company or charity to be determined by ordinary resolution of the members in general meeting before the dissolution of the Company.

### Members of the Company

#### 10) Types of Persons to be Members

Cooperation Africa members may be persons or organisations.

#### 11) Ordinary Members

- a) The subscribers to this Constitution and any other person or organisation that the Executive Council admits to membership shall be members of the Company.
- b) The members in general meeting may by ordinary resolution prescribe qualifications for membership of the Company and unless the resolution otherwise provides, a person shall not be admitted to membership by the Executive Council unless that person has the prescribed qualifications.

#### **12) Associate Members**

- a) The members in [a] general meeting may resolve by ordinary resolution that the Executive Council may admit to associate membership of the Company and may prescribe qualifications for the associate membership.
- b) Associate members shall be permitted to take part in the proceedings and functions of the Company that the resolution shall prescribe or, in default of prescription, that the Executive Council considers fit, but shall not be members of the Company in its corporate capacity and shall not have a vote on a resolution at a general meeting of the Company, or be counted towards a quorum.

#### **13) Honorary Membership**

- a) Members in General Meeting may resolve by ordinary resolution that the Executive Council may admit to honorary membership of the Company a person, whether or not an ordinary or associate member of the Company, who in the opinion of the Executive Council has rendered significant service to the Company or to any of the objects which the Company is formed to promote.
- b) An honorary member, unless also admitted as an ordinary member of the Company, shall have the same rights as an associate member and if also admitted as an ordinary member, shall have the same rights as an ordinary member but is not liable to pay a subscription to the Company.

#### **14) Resignation or Exclusion of Members**

- a) Subject to compliance with section 8 of the Companies Act,
  - i) Any ordinary, associate or honorary member may resign membership by notice in writing to the Executive Council;
  - ii) The Executive Council may exclude from membership of the Company an ordinary or associate member:
    - (1) if the subscription payable to the Company by the ordinary or associate member is not paid six months after the same became due and payable; or

(2) if in the opinion of the Executive Council the continued membership of that person would be detrimental to the interests of the Company or to the furtherance of its objects.

- b) The ordinary members of the Company may by an ordinary resolution passed by simple majority at a general meeting remove from office any member of the Executive Council.

#### **15) Subscriptions**

- a) Ordinary and Associate members shall pay the annual subscriptions that the members in general meeting may determine by ordinary resolution on the recommendation of the Executive Council.
- b) The subscription is due and payable on admission to membership and at the beginning of each financial year thereafter, or on any other date that the resolution shall provide.
- c) The subscription may differ as between ordinary and associate members, individuals and organisations, corporate bodies, or unincorporated associations admitted to membership.

### **Accounts and Audit**

#### **16) Accounts and Financial Statements**

The Executive Council shall cause accounting records to be kept and financial statements to be prepared, audited and circulated in accordance with sections 127 to 137 of the Companies Act.

#### **17) Auditors**

Auditors, qualified in accordance with section 138 of the Companies Act, shall be appointed and their duties regulated in accordance with sections 139 to 143 of the Companies Act.

### **General Meetings and Resolutions**

#### **18) Annual General Meetings**

- a) Annual General Meetings shall be held in accordance with section 157 of the Companies Act.
- b) Annual General Meetings may be held electronically or in such other format that members in a general meeting may agree to.

## 19) Extraordinary General Meetings

- a) Extraordinary General Meetings may be convened by the Executive Council whenever the Council considers fit in accordance with section 158 of the Companies Act and shall be convened on the requisition of ordinary members in accordance with section 324 of the Companies Act.
- b) Extraordinary General Meetings may be held electronically.

## 20) Notice of General meetings

Notice of general meetings shall be given in accordance with section 168 and paragraphs 1 to 6 of the Eighth Schedule to the Companies Act and accompanied by any statements required to be circulated with the notice in accordance with section 168 and paragraphs 5 and 6 of the Eighth Schedule to the Companies Act.

## 21) Persons Entitled to Attend General Meetings and Quorum

General meetings may be attended by the persons referred to in paragraph 7 of the Eighth Schedule to the Companies Act and the quorum required shall be as stated in paragraph 8 to the Eighth Schedule of the Act.

## 22) Members Not Entitled to Appoint Proxies

A member is not entitled to attend or vote at a general meeting by proxy.

## 23) Representatives of Member Bodies corporate at General Meetings

A body corporate which is a member of the Company may attend and vote at a general meeting through a representative appointed in accordance with paragraph 11 of the Eighth Schedule to the Companies Act.

## 24) Conduct of General Meetings

General meetings shall be conducted in accordance with paragraphs 12 to 19 of the Eighth Schedule to the Companies Act.

- a) One of the two Co-Chairpersons of the Company, shall preside as chairperson at general meeting but if neither is present within five minutes after the time appointed for holding the meeting, the members present shall choose one of their number to be chairperson of the meeting.
- b) On a poll being demanded on a resolution at a general meeting, the chairperson of the meeting may direct an electronic ballot of the ordinary members in accordance with subparagraphs (f), (g) and (h) of paragraph 16 of the Eighth Schedule to the Companies Act, and shall so direct if an ordinary resolution to that effect is moved at the meeting and passed on a show of hands or if the resolution concerned is,



- i) a special resolution, or
- ii) a resolution referred to in paragraphs 8, 9, 10, 11 or 12 of this Constitution.

## **25) Written Resolutions**

In accordance with section 163 of the Companies Act, a resolution in writing signed by the members, or being bodies corporate by the duly authorised representatives, shall be as valid and effective for all purposes, except as provided by section 163, as if the same had been passed at a general meeting of the Company duly convened and held, and if described as a special resolution, shall be deemed to be a special resolution within the meaning of the Companies Act and this constitution.

## **26) Minutes of General Meetings**

Minutes of general meetings shall be kept in accordance with section 166 of the Companies Act.

## **27) Votes of Members**

Each ordinary member present at a general meeting shall have one vote, and in the event that the voting is postponed then in accordance with clause 21 and subparagraphs (f), (g) and (h) of paragraph 16 of the Eighth Schedule to the Companies Act, each ordinary member present at the postponed meeting shall have one vote.

### **The Executive Council**

## **28) Composition of the Executive Council**

- a) The Executive Council shall consist of a minimum of fifteen persons, and shall attain and maintain operational gender parity among its members.
  - i) Up to five of the members of the Executive Council shall be representatives of regional cooperative financial institutions, one for each region.
  - ii) The Executive Council will consist of persons and organisations the exact composition of which will be adjusted by a special resolution of members in a general meeting.
  - iii) Voting in the Executive Council will be on the basis of one person one vote irrespective of whether or not the person is an individual or organisational member.
- b) The composition of the Executive Council shall reflect the general membership of the company including continental region, gender, age, and linguistic zones as appropriate, subject to the following parameters:

- i) Any region of Africa (Central, Eastern, Northern, Southern, and Western) with at least one cooperative financing institution operating according to International Cooperative Alliance (ICA) principles shall be represented on the Executive Council.
- ii) Any organisation may seek to be a member of the Executive Council, and if elected shall appoint a representative to serve on the Executive Council. However, the number of organisational representatives on the executive council shall not exceed 5.

## **29) Vacancy in Continuing Members of the Executive Council**

The continuing members of the Executive Council may act despite a vacancy in their number but if and so long as their number is reduced below two or below the number fixed by the Executive Council as the necessary quorum, they may act for four weeks after the number is so reduced, but after that, may act only for the purpose of increasing their number to that number or of summoning a general meeting of the Company and for no other purpose.

### **Appointment and Removal of Members of the Executive Council**

## **30) Appointment of Members of the Executive Council**

- a) Members of the Executive Council shall be appointed from among the ordinary members of the Company in the manner set out in this clause 30.
  - i) Members of the first Executive Council shall be appointed by the ordinary members at a meeting called for that purpose.
  - ii) The appointment shall be done by secret ballot after nominations have been received and seconded.
- b) **Tenure of Office of Members of the Executive Council**
  - i) The first members of the Executive Council shall hold office for three years.
  - ii) At the third annual general meeting of the Company, one third of the first members of the Executive Council shall retire from office.
  - iii) At the subsequent annual general meeting, another third of the first Executive Council shall retire from office and thereafter the remaining third of the first Executive Council shall retire at the next annual general meeting.
  - iv) Members of the Executive Council to retire in each year shall be those who have served longest in office since their last election, but as between persons who

became members on the same day, those to retire shall, unless the members otherwise agree among themselves, be determined by lot.

**c) Nomination and Election of Members of the Executive Council**

Election to the Executive Council shall be by secret ballot by which an ordinary member wishing to nominate another ordinary member for election to the Council shall notify the Secretary in writing, accompanied by the consent of the nominee in writing, at least ten days before the date of the annual general meeting of the Company.

**d) Re-election of a Retiring Member**

A retiring member is eligible for re-election for three consecutive terms and shall notify the Secretary in writing at least ten days before the date of the Annual General Meeting if that retiring member wishes to stand for re-election.

**e) Elections of Members of the Executive Council where Nominations Exceed available Vacancies**

If the number of nominees competent for appointment as members of the Executive Council and retiring members offering themselves for re-election exceeds the number of vacancies to be filled, the Secretary shall, at least fourteen days before the date of the annual general meeting, send to each ordinary member an electronic ballot paper containing a list of the names of the nominees and retiring members offering themselves for re-election requesting that ordinary member indicate by means of a distinctive mark on the ballot paper the names of the persons for whom the ordinary member votes, and each member may vote for one or more persons not exceeding in number, the number of vacancies to be filled.

**f) Validity of a Digital Ballot Paper**

- i) A digital ballot paper shall not be valid unless returned to the registered office of the Company not less than twenty-four hours before the time appointed for the Annual General Meeting and shall be counted by scrutineers appointed at the meeting who shall inform the chairperson of the meeting of the votes obtained by each candidate, and the chairperson shall announce the names of the successful candidates to the meeting.
- ii) A digital ballot paper on which votes have been cast in excess of the number of vacancies is not valid, and in case of doubt as to the validity of a digital ballot paper or the intention of the voter, the decision of the chairperson of the meeting shall be final and conclusive.

**g) Chairperson to Declare Candidates Duly Elected After Elections**

- i) If the number of competent nominees and retiring members offering themselves for re-election does not exceed the number of vacancies, the chairperson of the meeting shall, subject to article 296 of the Constitution of the Republic, declare the candidates duly elected.
- ii) If the number so elected is less than the number of vacancies, the remaining vacancies may be filled as casual vacancies.

**h) Casual Vacancy**

A casual vacancy in the number of members of the Executive Council may be filled by ordinary resolution of the members in general meeting in accordance with section 172 of the Companies Act.

**31) Competence of Members of the Executive Council**

The persons referred to in section 173 of the Companies Act are not competent to be appointed members of the Executive Council.

**32) Vacation of Office and Removal of Members of the Executive Council**

Membership of the Executive Council shall be vacated in accordance with section 175 of the Companies Act and a member may be removed from the Executive Council in accordance with section 176 of the Companies Act.

**33) Proceedings of the Executive Council**

- a) Proceedings of the Executive Council shall be regulated by section 188 of the Companies Act.
- b) At the meetings of the Executive Council, one of the Co-Chairs, shall be chairperson.

**34) Minutes of Meetings of the Executive Council**

Minutes of meetings of the Executive Council and of a committee of the Executive Council shall be kept in accordance with section 188 of the Companies Act.

**35) Powers and Duties of the Executive Council**

- a) The activities of the Company shall be managed by the Executive Council who may pay the expenses incurred in promoting and registering the Company.
- b) Subject to section 189 of the Companies Act, the Executive Council may exercise all the powers of the Company, including power to borrow money and to mortgage or charge the property of the Company and to issue debentures, that are not by the Companies Act or this constitution required to be exercised by the members in general meeting.

- c) In addition to the general duties of the directors under the Companies Act and at common law, the Executive Council shall:
  - i) Appoint one or more officers with delegated authority to implement the organisation's programmes;
  - ii) Approve the multi-year programme and budget prepared by the relevant officers with delegated authority;
  - iii) Approve annual audited accounts;
  - iv) Review and approve annual reports presented by the relevant officers with delegated authority; and
  - v) Prepare and present an annual report on the organization to the Annual General meeting.

### **36) Conflict of Duty and Interests of Members of the Executive Council**

- a) In a transaction with the Company or on behalf of the Company, the members of the Executive Council shall, in the exercise of their powers, observe the duties and obligations imposed on them by sections 190 to 192 of the Companies Act.
- b) To the extent permitted by clause 3 of this constitution and subject to compliance with section 194 of the Companies Act, a member of the Executive Council may enter into a contract with the Company and the contract or any other contract of the Company in which a member of the Executive Council is in any way interested, shall neither be liable to be avoided, nor shall a member of the Executive Council be liable to account for a profit made as a result of that contract by reason of that member being a member of the Executive Council or of the fiduciary relationship established by \_\_\_\_\_ the \_\_\_\_\_ contract.

37) Subject to clause 30, the Executive Council at its first meeting and at its first meeting held after each Annual General Meeting, shall elect from the members persons to fill any leadership role that is vacant.

38) A vacancy occurring in these offices shall be filled in like manner at the next meeting of the Executive Council held after the occurrence of the vacancy.

### **Committees**

39) The Executive Council may appoint committees from among its own members or from the members of the Company or from a combination of both.

- a) One of the Co-Chairpersons, shall be an ex-officio member of every committee.

- b) The terms of reference and duration of office of the committees shall be prescribed by the Executive Council and the committees are committees of the Executive Council for the purposes of the Companies Act.

#### **Secretary and Treasurer and Officers**

40) The Executive Council shall appoint a Secretary and a Treasurer or a Secretary/ Treasurer who may be a member of the Executive Council or a member of the Company or neither.

41) A member of the Executive Council may in the usual manner apply for and be appointed to an officer role, in which case they will cease to be a member of the Executive Council on their appointment.

42) The Executive Council may also appoint any other officer and agent as may be necessary or expedient.

#### **43) Use of the Official Seal**

a) The Executive Council shall procure a common seal for the use of the Company. It shall also provide for the safe custody of the seal.

b) The seal shall only be used by the authority of the Executive Council or of a committee of the Executive Council authorised by the Executive Council in that behalf, and an instrument to which the seal is affixed shall be signed by a member of the Executive Council and shall be countersigned by the Secretary or a second member of the Executive Council or by some other person appointed by the Executive Council for the purpose.

#### **44) Service of Documents**

A document may be served by the Company on an ordinary member, debenture holder or member of the Executive Council in the manner provided by section 290 of the Companies Act and may be served in like manner on an Associate or Honorary Member either personally or at the address provided by that member to the Company for the purpose of service of notices.

#### **Interpretation**

45) In this Constitution, unless the context otherwise requires:

- a) “**Companies Act**” means the Companies Act, 2019 (Act 992);
- b) words or expressions have the meaning assigned to them in the Companies Act; and
- c) references to sections of the Companies Act mean the sections as specified in the Companies Act.

46) We the undersigned are desirous of forming an incorporated company in pursuance of this Constitution and we agree to become members thereof and accept liability in accordance with section 8 of this Constitution

**Subscribers - Individuals**

DATED THE \_\_\_\_ DAY OF \_\_\_\_\_, 2021

Witness to the above:

Signature:

\_\_\_\_\_

Name:

\_\_\_\_\_

Address:

\_\_\_\_\_

Occupation:

\_\_\_\_\_