



**CONSTITUTION  
OF THE  
PAN-AFRICAN PRODUCTIVITY ASSOCIATION  
(PAPA)**

**SECRETARIAT:**

PRODUCTIVITY SA  
P O BOX 235  
1685 MIDRAND  
SOUTH AFRICA

Tel: +27 11 848-5300  
Fax: +27 11 848-5560  
e-mail: [npipapa@iafrica.com](mailto:npipapa@iafrica.com)  
Website: [www.productivitsa.co.za/papa](http://www.productivitsa.co.za/papa)

**Adopted on 30 April 2002  
at the General Assembly  
meeting in Mauritius**

# **ARTICLE I**

## **1. NAME OF THE ASSOCIATION**

The name of the Association shall be the “Pan-African Productivity Association” (acronym PAPA), hereafter referred to as “the Association”.

The Association would focus on:

- 1.1 advocating the value of national productivity organisations
- 1.2 assisting existing and emerging national productivity organisations (NPOs)
- 1.3 creating awareness about the importance of productive capacity in economic prosperity
- 1.4 becoming an agent for capacity building, training, networking and ideas dissemination
- 1.5 promoting the value of social partnerships in improving productivity.

# **ARTICLE II**

## **2. OBJECTIVES**

- 2.1 To provide a forum for promoting and sharing ideas and experience on strategies, techniques and practices for productivity enhancement, accelerated economic growth and social development in Africa.
- 2.2 To encourage the development of a productivity culture in African economies in order to ensure better living standards on the African continent.
- 2.3 To foster co-operation and collaboration between national productivity organisations and other related bodies in Africa as well as those outside Africa with a view to promoting sustainable growth in productivity in the economies of Africa.
- 2.4 To facilitate the establishment and development of national productivity organisations, centres or institutions in all African countries.
- 2.5 To facilitate and promote tripartism in enhancing productivity.

# **ARTICLE III**

## **3. APPROACHES**

The objectives stated in Article II may be pursued, inter alia, by the following approaches and where necessary either through or in collaboration with relevant international bodies and organisations.

- 3.1 Organising Pan-African productivity assembles, seminars and workshops.
- 3.2 Promoting and monitoring research studies on productivity, and facilitate the dissemination of the findings to African economies.

- 3.3 Serving as a Pan-African clearinghouse facility for information for productivity enhancement in Africa.
- 3.4 Promoting cooperation in the areas of human resource development, particularly management and entrepreneurship, research and consultancy among member institutions for increased productivity in Africa.
- 3.5 Developing cooperation with other regional productivity organisations, international agencies and foundations, inter-governmental organisations, and any other organisations whose activities may promote the realisation of the objectives of the Association.
- 3.6 Undertaking funding projects and programmes and other resource enhancement activities to further the objectives of the association.
- 3.7 Giving recognition to individuals and organisations making outstanding contributions to productivity improvement in Africa.

## **ARTICLE IV**

### **4. MEMBERSHIP**

- 4.1 FULL MEMBERSHIP of the Association may be extended to National Productivity Organisations and national organisations whose primary objective is the promotion and improvement of productivity.
- 4.2 ASSOCIATE MEMBERSHIP may be extended to any organisations whose aims and objectives are in consonance with those of the Association. Associate members will have no voting rights
- 4.3 OBSERVER STATUS may be extended to any appropriate individual or organisation.
- 4.4 The Association may confer HONORARY membership with no voting rights on any organisation, irrespective of country of origin, which has made or can make an important contribution to productivity improvement in Africa.
- 4.5 Guidelines and values for FULL membership
  - Reputable/credible institutions
  - Tripartite
  - National
  - Creation of chapters
- 4.6 Member organisations will be encouraged to send tripartite delegations to the meetings of the Association.
- 4.7 Membership of the Association will be granted at the discretion of the Board. To this end, the Board may request reports, membership details, financial statements or any other relevant information of organisations applying for membership. Notice to appeal the decision of the Board must be given in writing to the Secretariat at least one month before a General Assembly. The decision of the General Assembly is final.
- 4.8 The Association may, from time to time, set fees for membership and other activities which shall be paid by the due date.

## **ARTICLE V**

### **5. OFFICE BEARERS OF THE ASSOCIATION**

The Association shall have the following office bearers:

- President
- Two Vice-Presidents
- Secretary-General (ex officio)
- Two Board members

## **ARTICLE VI**

### **6. MANAGEMENT OF THE ASSOCIATION**

The Association shall have the following management organs:

- General Assembly
- Board
- Secretariat

#### **6.1 The General Assembly**

- 6.1.1 The Association's President shall act as chairman at General Assembly meetings. In the absence of the President, a Vice-President or a chairman nominated by the General Assembly shall fulfil this role.
- 6.1.2 The General Assembly shall be responsible for formulating the policies to be implemented by the Board and shall also give overall direction.
- 6.1.3 The General Assembly shall meet bi-annually in the country of a member of the Association. Special meetings of the General Assembly may be called at the discretion of the Board. Adequate notice of such a meeting shall be given to enable members to make the necessary arrangement to attend or to vote by proxy.
- 6.1.4 For the outcome of any voting process to be valid, a quorum of 50 per cent plus one of the paid-up members shall be present.
- 6.1.5 To receive and confirm the audited financial accounts
- 6.1.6 Two-thirds of compliant members can request for an extra-ordinary General Assembly meeting

## **6.2 The Board**

- 6.2.1 The administration of the Association shall be entrusted to the Board headed by the President to be assisted by the Vice-Presidents and the Secretary-General.
- 6.2.2 The President, Vice-Presidents and two other members of the Board shall be elected by the General Assembly. Only individuals nominated by member organisations may be elected.
- 6.2.3 The Board shall have the right to coopt members.
- 6.2.4 The President of the Association shall be Chairman of the Board. The Board members shall have a tenure of four years. Board members may be re-elected immediately after their tenure has expired. No one may serve on the Board for more than two consecutive terms of office.
- 6.2.5 The Board shall be responsible for the following:
- Implementing the policies formulated by the General Assembly;
  - Determining the working procedures of the various services of the Association;
  - Preparation of the programmes of the Association for the approval of the General Assembly;
  - Administration of the finances of the Association in accordance with the approved budget;
  - Determination of the agenda, date and place of meetings of the Association;
  - Taking such measures and actions as are deemed appropriate in the interest of the Association.
  - Receive and approve the audited statements
  - Approve the annual budgets
  - The Secretariat through the Secretary-General.
- 6.2.6 The Board shall meet at least twice per year.

## **6.3 The Secretariat**

- 6.3.1 The Board shall appoint a Secretary-General to head the permanent Secretariat of the Association. The Secretary-General does not have to be a representative of a member organisation. This appointment shall be ratified by the General Assembly at the earliest convenience.

6.3.2 The Secretary-General shall be responsible to the Board for the following:

- The administration of the affairs of the Secretariat;
- The execution of the decisions and instructions of the Board;
- The coordination of the activities of the Association;
- Preparation for the meetings of the Association;
- Communications and correspondence of the Association;
- The preparation and submission of a detailed annual report on the activities of the Association;
- Submitting to the Board a draft work plan for the coming year;
- Securing funding for the projects and programs of the Association;
- Keeping the financial accounts of the Association;
- Maintaining the Register of the Association; and
- Any other matters considered by the Board or the Secretary-General to be in furtherance of the objectives of the Association.

## 6.4 COMMITTEES AND SPECIALISTS

6.4.1 One or more subsidiary committees may be constituted and specialists may be coopted on an *ad hoc* basis by the General Assembly or the Board to assist the Secretary-General in the discharge of his/her functions as may be deemed necessary.

6.4.2 The Association, may at its discretion, appoint a Board of Trustees drawn from international organisations and donor agencies to assist in the mobilisation of funds and the promotion of the Association's objectives.

# ARTICLE VII

## 7. FINANCE

- 7.1 The financial resources of the Association shall consist of members' subscriptions, payment for services rendered, proceeds from the sale of publications, donations and legacies, subventions from corporate members and grants from governments, organisations or individuals.
- 7.2 The Secretary-General shall, in consultation with the Board, have the power to raise funds, and acquire and dispose of assets of the Association.
- 7.3 The Secretary-General shall submit to the Board for its approval in advance the draft estimates for the coming financial year.
- 7.4 A statement of the audited accounts for the past financial year shall be submitted by the Secretary-General to the General Assembly at the annual meeting.

- 7.5 All moneys of the Association shall be banked at a Board-approved bank. Withdrawals from this account or accounts shall be authorised by the Secretary-General. Signing authority for cheques shall be authorised by the Board. Cheque signatories shall be the Secretary-General and at least one other person designated by the Board and based in the country as the Secretariat. All cheques shall be signed by at least two signatories.
- 7.6 The Secretary-General shall submit the audited accounts for the past financial year to the annual meeting of the General Assembly.
- 7.7 The accounts of the Association shall be audited annually by an approved auditor appointed by the Board.

## **ARTICLE VIII**

### **8. AMENDMENTS TO THE CONSTITUTION**

Any amendments to the Constitution shall be adopted by a 75% majority vote of those members either present or voting by proxy at a meeting of the General Assembly.

## **ARTICLE IX**

### **9. WITHDRAWAL AND SUSPENSION/ REVOCATION OF MEMBERSHIP**

- 9.1 Any member or associate member may withdraw from membership of the Association subject to notification of the Secretary-General in writing, one year in advance, or payment of a year's membership fees in lieu of notice, and the settlement of all outstanding financial obligations.
- 9.2 Any member whose conduct proves incompatible with the objectives of the Association shall be suspended by a decision of a two-thirds majority vote of those members either present or voting by proxy at a meeting of the General Assembly.

## **ARTICLE X**

### **10. DISSOLUTION**

- 10.1 Dissolution of the Association may be proclaimed by a General Assembly convened for this purpose, and a vote of three-quarters of the total number of paid-up members. Voting by proxy is permitted.
- 10.2 Any such dissolution shall comply with the legal requirements of the country in which the Association is incorporated.

## **ARTICLE XI**

### **11. RULES**

- 11.1 The Board shall lay down rules for the implementation of the Constitution of the Association. These rules shall be designed to facilitate the Association's operations and ensure flexibility and responsiveness to the needs of stakeholders.
- 11.2 Consensus shall be promoted at all meetings. A Simple majority will carry a decision. If there is a deadlock in the voting, the Chairman of the meeting shall have the casting vote.
- 11.3 In the absence of a quorum, the next meeting shall be deemed quorate.

## **ARTICLE XII**

### **12. REGISTRATION**

The Association should be registered as a Company not for gain under Section 21 of the South African Companies Act

**30 April 2002**