



**PAPA**  
Pan-African Productivity Association

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

**SECRETARIAT:**

Productivity SA  
Private Bag x 235  
1685 MIDRAND  
SOUTH AFRICA

Tel: +27 11 848-5330  
Fax: +27 11 848-5560  
E-mail: [mokgadim@productivitysa.co.za](mailto:mokgadim@productivitysa.co.za)

**Amended and adopted on  
08 November 2017 at a General  
Assembly in Botswana**

# PREAMBLE

Whereas social justice can be brought about by equitable distribution of the fruits of economic development, and economic growth can be derived from the competitiveness of African economies within the global race towards development;

Whereas competitiveness cannot be achieved in conditions of organisational inefficiencies and ineffectiveness;

Whereas most African labour markets are characterised by low levels of skills and technologies required of a productive labour force;

And whereas failure by any nation to adopt productivity enhancement measures is an obstacle to economic growth and competitiveness;

Taking cognisance of the significance of raising Total Factor Productivity;

Noting with keen interest past developments in South East Asia (Japan, Malaysia, Hong Kong, Thailand, Singapore, etc.) and other regions where the growth and sustenance of the productivity movement has led to significant growth in the economies of the region;

The African National Productivity Organisations, moved by the desire to raise the standard of living of their peoples through productivity enhancement and competitiveness, agree to the following Constitution of the Pan African Productivity Association:

## ARTICLE 1

### 1. ESTABLISHMENT

It is hereby established an organisation called the Pan African Productivity Association (PAPA), herein referred to as the "Association", to promote the objectives set forth in the Preamble to this constitution. The organisation is a non-profit-making body.

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 2

## 2. OBJECTIVES

The objectives of the Association will be:

- 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 3

## 3. APPROACHES

The objectives stated in Article 2 of this Constitution may be pursued, inter alia, by the following approaches and where necessary either through or in collaboration with relevant national, regional and international bodies or organisations:-

- 3.1 Organising Pan-African productivity assemblies 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 clearing house 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 4

## 4. MEMBERSHIP

### 4.1. Eligibility

Full membership to the Association shall be open to all Member States of the African Union (AU), who would represent the NPO or a department within a government unit. The General Assembly of the Association may also grant observer status without voting rights to other stakeholders.

### 4.2 Withdrawal

Any 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.

### 4.3 Suspension/Revocation of Membership

#### 4.3.1 Suspension

Any member that has outstanding membership of 2 years and more shall automatically be suspended from the activities of the Association. Such suspension shall be done formally in writing to the member organisation.

#### 4.3.2 Revocation

Any member whose conduct proves incompatible with the objectives of the Association shall be revoked 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.

### 4.4 Readmission

In the event of any State having ceased to be a member of the Association, its re-admission to membership shall be determined by a vote of two thirds of the delegates attending the Board meeting.

### 4.5 Annual Membership fees

Annual Membership fees shall be assessed according to the AU formula for annual membership contributions as determined by the Board.

# ARTICLE 5

## 5. OFFICE BEARERS OF THE ASSOCIATION

The Association shall have the following office bearers drawn from the officials of the NPOs who are members of PAPA.

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

# ARTICLE 6

## 6.1 MANAGEMENT OF THE ASSOCIATION

The Association shall have the following management organs:

- General Assembly
- Board
- Secretariat

## 6.2 THE GENERAL ASSEMBLY

6.2.1 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.

6.2.2 The General Assembly shall be responsible for formulating the policies to be implemented by the Board and shall also give overall direction.

6.2.3 The General Assembly shall meet every two years 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.

6.2.4 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.

6.2.5. To receive and confirm the audited financial accounts.

6.2.6. Two-thirds of compliant members can request for an extra-ordinary General Assembly meeting.

## 6.3 THE BOARD

6.3.1 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.

6.3.2. 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.

6.3.3 The Board shall have the right to co-opt members.

6.3.4 The President of the Association shall be Chairman of the Board. The Board members shall have tenure of two years. Board members may be re-elected immediately after their tenure has expired.

6.3.5 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
- Appoint the External Auditors
- The Secretariat through the Secretary-General.

6.3.6 The Board shall meet at least twice per year.

## **6.4 THE SECRETARIAT**

6.4.1. 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.

6.4.2 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
- 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.

## **6.5 COMMITTEES AND SPECIALISTS**

6.5.1 One or more subsidiary committees may be constituted and specialists may be co-opted 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.

# **ARTICLE 7**

## **7. FINANCE**

The financial resources of the Association shall consist of members' subscription, payment for services rendered, proceeds from sale of publications, donations and legacies, subventions from corporate members and grants from governments, organisation or individuals.

The Secretary-General shall, in consultation with the Board, have the power to raise funds, and acquire and dispose of assets of the Association.

- 7.1 The Secretary-General shall submit to the Board for its approval in advance the draft estimates for the coming financial year.
- 7.2 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.
- 7.3 All moneys of the Association shall be banked at a Board-approved bank. Withdrawals from this account or accounts including electronic banking, 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.
- 7.4 The Secretary-General shall submit the audited accounts for the past financial year to the annual meeting of the General Assembly.
- 7.5 The accounts of the Association shall be audited every second year by an approved auditor appointed by the Board.

# **ARTICLE 8**

## **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.

The Constitution shall be amended by the General Assembly after every five years or earlier as deemed necessary by the General Assembly.

# **ARTICLE 9**

## **9. DISSOLUTION**

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.

Any such dissolution shall comply with the legal requirements of the country in which the Association is incorporated.

## ARTICLE 10

### 10. RULES

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.

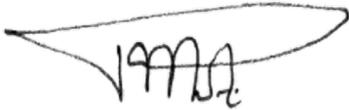
Consensus shall be promoted at all meetings. A Simple majority will carry a decision. If there is a deadlock in the voting, the Chairman of the meeting shall have the casting vote.

In the absence of a quorum, the next meeting shall be deemed quorate.

## ARTICLE 11

### 11. REGISTRATION

The Association is registered as a Company not for gain under Section 21 of the South African Companies Act (1997-010629-08).



---

Mr Mothunye Mothiba  
Secretary General