TOOLKIT

EMPOWERING INDIVIDUALS IN THE INFORMAL ECONOMY THROUGH VENDORS' ASSOCIATIONS



UN WOMEN

PORT MORESBY

SAFE MARKETS AND SAFE PUBLIC TRANSPORT

SAFE CITIES AND SAFE PUBLIC SPACES
UN WOMEN GLOBAL FLAGSHIP PROGRAMME

UN Women is the United Nations organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes, and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. UN Women stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

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Cover image: A vendor selling produce at Gerehu Market.
Back cover image: Vendors participating during a market event at Koki Market.

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ACRONYMS

GBV	Gender-based Violence
FSV	Family and Sexual Violence
NCDC	National Capital District Commission
PM SC	Port Moresby Safe City (Programme)
RPNGC	Royal Papua New Guinea Constabulary
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAs	Vendors' Associations
VAWG	Violence Against Women and Girls

KEY DEFINITIONS

Capacity development: The process through which individuals, groups and organisations, and societies deploy, adapt, strengthen, and maintain the capabilities to define, plan, and achieve their own development objectives on an inclusive, participatory, and sustainable basis.[1]

Empowerment: A process of change that results in individuals having an enhanced ability to control resources and influence decisions that affect their lives. Empowerment enables individuals to make decisions and take actions (Pallas, 2011).

Informal economy: All economic activities by workers or economic units that are – in law or practice – not covered or sufficiently covered by formal arrangements (ILO, 2002).

Vendors' Association: Defined in this Toolkit as a group of people working on similar income-generation activities and functioning as a coordinated and supportive entity.

Violence Against Women and Girls: Any act of gender-based violence that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to women, including threats of such acts, coercion, or arbitrary deprivation of liberty, whether occurring in public or in private life.[2]

Women's Empowerment: The process by which women gain power and control over their own lives and acquire the ability to make strategic choices. Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally. (UN Commission on the Status of Women, 2002).

1 https://www.uneca.org/our-work/capacity-development.
2 http://stoprelationshipabuse.org/educated/definitions/united-nations-definition-of-violence-against-women/.

PURPOSE

The purpose of the Toolkit is to provide planning and organisational tools for governments and other organisations working to empower individuals and groups engaged in the informal economy through the formation of associations. Interventions and results in this Toolkit take reference from the dynamics of market vendors, based on the lessons documented through the Port Moresby Safe City (PM SC) Programme. However, the mechanisms of empowering women and men working without formal employment through the formation of associations are applicable across many other sectors. The stories documented in this Toolkit demonstrate that, in various aspects, the formation of associations for previously ungrouped individuals has particular potential for empowering women.



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TARGET AUDIENCE

The target audience includes provincial or district authorities – Community Development Divisions, Markets Division, Economic Empowerment Division, etc. Community-based groups and other development organisations working with organising groups in the informal economy, and to a lesser extent disadvantaged groups within the formal economy, will also find parts of this Toolkit useful. In this Toolkit, the organisation supporting the formation of vendors' association is referred to as the Implementing Organisation. This Toolkit is applicable with government agencies, development organisations, and any other civil society groups that are engaged in developing the capacity of local, district, and city governments to manage safe public spaces. These organisations are referred to as the implementing organisation in this Toolkit.

At the time of drafting this Toolkit, the Department of Community Development and Religion is conducting nationwide consultations on the National Strategy for the Informal Economy (through the "Voice Mechanism"). This Toolkit provides guidance on the implementation of the same strategy, which was developed following the results from vendor engagement through the PM SC Programme.



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STRUCTURE

The Toolkit is divided into the following sections:

1. Context and Programme Background
2. Port Moresby Safe City Programme Approach
3. Key Steps in Setting Up Vendors' Associations
4. Monitoring and Evaluation

Also presented in this Toolkit are annexes and references for further reading.



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CONTEXT AND PROGRAMME BACKGROUND

About 85% of the Papua New Guinean population depends on subsistence agriculture for their livelihoods, and markets provide access to a small income by enabling people who grow their own food to sell excess produce or goods.[3] Intricately connected to subsistence agriculture is access to fresh produce markets where mostly women, who constitute about 80% of the vendors, sell their produce.[4] In Port Moresby, women and men find themselves without sufficient land to support their families through farming alone. However, many of the urban poor face immense challenges in accessing formal employment. Markets provide the critical linkage for a large portion of the urban population with lower literacy levels to participate in economic production and to earn a living.

The markets in Port Moresby were unsafe, particularly for women market vendors who were routinely exposed to various forms of violence. Physical violence occurs when conflicts arise for different reasons, including disagreements between ethnic groups, vendors fighting over space, or agitated crowd reactions to petty crimes such as pickpocketing or shoplifting. Other forms of violence – such as sexual violence including verbal harassment, unwanted touching, and stalking – were common in the markets. Violence was often perpetrated by intoxicated youths. In addition, vendors were also victims of extortion from market security personnel who demand additional fees to access facilities in the markets. Street rascals posed another threat of violence to vendors, and rob them off their daily earnings. In all these forms of violence, women vendors were targeted disproportionately as they were viewed as the "softer targets". Apart from affecting women and girls emotionally and physically, this experience or fear of violence also restricted their access to economic opportunities, given the centrality of vending to the economic development of Papua New Guinea in general, and Port Moresby in particular.

In response to the problem of high rates of violence against women and girls (VAWGs) at marketplaces, the National Capital District Commission[5] (NCDC) partnered with UN Women to implement the Port Moresby Safe City (PM SC) Programme. The PM SC was developed and implemented under the UN Women's Safe Cities Free of Violence Against Women and Girls Global Programme (2011-2018). In Port Moresby, the PM SC Programme was introduced in 2011 at Gerehu Market, which later expanded to include Gordons (2014) and Koki (2016) markets. In implementing this programme, UN Women and NCDC collaborated with the Royal Papua New Guinea Constabulary (RPNGC), grassroots women's and men's groups, and civil society partners to prevent sexual violence and other forms of violence against women in city markets. The PM SC Programme aims to increase women's active citizenship and leadership, as well as strengthen their economic security and rights.

To that effect, the PM SC Programme introduced numerous strategies to abate the level of VAWG at market places. These strategies include:

1. Policy-oriented advocacy with local and national authorities to prevent and reduce sexual violence in public spaces.
2. Capacity development of duty bearers, and agents of change to prevent and respond to VAWG.
3. Increasing public awareness and community mobilisation, including outreach to men and youth, to promote gender equality and end VAWG.
4. Integrating gender perspectives in development plans.

3 Port Moresby: A Safe City for Women and Girls Programme Design Document. UN Women, 2012.
4 See, http://www.unwomen.org/en/news/stories/2014/4/new-zealand-increases-funding-for-safe-city-programme-in-png.
5 The National Capital District Commission (NCDC) is the municipal government of the City of Port Moresby, National Capital District, Papua New Guinea.

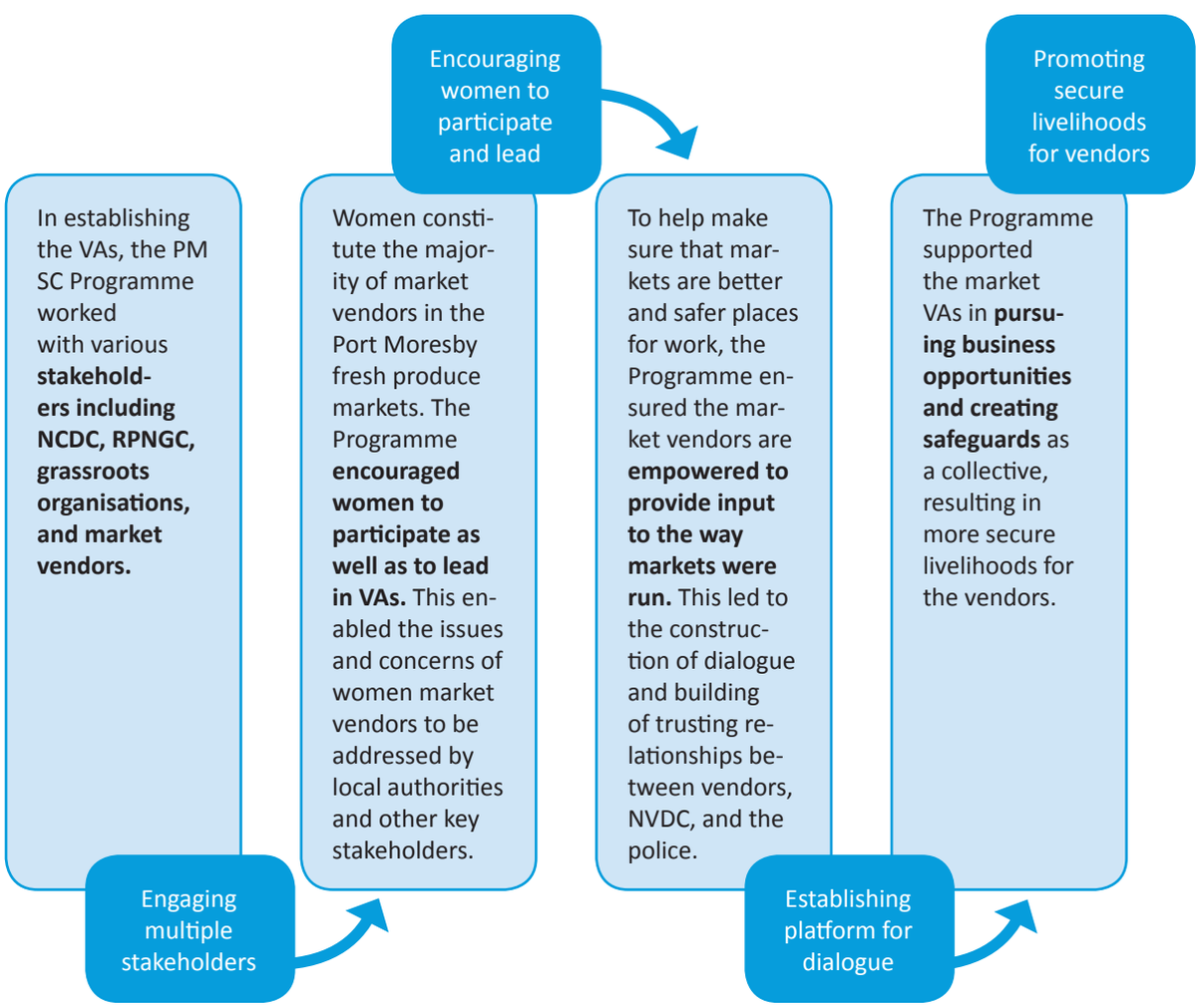
PORT MORESBY SAFE CITY PROGRAMME APPROACH

The formation of market vendors' associations (VAs) introduced a new mechanism for advocacy for the needs and concerns of market vendors. This mechanism did not exist before, when vendors operated as individuals and sought to resolve problems through their own networks and resources. The VAs provided an official platform through which vendors could engage city authorities or other entities to address the challenges and constraints that they faced. Capacity development for vendors, in particular the executives, was also carried out through the associations, empowering them to become agents of change.

Lesson Learnt

Without vibrant associations, the vendors have no bargaining power and cannot effectively advocate for their right to trade and to contribute to the urban economy.

Through the VAs, the vendors are able to organise themselves and work with stakeholders such as local authorities to make the changes they want, including making the market safe. Based on experiences from the successful implementation of the PM SC Programme, this Toolkit presents the following key steps in setting up a vendors' association.



BOX 1

Empowering market vendors through forming of associations

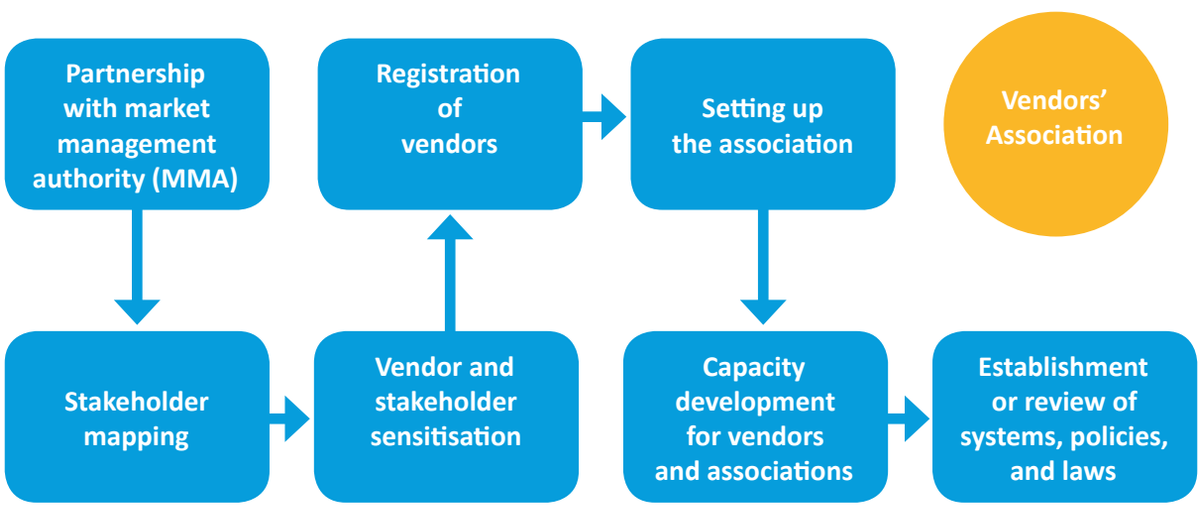
Prior to the implementation of PM SC Programme, many market vendors, especially those selling cooked food, were not given access to the formal markets and were operating informally outside the market. Consequently, they were subject to different forms of violence including sexual violence and police brutality, as well extortion from thugs. Many were left vulnerable and could not stand up for their rights — they were voiceless and disorganised, and their economic productivity severely limited by the high levels of violence they faced daily. Women vendors were particularly targeted for extortion and robbery as they were regarded as "soft targets".

However, following the implementation of the PM SC Programme, the market vendors were able to organise themselves into formally registered associations. The formation of associations has enabled market vendors to gain formal recognition from the city authorities and police. In addition, vendors are better able to voice their concerns and demand their rights. Furthermore, the vendors are empowered to engage with authorities to co-create management systems for the markets, which promote safe and inclusive markets in which they can make a living.

KEY STEPS
IN SETTING UP A VENDORS' ASSOCIATION

Partnership with market management authority[6]

Before starting work on organizing vendors, a partnership with the market management authority (MMA) should be sought. Establishing a positive relationship between market management and vendors will ensure the sustainability of the benefits in setting up the VAs, and not cause confrontational dynamics at the markets through empowering vendors to advocate for their concerns. As the notion of working with vendors through associations can also be new to market authorities, sufficient sensitization and capacity development is also required at this stage. At this point, it will be worthwhile to map out the other key stakeholders (if any) who should be notified/consulted/otherwise engaged in the introduction of vendors' associations at the market.



Stakeholders in this case could include any other duty bearers with responsibilities in the operations of the markets, e.g. waste removal division, police, etc.

Because of the long history of mismatched expectations and poor communications between vendors and authorities, there is likely to be a high level of mistrust between vendors and MMA, police, and other government representatives. One of the benefits of an external development organisation supporting the building of this relationship between vendors and government is that the organisation is viewed as neutral and trustworthy. This trust in the organisation (from both vendors and government) that the work on building up associations will bring about a positive change is essential to ensure that all parties continually put in effort to build up the associations. The process will be a long and intensive one, needing sustained commitment from all key stakeholders.

6 http://www.endvawnow.org/uploads/browser/files/new_scoping_study_guidance_final_version.pdf.

Stakeholder Mapping

Together with MMA, map key stakeholders who need to be engaged in the process of forming vendors' associations. Stakeholders typically include other duty bearers with responsibilities in the operations or management of the markets and surrounding spaces. Other stakeholders are those who engage regularly with vendors, either as service providers, regulators, or partners. Although the active stakeholders that should be engaged at each site would differ, some common stakeholders include: Community Development officer, police (local station, community policing, Family and Sexual Violence Unit), nearby banks and businesses, and community/church leaders. Involving key stakeholders early in the process improves the acceptability of the vendors' associations and the subsequent relationship between associations and these stakeholders.



TOOL 1: A checklist of issues to discuss with MMA to support stakeholder mapping

- ✓ What regular channels are there for market management to communicate with vendors currently?
- ✓ Who operates these channels (market awareness, noticeboard, PA system announcement, etc.)?
- ✓ How does market management receive feedback/complaints/suggestions from vendors?
- ✓ Is there a designated vendors and MMAs? How can these be addressed?
- ✓ Does any party/stakeholder suffer losses from the organization of vendors and improvement of communications between vendors and MMAs? How can these be addressed?



Lesson Learnt

If there are entities that are benefiting from the lack of communication and engagement between vendors and market authorities, they will be a disruptive presence in the establishment of VAs. It would be beneficial to engage with these groups or individuals early on to explore mutually beneficial pathways. An example could be unauthorised groups collecting fees from vendors to keep their stalls or produce safe. These may disrupt the process of vendor organisation as that would result in loss of "income" for them.

TOOL 2: Induction framework for engaging MMA

Conceptual framework in support of VAs	Sensitising MMA to VAs	Operationalising MMA engagement with VAs
Is there in-house appreciation on the issues around Gender Equality, Women's Empowerment? Does the MMA work around the framework of Constitutional Rights and Universal Human Rights? Does the authority/institution have a dedicated desk/officer focusing on the informal economy? Is there an understanding of women in the informal economy, issues around access to finance, unpaid care work, low literacy, etc.? ***If "No" to any of the above, ensure adequate awareness done.***	Are there established VAs that the MMA is already working with? Is MMA familiar with the roles and functions of VAs? Are there institutional or personal barriers to supporting the formation of VAs? ***If "No" to understanding of VAs, conduct workshop to ensure MMAs are clear on the roles and functions of VAs.*** ***If "Yes" to barriers, document these and discuss how to overcome them.***	Is there any existing institutional capacity to manage VAs in the markets? What changes are required to support the new system of engaging with vendors through VAs? What is the vision and expectations of MMA in supporting VAs? ***It may be necessary to support institutional change to accommodate new forms of engagements, development of TORs, reporting channels, etc.***

TOOL 3: Stakeholder mapping

Entity/individual	Level of influence on vendor engagement work (high/medium/low)	Ways of engagement (consult/inform/partnership)	Current relationship/ arrangement with vendors

Vendor and stakeholder sensitisation



Issues to consider when conducting the vendor sensitisation meeting:



Informing the vendors of the overall goal of the intervention, for example to reduce violence against women and girls in public spaces (markets).

It is essential that organisations, including MMAs, who are promoting the formation of associations to market vendors, are very clear from the start what their agenda and objectives are. It is also important for all stakeholders, particularly all groups who are involved in running the market, are clear on the roles and responsibilities of each group, including the newly-introduced VAs, in the market. Communication and reporting channels could also be agreed upon between key stakeholders. While associations are newly formed, a lot more support is needed from an established office, in terms of coordination, management, and linkage to the wider network of market stakeholders. It is recommended that the MMAs take on the responsibility of providing start-up support to associations, though the office to provide this support could differ from case to case.

BOX 2

PM SC approach to vendor engagement

For the Port Moresby Safe City Programme, the aim of promoting safe markets and women's empowerment in advocacy and leadership was communicated clearly to MMA and to market vendors from the beginning of the engagement. The sharing of each stakeholder's objective for working on vendors' empowerment establishes an open platform of trust, where ideas can be exchanged and co-creation of new systems can happen.

The NCDC Safe City Team, which consisted of a Gender Officer, took the lead in supporting associations through the formative stage – providing capacity support in management and communications for the leaders, explaining legislation, and linking associations to training, funding, and services. This support was intensive in the initial years and gradually relaxed as associations matured and grew.



Introducing the idea of forming an association

When introducing the idea of forming an association to the market vendors, share examples of how associations have been formed in other countries/cities/sectors and have helped individuals engaged in street or market vending advocate for better services and facilities, and to support one another in improving access to training, services, business opportunities, and other forms of empowerment. The sensitisation session(s) should take into account the following:

- Conducted in a safe environment where women and men feel safe to voice their concerns and doubts.
- Facilitated such that all views and comments have fair chance to be heard.
- Encourage women and girls to speak their minds or clarify doubts, this may require separate sessions for women and girls.

- Not all queries can be answered on the spot. For questions where there are no immediate answers, ensure that feedback is provided to the vendors when answers are available.



Good Practice

In general, vendors are encouraged to form a single association in each market. However, in the PM SC Programme, vendors at Gordons Market were against forming a single association due to the large numbers of vendors (approximately 2,000) and because there were unresolved disputes between groups of vendors. In the end, multiple associations were formed at Gordons Market, according to food or product type. This worked well for the vendors, as the associations became effective tools in pursuing economic and training opportunities as well as advocating for the rights of vendors.

The key functions of VAs should be known when establishing the association. The anticipated functions are:

- To organise vendors working on similar income generation activities to function as a support group.
- To help ensure members of associations are better able to engage with government, businesses, and other entities to advocate for their rights and interests.

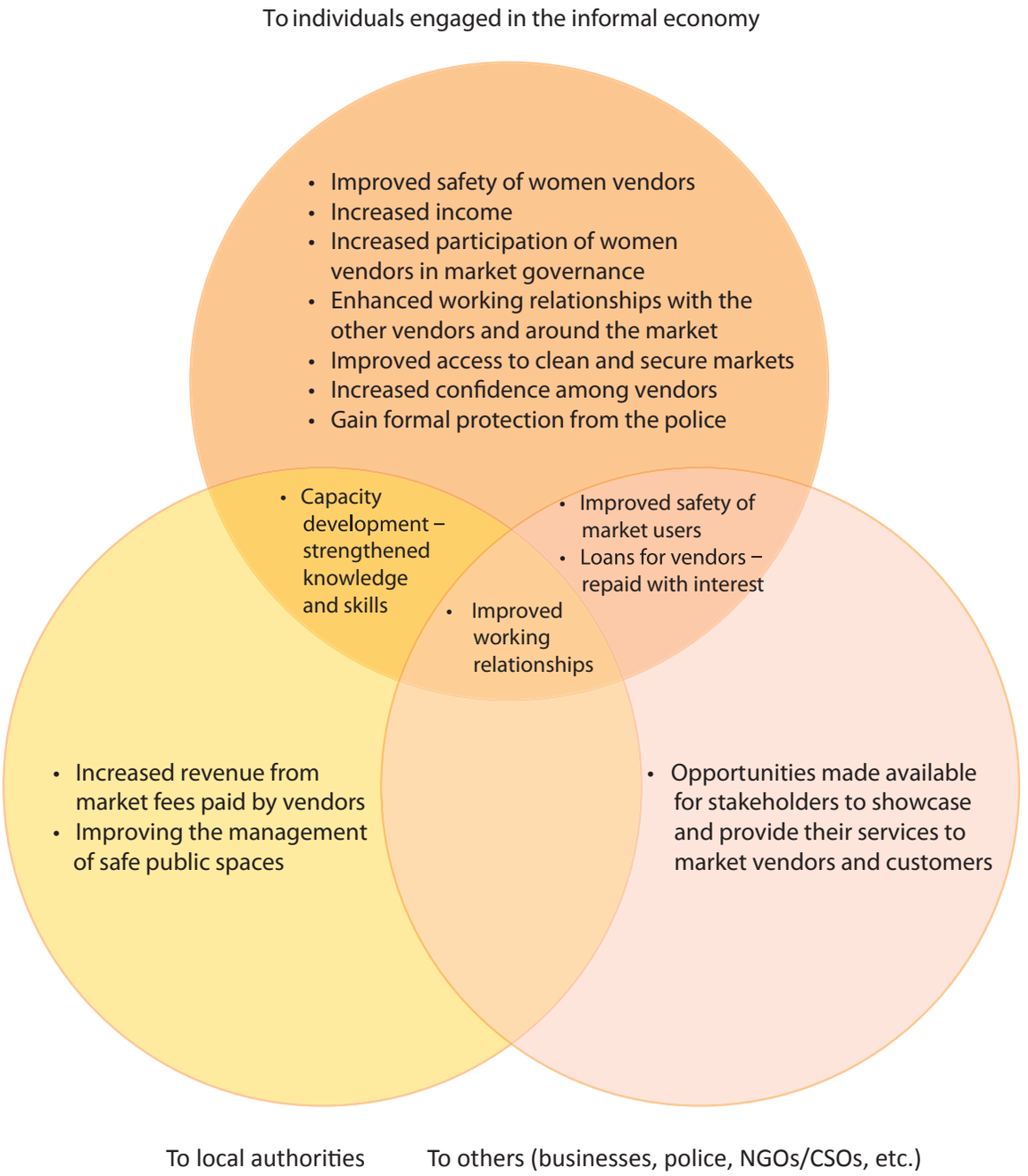
This can be undertaken through: facilitating the recruitment of association members; building and maintaining a democratic association; negotiating with market authorities and other stakeholders on issues and concerns raised by vendors; and resolving disputes through collective action and other approaches.



Explaining the benefits of being a member of the association

- Vendors' associations can support members in advocating on issues and challenges of common interest, for example market operating hours, market infrastructure and fares, etc. VAs can also be mechanisms where members pursue opportunities or services of common benefit or interest, such as the establishment of savings groups, enhancing access to training, pooling resources for higher value commercial agreements, etc.
- Vendors' associations cannot enable members to secure political support or be used to serve individual agendas. VAs cannot take over the duties of government bodies and their public duties, such as collecting market fees or managing market spaces. While associations sometimes tender for and win contracts to carry out jobs at markets or other public facilities, this is neither a guarantee nor a specific objective of forming vendors' associations.

Benefits of an association





Setting priorities and action points on how to move forward with forming the association.

- Setting the way forward should take place at a pace that the vendors are comfortable to move at.
- Action points should include:
  - » Identity of the new association (name, identifying features)[7]
  - » Establishing a common objective as an association (vision/goals)
  - » Discussing required steps for setting up the association
- Develop a constitution.
- Agree on association rules and regulations – what the association does, what it does not do, who becomes a member, what differentiates members from non-members.
- Define roles and responsibilities for office bearers, including whether or not office bearers will receive payment.
- Agree on meeting schedule, reporting schedule, including financial reporting.
- Registration requirements – IPA registration, setting up association bank account, maintain list of active members, as a minimum.

Organisations promoting the formation of associations need to be mindful that the introduction of associations must not leave vendors who choose to opt out any worse off than before the introduction of associations.



The following questions should be asked prior to forming the market vendors' association.

- What is the purpose of forming the association?
- What are the functions of the association?
- Who joins the association?
- Will women be encouraged to participate and lead in the association? If so, are additional steps required to ensure women receive adequate information and engagement in the sensitisation process?
- How will the association be representative of all members?
- How will the association be accountable to its members, authorities and key stakeholders?
- Will the relevant authorities see the association as an important entity?
- What benefits will arise from forming the association, for vendors and other stakeholders?
- How will vendors make the association better?

Registration of vendors

This process entails the following:

- Registration of vendors. Important information to record includes name, age (use a range if actual age is not available), gender, education level, products sold. It would also be opportune to

7 While there are no hard and fast rules around the boundaries around associations, the PM SC experience has shown that forming associations by markets has been efficient in addressing local issues. In one of the programme sites, the vendors decided to form 12 associations, partly because there was a large number of vendors (over 2,000 vendors) and partly because there were longstanding disagreements between individuals who chose not to belong to the same group. In the end, vendors at that market decided to form associations according to the products they were selling – fresh produce, cooked food, mini store goods, meri blaus, etc. It was interesting that in none of the three programme sites did vendors ask to be formed according to ethnic/provincial groups.

find out if the vendors had an active bank account. This could be the first phase of skills/capacity mapping for vendors, recording trainings they have attended and what other skills they identify as needed.

- Issuance of vendor registration identification cards. This will require the organisation to verify if vendors are genuinely signing up as members of the association, arrange for ID photographs to be taken and cards printed at the registration sites. Vendors are assigned a reference number, according to the associations they belong to. If available, it would be helpful to MMAs if the vending location of each vendor can be recorded as well. See below image for a typical vendor ID card.
- At registration, no fees should be collected.[8] If members had agreed to pay fees for membership, these would be collected at a later stage. However, funds management needs to be carefully managed to ensure there is full accountability and proper management of funds.



Lesson Learnt

Due to the slow uptake of national ID cards in PNG, many people arrived to register as vendors at one of the PM SC sites, hoping to receive a personal ID card. When the team returned a week later to distribute the cards, it found many of those who registered were not vendors at the market. If ID cards are highly sought after by the general public, vendor verification may be required at registration phase.

Register vendors and support information of associations include the following:

1. Developing association constitution, membership regulations, and budget.
2. Holding elections for executives and agreeing on the term.

For vendors who are unwilling/not ready to participate in joining an association, accommodation should be made to enable the vendors to continue their activities while others form and operate as an association.

Vendor Associations will better support the fight in gender related violence in the public spaces (markets) if; a) Proper cooperation and understanding exists between the vendors and authorities (market authorities and police); and b) Security support is guaranteed should any retaliation by perpetrators of violence occur to association members.



Lesson Learnt

Because MMAs actively supported the formation of VAs, they sometimes misunderstand that VAs are obliged to report to MMAs. It needs to be clarified (sometimes repeatedly) that VAs are not part of the government institution but a civil society group that is free to pursue their interests, which are often social and economic.

8 Clear understanding between MMAs and organisation supporting introducing VAs is needed as to which office will cover the costs of sensitisation, registration, and issuance of ID cards.

Setting up the association

The first meeting

Calling for and facilitating the first vendors' association meeting requires considerable support from the implementing organisation.



TOOL 4: Preparation checklist for first meeting

- ✓ Ensure there is suitable space for the meeting. The place should be easily accessible for vendors, but provide some privacy from curious passers-by. The space should accommodate all the members of the VA (which can sometime be quite large).
- ✓ Agree with MMA what role they will play in the first meeting, either as passive onlookers or if they will present some part of the induction information package (probably on market rules and relevant legislation affecting vendors).
- ✓ Contact all members to inform them of meeting date, time, venue, and agenda.
- ✓ Agenda should minimally include:
  - » Brief introduction of all key stakeholders (organisation supporting VAs, MMAs, and any other)
  - » Functions of VAs
  - » Election process and duty of the executives
  - » Membership privileges and responsibilities
  - » Agree dates for elections and regular meetings
  - » Feedback/comments from members

Holding Elections

Reminders may need to be sent out to members ahead of the agreed election date and time. It needs to be ensured that a representative proportion of the total membership is available for the elections. As the concept of democratic elections could be new to the members of the VA, it would be worthwhile to explain how the election process will run, and also explain the role and function of each executive member to be elected. Many vendors, in particular women, would be new to the process of voting for a representative. The process and outcomes need to be clearly communicated to all participating vendors. The organisation, which is regarded as a neutral party with no specific interests in the election outcome, will facilitate the elections. MMA representatives could witness the process, or they could skip it.

Some points to agree with the members prior to casting votes:

- Should interested candidates campaign (give a speech) or should members nominate the candidates?
- Will voting be secret or public? Raising hands or casting votes?
- Will a simple majority be sufficient to win? Or should there be re-votes until someone wins a pre-determined threshold?
- Do members want to introduce rules around gender balance, mix of young and old, minimum qualifications, etc.?

BOX 3

An example of roles and responsibilities of each of the executives

President – Oversees the association; chairs and controls meetings; works closely with market management and partner stakeholders; delegates tasks to association members; negotiates business opportunities for vendors; engages in development planning and meetings with authorities and partners; and communicates information from partners to members of the association…

Vice President – Assumes the responsibilities of President in his/her absence; ensures voices/concerns of vendors are discussed; support president to enforce his unit…

Secretary – Provides support to the President and Treasurer to perform their duties; keeps records of all meetings and executives profiles; organises meetings including preparing agendas and meeting records; puts up notices for meetings; keeps in her/his custody records, books, and documents of association; and keeps the common seal…

Treasurer – Ensures all funds for association are collected; makes payments authorised by the association; keeps records of all financial transaction; prepares a financial report on monthly basis; prepares a Financial report annually.

Discuss with members if other executives are needed – e.g. youth rep., produce-specific rep. (for markets where all vendors belong to one association, etc.)

Capacity Development for vendors and associations

Capacity development will take two simultaneous trajectories – to enhance operations of associations and to improve skills and knowledge of vendors.

Enhancing associations

Because most vendors will be new to the concept of working as an association, a significant amount of resources need to be invested to supporting the initial set up and operations of the associations.

Lesson Learnt

- The VAs play a vital role in communicating issues between vendors and stakeholders (authorities, development partners, etc.). Capacity development programmes should be well coordinated with the VA executives. This will enable the effective and full participation of market vendors.
- For training programmes, use various teaching and learning methods including use of visual aids and interactive modes that will help ensure those who with low levels of literacy benefit from the training information.

This includes training in the following area:

Enhancing leadership in managing associations

Elected vendor representatives will require on-going support in running the associations. Many will be taking on offices of responsibility for the first time and will need time and help to build up the capacity to fulfil the tasks entrusted to them. Capacity mapping of the executives needs to be conducted to determine the types and extent of trainings.

A capacity mapping exercise for vendor executives can begin through a consultative process with elected representatives on populating the table below:



TOOL 5: Competency/training needs mapping for executives

Position	Responsibilities	Competency 1 (e.g. leadership and conflict resolution)	Competency 2 (e.g. written and oral professional communications)	...
President	To chair regular meetings, represent association at meetings with other organisations	Yes	Yes	
Vice president				
Secretary				
Treasurer				

Capacity development for executives is an essential step in supporting successful associations and should be embarked on as early as possible, following the election of executives. Receiving early capacity training enhances the skills and confidence of executives to carry out their new responsibilities and strengthens their commitment to the new office they have taken on, often without pay.

To enhance the economic viability of all vendors, a range of trainings can be introduced. Depending on the starting level of respective vendors, different types and levels of trainings can be offered. This should be widely consulted on with vendors prior to engaging service providers. The vendor registration process could be a good starting point to collect initial information on vendor education level, training interests, and specific areas of need (food hygiene, food preparation, baking, financial literacy, building small businesses, etc.).

Lesson Learnt

Although vendors often express the desire to enhance their skills and capacity, they are reluctant to leave their stalls and sign up for training. The first few sessions often have few participants and numbers pick up when they return and update other vendors on the usefulness of the training. It would be realistic to prepare service providers to expect that the first few classes will be under-subscribed.

It is important to note that capacity development support needs to complement and enhance the resources that VAs already have, without replicating these. If VAs have existing systems of collective financing, but require assistance in business development, that should be the priority for the IOs. There is no fixed template of specific trainings that need to be organised for vendors. All support provided should be customised to the priorities and needs of the VA in question.

Issues to consider

- ✓ For trainings or workshops:
  - » Register the participants – Make sure their gender is captured in the register. Efforts need to be made to ensure proportionate participation of women vendors in training as they may resist signing up due to their responsibilities at home, disapproval of husbands, and lack of confidence in themselves. When necessary, flexible arrangements such as shorter sessions over more days or changing the training location should be considered to encourage women to sign up for training.
  - » Administer an evaluation form at the end of the training. This should be considered from the start of training and planned for with the service provider.
  - » Produce a report for each training or workshop conducted to identify areas for improvement.
- ✓ Conduct a post programme (training, awareness, etc.) assessment to assess the changes resulting from delivering the programme.
- ✓ Provide updates on training outcomes at subsequent vendor association meetings.

Good Practice

While vendors may not always request awareness or testing on health issues, these are essential for the sustainability of market vending. The PM SC Programme organised on-site awareness and services – e.g. HIV testing, National Identification registration, and bank fairs, among others – at the markets, bringing vital services to the vendors.

Establishment or Review of Systems, Policies, and Laws

When vendors are effectively organised into associations, there should be time allocated during regular vendor meetings to discuss issues that lots of people feel strongly about. There will be widespread consensus about what is wrong, but not always a clear idea of how this should be addressed. It is the role of the IO and the MMA to understand the issues and challenges that are confronting

the vendors and to propose solutions to the vendors. Vendors sometimes push their suggestions for addressing the issue rather than the issues. For example, vendors could be calling for a change in waste management technology at the market because of the constant pile up of rubbish. However, the unreliable waste removal service could be due to non-payment of contract. The problem of poor service level in waste removal can be solved through other means than a change in technology. It is the responsibility of the MMA and IO to ascertain what the problem is and to determine the possible actions to take, considering all other practicalities.

Among the many laws that affect the market there is the market bylaw. The bylaw is set by the market division using its law making powers under the NCDC or local government act. For the case of the Port Moresby, the bylaws:

- Establish the responsibilities of the Market Manager;
- Include rules about activities that are allowed and which are prohibited in the markets;
- Include rules around space management and the charging of fees; and
- Recommend penalties for contravention of the law.

Ensure that the market bylaws are more responsive to vendors and especially take into account the needs and interests of women vendors and other groups that are typically excluded from decision-making processes, e.g. persons living with disabilities, the elderly, etc. In the case of new bylaws needing to be developed or existing ones needing to be reviewed, involving the VAs from inception will ensure responsiveness and ownership of the bylaws by the vendors.



Good Practice

In the drafting of new market bylaws, the PM SC Programme conducted internal (within NCDC) and external (with vendors) consultations. Care was taken that a proportionate number of women vendors took part in consultations and had the opportunity to speak. Many women vendors expressed appreciation and some apprehension as they had never been formally requested to give their opinion about rules and laws. The consultation process was empowering for the participants and also increased their ownership of and compliance with the new rules.

Engagement of VAs in management and planning for the markets includes:

1. Consultation on the market systems, operations, and rules.
2. Addressing issues that are most pressing for vendors, e.g. crime and violence, low traffic, inadequate infrastructure, etc.
3. Holding monthly market committee meetings to discuss market issues such as cleaning, security, vendor management, etc., jointly between vendors, market management, security guards, police, and any other relevant stakeholders.
4. Engaging women and men vendors in assessing areas within markets and surroundings for crime and violence through regular safety audits.

Obtaining vendor input on the operations of markets can be less formal than the bylaws but will

serve as a guide to the day-to-day running of the VA. The operations guidelines for the MMA should be shared with vendor representatives, to enhance transparency, accountability, and understanding between MMA and vendors.



Good Practice

To address the issue of poorly coordinated management of markets, Monthly Market Committee Meetings consisting of representatives from NCDC, UN Women, the vendors' association, police, market security, and private sector/business houses were established. These meetings provided the space for multi-sectoral discussions on issues affecting the market, providing vendors the opportunity to influence policies and plans for the market.



Good Practice

To address issues around customer numbers at Gerehu Market, the PM SC Programme experimented with initiatives such as monthly community events, trial of free bus services in Gerehu, and Open-Day Market (where the general public was invited to sell diverse products at the market). The vendors at Gerehu Market contributed actively in planning for these initiatives as they understood the NCDC was responding to their concerns about increasing sales.



Good Practice

Through vendor input, it was clear that although vendors felt police and security personnel had the responsibility for ensuring safety at markets, they were not fulfilling that. The PM SC Programme implemented a training and sensitisation programme for police, market security guards, and market controllers that resulted in improved relations between security personnel and vendors as well as an overall perception of safety at markets.



Lesson Learnt

- Inexistence of vendor associations or having weak and poorly organised associations will limit very much the capacity of vendors, especially women vendors, in planning their programmes, particularly those that require support from authorities and other key stakeholders.
- While association members were generally agreeable to paying nominal membership fees, the limited numeracy and literacy among vendors resulted in a low demand for accountability of funds collected. In numerous cases, the funds were misused and only discovered too late for recovery. Mechanisms need to be put in place for the reliable and regular reporting of association finances to all members. This could be an important aspect where the supporting office provides supervisory capacity.

MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is relevant to monitor the processes of programme implementation, documentation of the programme progress and achievements (expected and unexpected) and generating evidence for decision-making. Doing M&E can help to assess what difference the VAs are making and can provide vital information, for example to[9]:

- **Share learning** with other vendors and stakeholders;
- **Contribute** to the evidence base about effectiveness and limits of community action;
- **Improve learning** and decision-making about programme;
- **Influence** local authorities policy;
- **Ensure accountability** to key stakeholders; and
- **Assess** and demonstrate programme effectiveness in achieving the objectives and/or impacts.



TOOL 6: Monitoring checklist

In designing the monitoring checklist, the IO should consider the following:

- Are structures and mechanisms for M&E established from the earliest stages of the programme to ensure that appropriate baseline information exists for comparison with the targets?
- Are gender considerations integrated in the M&E?
- Are transparent communication channels established so that findings from M&E activities are disseminated in a timely manner with duty bearers, vendors, and other relevant stakeholders?
- Is there high awareness of VA in the market?
- Is the VA active and in regular communication with members and key stakeholders?
- Does the VA have an effective relationship with the local authorities, for example the market division?
- What is the proportion of vendors and VA members by gender?
- Is there equal participation of men and women in the management of the VA?
- Is there equal representation and participation of men and women in the association's executive?
- Do the members have the skills needed for the VA to be effective?
- Are there plans in place to develop the skills of members in running the association as well as their businesses?
- Who are the services providers and partners to engage to address issues and concerns of vendors?
- Does the VA have good networks and a good reputation outside the market?

9 See, http://www.geog.ox.ac.uk/research/technologies/programmes/mesc/guide-to-monitoring-and-evaluation-v1-march2014.pdf.



TOOL 7: A checklist of indicators to monitor

Monitoring should be conducted on a regular basis, to be jointly determined by the IO, MMA, and VA.

- Number of women vendors who are members of the VA.
- Has the VA been holding regular meetings as planned?
- Is the number of members in the VA growing, stable, or declining?
- Number of women vendors who are members of the VA executive.
- Number of vendor executives (disaggregated by gender) who receive capacity development training.
- Number of market vendors (disaggregated by gender) who receive capacity development training.
- Number of issues raised by vendors that have been jointly resolved.



Lesson Learnt

On-going monitoring activities requiring collecting information from vendors should be planned and coordinated through the VA executive. This will help ensure smooth data collection as vendors make themselves available without compromising their vending activities.

The above indicators can be passively monitored without the need for an explicit data collection exercise. However, at longer intervals, more active monitoring should be conducted through implementation of surveys, focus group discussions, or interviews with key representatives to find out the following:

- Percentage of women vendors reporting they feel safe to sell in the market.
- Percentage of women vendors who find it easy to communicate their concerns as market vendors to the authorities?
- Percentage of women vendors who record increased income from market vending?
- Number of people (disaggregated by gender) reporting safety improvement, especially of women and girls in and around the market.
- Number of markets with VAs and are regarded as safe or free from all forms of violence against women and girls.
- Percentage of of vendors who are members of VAs who feel satisfied that the VAs are effectively representing their concerns at meetings.

Additionally, these exercises can be good opportunities for obtaining feedback on ways to improve support to the VAs.

ANNEX 1: OATHS OF DUTY

I ……, (full name) do solemnly swear (or affirm) to undertake …… (duty title) of Gerehu Vendor Association and administer all its undertakings without fear or favour;

THAT I UNDERSTAND AND AGREE THAT THE FOLLOWING CONDITIONS APPLY TO MY DUTY;

1. As a volunteer, I will work for the benefit of other fellow vendors and society as a whole, out of free will and without expecting any financial reward, compensation, or payment during my service.
2. Exercise the powers of my office and fulfil my responsibilities in good faith and in the best interests of the association
3. Maintain integrity, leadership and not pursue bad habits among executive members/and or external actors of any kind.
4. Uphold all Rules of the Vendor Constitution and NCD Market bylaws in performance of my duties.
5. Ensure good use of the funds entrusted to use and care for public resources, avoiding waste and misuse of the association's money.
6. Keep confidential all information related to my duties including information about fellow vendors and our families.
7. Immediately declare any personal conflict of interest that may come to my attention.
8. Immediately resign my position as executive member in the event that I, or my fellow vendor association members, have concluded that I have breached my 'Oath of Office'.

Signed this……day of ……,/……/……

……

Executive Member – (Title)

……

Market Management Representative

……..

Witness (Police)

ANNEX 2: SAMPLE MARKET VENDORS' ASSOCIATION CONSTITUTION

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SAMPLE ONLY

PART ONE: INTRODUCTION

1. NAME

The Association as stated in the application shall incorporate and use the name ***[insert name of market]***

2. PURPOSE *[points below are examples only, to be customised by association]*

(a) To advocate for and protect the interests of its members, food suppliers, and customers.

(b) To provide a clean, safe, and social market environment for use by its members, food suppliers, customers, and visitors.

(c) To identify relevant skills gap for its members and recommend to partner stakeholders (local authority market management, partner stakeholders, etc.) to facilitate trainings.

(d) To manage any financial support or income generated/contracted or from donations for the up keep of the Association's operation.

(e) Association to function as a mini-credit scheme to facilitate loans for its members.

(f) Association to function as a bank agent and transact creditors' banking services.

(g) To work in close consultation with local authority management to contribute to the planning and design of new market facilities (as necessary).

(h) To participate in social behaviour change activities, campaigns, and information exchange with partner agencies both public and private.

(i) To ensure market policies and bylaws are well communicated to the members.

(j) To ensure emerging issues arising at the market be solved quickly or referred to responsible authorities (police and market management).

SAMPLE ONLY

3. INTERPRETATION

In these Rules, except in so far as the context or subject matter otherwise indicates or requires;

"Association" means this Association to be incorporated under the Associations Incorporation Act of Papua New Guinea.

"Member" means a vendor at the market who has met the qualifications as set out in Rule 4 and is a member of the Association according to Rule 5.

"Executive Member" means a member of the Association as per the Rule 4 and 5 who has been elected by members of the Association to hold the management committee positions specified in Rule 15.

"Representative Committee" means a member representing food supplier/vendor type elected to the Executive Committee as specified in Rule 20.

"Local authority" refers to an administrative body in local government.

"Donor Agency" refers to an organization or government providing financial support to the programme.

PART TWO: MEMBERSHIP

4. QUALIFICATION FOR MEMBERSHIP *[points below are examples only, to be customised by association]*

A person is qualified to be a member if he or she:

(a) Has been a vendor at the market for more than six months;

(b) Has paid the membership registration fees, subscription, and any other fee as determined by the Executive Committee; and

(c) Has been issued with an identification card from local authorities or implementing organization as a vendor at the market.

5. MEMBERSHIP

A person who has fulfilled the qualification as set out in Rule 4 shall be a member of this Association.

6. FEES, SUBSCRIPTIONS AND ANY OTHER FEE

A member shall pay to the Association a membership fee, subscription, and any other fee as determined annually by the Executive Committee.

7. BENEFITS OF MEMBERSHIP *[points below are examples only, to be customised by association]*

A person who is a member of the Association as per Rules 4 and 5 is entitled to:

(a) Be selected to undergo skills training and educational programmes identified by the Executive Committee;

(b) Receive support in terms of capacity building and any others as seen necessary;

(c) Attend the meetings of the Association and raise issues and cast votes; and

SAMPLE ONLY

(d) Participate in activities organised by the association for members.

8. MEMBERSHIP BENEFITS NOT TRANSFERABLE

The benefits of being a member of the Association viewed under Rule 7 cannot be transferred to another person and are terminated upon resignation, cessation, or death of the member.

9. MEMBERS RESPONSIBILITIES *[points below are examples only, to be customised by association]*

A person who is a member of the Association as per Rules 4 and 5 shall;

(a) Work closely with members of the Executive Committee to ensure a safe, clean, and conducive market environment and address issues affecting the markets;

(b) Pay his or her membership fee, subscription, and any other fee determined annually by the Executive Committee;

(c) Attend the meetings of the Association and raise issues and cast votes; and

(d) Do any other thing a member is required to do.

SAMPLE ONLY

10. MEMBERS LIABILITIES

The liability of a member of the Association to contribute towards the payment of the debts and liabilities of the Association or the cost, charges, and expenses of the winding up of the Association is limited to the amount, if any, unpaid by the member in respect of membership of the Association as required by Rules 4(b) and 6.

11. RESIGNATION OF MEMBERS

11.1 A member of the Association is not entitled to resign his or her membership except in accordance with this Rule.

11.2 A member of the Association who has paid all amounts payable by him or her to the Association in respect of his or her membership may resign from membership of the Association by giving notice (being not less than one month) orally or in writing to the Secretary of the Association of his or her intention to resign and upon the expiration of the period of notice, he or she ceases to be a member.

11.3 A member of the Association who has not paid a membership fee, subscriptions, or any other fees due under Rule 4(b) and 6 is deemed to have resigned from membership of the Association.

11.4 Where a member of the Association ceases to be a member pursuant to Rule 11.2 and 11.3

the Secretary shall make an appropriate entry in the register of membership recording the date on which the member resigned.

12. CESSATION OF MEMBER

12.1 A member cease to be a member if she or he;

(a) Dies

(b) Resigns from Association

12.2. Where a member of an association ceases to be a member pursuant to Rule 12.1 the Secretary shall make an appropriate entry into the registry recording the date in which she or he ceased to be a member.

13. REGISTER OF MEMBER(S) *[points below are examples only, to be customised by association]*

13.1 All intending and new vendors shall register with an admission fee of PGK20.00 minimum.

13.2 The Secretary of the Association shall establish and keep a registered profile of all its financial members. Pursuant to Rule 13.1, financial members are those who initially pay a deposit fee of PGK20.00 to the Association.

13.3 The names of registered members be kept in the administration place and be accessible to any member of the association who wish to see it at any time.

14. DISCIPLINING OF MEMBERS *[points below are examples only, to be customised by association]*

14.1 Where the Executive Committee of the Association is of the opinion that a member of an association;

(a) Is found to be persistently refusing to or neglecting to comply with a provision(s) of this Rule,

(b) has persistently and wilfully acted in a manner contrary to the interests of the Association,

14.2 The Executive Committee may advise him/her to refrain from such behaviour or refuse access to Association activities for a period of two weeks.

(a) The final decision on how to deal with the member will be determined by recommendations of the Executive Committee and approval by a majority of the members.

SAMPLE ONLY

PART THREE: MANAGEMENT COMMITTEE

15. EXECUTIVE COMMITTEE *[points below are examples only, to be customised by association]*

The Executive Committee shall consist of;

(a) President

(b) Vice President

(c) Secretary

(d) Vice Secretary

(e) Treasurer

(f) Vice Treasurer

(g) Eight Representative Members

16. ELECTION OF EXECUTIVE COMMITTEE

16.1 Election of the Executive Committee shall be held in the Annual General Meeting for every ***[insert number of years].***

16.2 The incumbent member of the Executive Committee is eligible to be re-elected for her or his second term in the office, but NOT eligible for a third term.

SAMPLE ONLY

17. PRESIDENT AND VICE PRESIDENT

(a) The President shall be responsible for the day-to-day management and affairs of the Association.

(b) Chair and controls the meeting s of the Executive Committee and other meetings pursuant to Rules 28 and 29.

17.2. Where the President is absent for a particular meeting the Vice President shall assume the responsibilities of the President as specified in Rule 17.1 (a) (b).

18. SECRETARY AND VICE SECRETARY

18.1 The Secretary shall;

(a) Assist the President and the Vice President and the Treasurer and the Vice Treasurer

in performing their tasks as specified in Rules 17 and 19 and

(b) Keep minutes of;

(i) all appointments of the Executive Committee and members of the Association.

(ii) names of Executive Committee and members present at the meetings as pursuant in Rules 28 and 29.

(iii) Others as delegated by the Executive Committee.

18.2 Minutes of all meetings shall be signed by the President, Vice President, or any members chairing the meeting and kept on file for record purpose.

18.3 Where the Secretary is absent for a particular meeting or task(s) the vice-secretary should assume the responsibility as specified in Rule 18.

19. TREASURER AND VICE TREASURER

19.1 The treasurer shall ensure that;

(a) All money due to the Association is collected or received and payments authorized by the Association are made;

(b) Correct records of books and accounts are kept showing the financial affairs of the Association including full details of receipts and expenditures connected with the activities of the Association;

(c) Provide Regular financial statements to association members to ensure transparency and accountability in funds management.

19.2 Where the Treasurer is absent for a particular meeting, the Vice Treasurer shall assume the Treasurer's role as specified in the Rule 19.1.

20. REPRESENTATIVE MEMBERS *[points below are examples only, to be customised by association]*

20.1 The two committee representative appointed by the Executive Committee based on the nature of business done should represent various vendor types in the Executive Committee and at the meetings specified in Rules 28 to 30.

20.2 The two representatives shall represent the interests of the different vendors based on the socio -economic context, Safe City Programme implementation and safe environment of the market spaces in the meetings specified in Rules 28 and 29.

SAMPLE ONLY

21. TENURE OF EXECUTIVE COMMITTEE

A member of the Association who is elected to the Management Committee to hold one of the positions under Rule 15 shall serve for a term of ***[insert number of years]*** years and is eligible to be re-elected for a second term, but is not eligible to be re-elected for a third term.

22. POWERS AND RESPONSIBILITIES *[points below are examples only, to be customised by association]*

The Management Committee shall be called the Executive Committee of the Association, and subject to these Rules and to any resolution passed in the meetings specified in Rules 28 and 29;

(a) Shall control and manage the affairs of the Association;

(b) May exercise all such functions as may be exercised by the Association other than those functions that are required under these Rules to be exercised by a general or special meetings of members of the Association; and

(c) Has power to perform all such acts and do all such things as appear to the Executive Committee to be necessary or desirable for the proper management of the affairs of the Association and to achieve its objectives.

23. BENEFITS OF EXECUTIVE COMMITTEE *[points below are examples only, to be customised by association]*

23.1 Subject to Rule 7, members of the Executive Committee are entitled to receive monthly remuneration for their work as considered and approved by the members of the Association in the meetings under Rules 28 and 29.

23.2 At least two-thirds of the members of the Association shall approve by way of vote for the month remuneration for members of the Executive Committee.

24. CASUAL VACANCIES

24.1 For the purpose of this Rule, a casual vacancy in the Office of the Executive Committee occurs if an Executive Committee member;

(a) Dies;

(b) Resigns or ceases to be a member of the Association;

(c) Becomes insolvent;

(d) Is removed from office under Rule 25; and

(e) Is of unsound mind liable to be dealt with under the law relating to mental health.

SAMPLE ONLY

25. REMOVAL OF EXECUTIVE COMMITTEE

25.1 The members of the Association, in a general or special meeting, may by vote to remove any member of the Executive Committee from office before the expiration of his or her term of office and may by vote elect another member to hold office until the expiration of the term of office of the Executive Committee and so removes if he or she:

(a) Has persistently refused or neglected to comply with a provision(s) of these Rules; or

(b) Has persistently and willingly acted in a manner contrary to the interests of the Association.

25.2 At least two-thirds of the member of the Association shall vote for the removal of an Executive Committee member from office.

26. MEETING AND QUORUM

26.1 The Executive Committee shall meet at least once each month at such place, date, and time as it may determine.

26.2 Additional meetings of the Executive Committee may be convened by the President or by any member of the Executive Committee from time to time.

26.3 Oral or written notice of a meeting shall be given by the Secretary to each member of the Executive Committee at least three days before the time appointed for holding the meeting.

26.4 Notice of a Meeting given under Rule 26.3 shall specify the general nature of the business to be transacted at the meeting and no business other than that business shall be transacted at the meeting except business which the Executive Committee members present at the meeting and unanimously agree to treat as urgent business.

26.5 Any three members of the Executive Committee constitute a quorum for the transaction of the business of the meeting.

26.6 No business shall be transacted by the Executive Committee unless a quorum is present and if within half an hour of the time appointed for the meeting a quorum is not present, the meeting shall be dissolved.

26.7 At a meeting of the Executive Committee;

(a) The President, or in his or her absence, the Vice President shall preside; or

(b) If the President or Vice President are absent or unwilling to act, one of the Executive Committee members, as may be chosen by the members present at the meeting shall preside.

SAMPLE ONLY

27. VOTING AND DECISIONS

27.1 Questions arising at the meeting of the Executive Committee shall be determined by a majority of the votes of members present at the meeting.

27.2 Each member present at an Executive Committee meeting (including the member presiding) is entitled to one vote, but in the event of an equal number of votes on a question, the member presiding is entitled to cast a second vote on the question.

27.3 Subject to Rule 26.5, the Executive Committee may act notwithstanding any vacancy in the Management Committee.

27.4 Any act or thing done or suffered or purporting to have been done or suffered, by the Executive Committee, is valid and effectual notwithstanding any defect that may afterwards be discovered in the appointment or qualification of any Executive Committee member.

PART FOUR: GENERAL AND SPECIAL MEETINGS

28. HOLDING OF ANNUAL AND GENERAL MEETINGS

28.1 With the exception of the first annual general meeting of the Association, the Association shall, at least once each year and within the period of six months after the expiration of each financial year of the Association, convene an annual general meeting of its members.

28.2 The Association shall hold its first annual general meeting;

(a) Within the period of 18 months after its incorporation; and

(b) Within the period of six months after the expiration of the first complete financial year of the Association.

28.3 The annual general meeting of the Association shall, subject to the Act and to Rule 28, be convened on such date and at such place and time as the Executive Committee thinks fit.

28.4 In addition to any other business which may be transacted at an annual general meeting, the business of an annual general meeting shall be;

(a) To confirm the minutes of the preceding annual general meeting and of any special general meeting held since that meeting;

(b) To receive from the Executive Committee reports of activities of the Association for the preceding financial year;

(c) Subject to Rule 16.1, to elect the Executive Committee of the Association specified under Rule 15; and

(d) To receive and consider the completed reports of the accounts of the Association.

28.5 An annual general meeting shall be specified as such in the notice convening it.

SAMPLE ONLY

29. HOLDING OF SPECIAL GENERAL MEETINGS

29.1 The Executive Committee may, whenever it thinks fit, convene a special general meeting of the Association.

29.2 The Secretary shall disclose the purpose of the special general meeting to members of the Association seven days prior to the date of the meeting.

29.3 A special general meeting shall be convened at a place, date and time as determined by the Executive Committee.

30. NOTICE

For the purpose of holding the meeting under Rule 28 and 29, the Secretary shall orally or in writing inform each member of the Association the business or purpose of the meeting, place, date, and time the meeting is to be convened seven days prior to holding the meeting.

31. QUORUM

31.1 For the purposes of transaction of any business of the meeting under Rules 28 and 29, at least two-thirds of the members of the Association must be present to constitute a quorum for the transaction of the business of the meeting.

31.2 Where the President and Vice President are both absent for the meeting, the members present shall elect one of the members to chair the meetings.

32. PRESIDING MEMBER

32.1 The President or in the absence of the President, the Vice President, shall preside over the meeting under Rules 28 and 29.

32.2 Where the President and Vice President are both absent from the meeting, the members present shall elect one of the members to chair the meeting.

33. VOTING AND DECISIONS

33.1 For a question that arises at a meeting under Rule 28 and 29:

(a) A member has only one vote to cast on that question; and

(b) He or she shall vote by a show of the hand, and the question shall be determined by majority vote.

SAMPLE ONLY

33.2 Where there is equal number of votes on the question, the member presiding is entitled to cast a second vote on the question.

PART 5: MISCELLANEOUS

34. SOURCE OF FUNDS *[points below are examples only, to be customised by association]*

The Association shall source its funds from:

(a) The membership fee, subscriptions, and any other fee paid by its members;

(b) The local authority for any services rendered;

(c) Profits from communal economic ventures; and

(d) Donor agencies and relevant stakeholders.

35. MANAGEMENT OF FUNDS

The funds shall be:

(a) Managed by the Executive Committee; and

(b) Used;

i. to achieve its objectives; and

ii. in a manner endorsed by the required quorum during a regular meeting.

36. OPERATION OF BANK ACCOUNT(S)

The Association shall:

(a) Open and operate bank account(s) under its own name;

(b) Its funds as specified under Rule 34 shall be deposited into the account(s); and

(c) The President, Secretary and Treasurer shall be signatories to the account(s).

SAMPLE ONLY

37. ALTERATION OF RULES AND OBJECTIVES

The rules and objective of the Association shall only be altered, rescinded, or added if more than two-thirds of the members vote for it in a meeting under Rules 28 or 29.

38. AUDITS OF FUNDS AND ACCOUNTS

38.1 The financial affairs of the Association shall be audited at least once each year by the Auditor appointed by the Executive Committee on an as needed basis to perform the functions as specified under Rule 39.2.

38.2 The Auditor shall:

(a) Certify the correctness of the financial statements or the profit and loss account;

(b) Have free access to all books of accounts and records of the Association; and

(c) Inspect and audit the accounts and records of the financial transactions and draw the attention of the Executive Committee to any irregularities;

(d) State in his or her report whether:

i. The financial statement or profit and loss account are properly drawn up so as to give a fair view of the Association's financial affairs;

ii. That the books of the accounts and other records examined by him or her have been properly kept; and

iii. That he or she has obtained all information and explanations he or she required.

SAMPLE ONLY

39. ENGAGEMENT OF ADVISORS, CONTRACTORS, ETC.

The Executive Committee shall engage advisors, contractors, etc., from time to time to assist them to effectively manage and run the affairs of the Association.

40. COMMON SEAL

40.1 The Common Seal of the Association shall be kept by the Secretary.

40.2 The Common Seal shall not be affixed to any instrument except by the authority of the Executive Committee and the affixing of the Common Seal shall be attested by the signature of the President, Secretary, and Treasurer.

40.3 The Common Seal of the Association shall:

(a) Bear the name of the Association in full; and

(b) State that it is the common seal; and

(c) Subject to the Act, be in a form, size and shape as approved by the Management Committee from time to time.

41. CUSTODY OF BOOKS, ETC.

Except as otherwise provided for by these Rules, the Secretary shall, keep in his or her custody or under his or her control all records, books and documents of the Association.

42. INSPECTION OF BOOKS, ETC.

The records, books and documents of the Association shall be open to inspection, free of charge, by a member of the Association at any time of a working day.

43. DECLARATION OF CONSTITUTION

We declare this to be the Constitution of the ***[Name of the Association]*** on ***[Insert date]***.

1. President: _____ Full Name: _____ Signature: _____

2. Deputy President:_____ Full Name: _____ Signature: _____

3. Secretary: _____ Full Name: _____ Signature: _____

4. Treasurer: _____ Full Name: _____ Signature: _____

SAMPLE ONLY

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