EUROPE CHAPTER

OAA'97

EXCO

EXECUTIVE COMMITTEE

OAA'97 EUROPE CHAPTER

LEADERSHIP, GOVERNANCE & LEGACY HANDBOOK

United in Fellowship • Committed to Service • Inspired by Legacy

FELLOWSHIP | INTEGRITY | ACCOUNTABILITY | SERVICE | EXCELLENCE

"THE TRUE MEASURE OF OUR LEGACY IS THE LIVES WE TOUCH, THE FUTURES WE INSPIRE, AND THE UNITY WE PRESERVE."

LEADING TODAY • SERVING TOGETHER • BUILDING TOMORROW

OAA '97 EUROPE CHAPTER

LEADERSHIP, GOVERNANCE AND LEGACY HANDBOOK

Version 1.0

CONTENTS

FOREWORD
PRESIDENT'S MESSAGE

Dear Fellow Akoras,

It is both an honour and a privilege to present the OAA '97 Europe Chapter Leadership, Governance and Legacy Handbook.

Our year group is built upon a shared heritage, enduring friendships, and a common commitment to the values instilled in us by Achimota School. Though our paths have taken us across different countries, professions, and walks of life, we remain united by the bonds forged during our formative years at Achimota.

As our Chapter continues to grow and mature, it is important that we establish clear governance structures, preserve institutional knowledge, and create systems that enable future leaders to build upon the work of those who have served before them. This handbook seeks to achieve exactly that.

It serves as a practical guide for Executive Committee members, providing clarity on roles and responsibilities, decision-making processes, financial stewardship, member welfare, event management, and succession planning.

More importantly, it reflects our collective commitment to serving one another, supporting our alma mater, and preserving the proud legacy of the OAA '97 Year Group.

Leadership is not merely about holding office; it is about stewardship. We are custodians of a legacy that must be strengthened and passed on to future generations.

May this handbook guide our service, inspire excellence, and help us continue to uphold the spirit of Achimota School wherever we may be.

Yours in fellowship,

President
OAA '97 Europe Chapter

SECTION 1
ABOUT OAA '97 EUROPE CHAPTER

1.1 WHO WE ARE

The OAA '97 Europe Chapter is a fellowship of former students of Achimota School from the Class of 1997 who reside in Europe.

The Chapter exists to foster friendship, mutual support, networking, and collaboration among members while contributing meaningfully to the development of Achimota School and society at large.

The Chapter serves as a platform through which members maintain lifelong relationships, celebrate milestones, support one another during times of need, and collectively preserve the traditions and values of Achimota School.

The Chapter operates within the wider framework of the Old Achimotan Association and maintains cordial relationships with OAA Global, other OAA '97 Chapters, and Achimota School.

1.2 VISION

To build a vibrant, united, and impactful community of OAA '97 members across Europe that fosters lifelong fellowship, mutual support, leadership, and meaningful contributions to Achimota School.

1.3 MISSION

The mission of the OAA '97 Europe Chapter is to:

• Promote unity, friendship, and fellowship among members.

• Support the welfare and wellbeing of members and their families.

• Mobilise resources for the advancement of Achimota School.

• Create opportunities for professional networking and mentorship.

• Preserve the legacy and traditions of Achimota School.

• Encourage service to society and community development.

• Foster lifelong engagement among members of the OAA '97 Year Group.

1.4 CORE VALUES

Fellowship

We value the bonds of friendship and brotherhood/sisterhood established through our shared Achimota experience.

Integrity

We act honestly, ethically, and transparently in all our dealings.

Service

We recognise our responsibility to serve our members, our school, and society.

Respect

We treat one another with dignity, fairness, and consideration.

Excellence

We strive for the highest standards in all our activities.

Accountability

We accept responsibility for our actions and stewardship of Chapter resources.

Legacy

We are committed to preserving and strengthening the heritage entrusted to us.

1.5 CHAPTER OBJECTIVES

The primary objectives of the Chapter are to:

1. Strengthen relationships among members.
2. Promote active member participation and engagement.
3. Support members through welfare initiatives.
4. Organise social, educational, and networking activities.
5. Raise funds to support agreed Chapter initiatives.
6. Contribute towards projects that benefit Achimota School.
7. Preserve the history and achievements of the OAA '97 Year Group.
8. Develop future leaders within the Chapter.
9. Promote collaboration with other OAA Chapters globally.
10. Ensure the sustainability and continuity of the Chapter.

SECTION 2
GOVERNANCE STRUCTURE

2.1 PRINCIPLES OF GOVERNANCE

The governance of the OAA '97 Europe Chapter shall be guided by the following principles:

Transparency

Chapter affairs shall be conducted openly and honestly.

Accountability

Officers shall be accountable to the membership for decisions and actions.

Inclusiveness

All members shall have the opportunity to contribute to the life and development of the Chapter.

Stewardship

Resources entrusted to the Chapter shall be managed responsibly.

Continuity

Each Executive Committee shall preserve institutional knowledge and ensure smooth transitions to future administrations.

2.2 GOVERNANCE STRUCTURE

The governance structure of the Chapter consists of:

General Membership

The supreme authority of the Chapter rests with its members.

Executive Committee (EXCO)

The Executive Committee is responsible for the day-to-day management and leadership of the Chapter.

Committees and Working Groups

The Executive Committee may establish committees, task groups, or project teams as required.

2.3 AUTHORITY OF THE EXECUTIVE COMMITTEE

The Executive Committee shall:

• Implement decisions approved by members.

• Manage the affairs of the Chapter between General Meetings.

• Ensure compliance with the Constitution.

• Protect the interests and reputation of the Chapter.

• Manage resources responsibly.

• Promote the objectives of the Chapter.

2.4 COLLECTIVE RESPONSIBILITY

Executive Committee members shall operate under the principle of collective responsibility.

Once decisions are properly made, all members of the Executive Committee shall support and implement them, irrespective of personal views expressed during deliberations.

2.5 ACCOUNTABILITY TO MEMBERS

The Executive Committee remains accountable to the membership and shall:

• Provide regular updates on activities.

• Present financial reports.

• Report on projects and initiatives.

• Seek member approval where required by the Constitution.

2.6 SUCCESSION AND CONTINUITY

Every Executive Committee shall have a responsibility to leave the Chapter stronger than it found it.

This includes:

- Maintaining accurate records.
- Documenting decisions.
- Developing future leaders.
- Conducting structured handovers.
- Preserving institutional memory.

SECTION 3
EXECUTIVE COMMITTEE STRUCTURE AND TERMS OF REFERENCE

3.1 PURPOSE OF THE EXECUTIVE COMMITTEE

The Executive Committee (EXCO) is the leadership and management body of the OAA '97 Europe Chapter.

Acting on behalf of the membership between General Meetings, the Executive Committee is responsible for providing strategic direction, ensuring sound governance, safeguarding Chapter resources, promoting member engagement, and advancing the objectives of the Chapter.

The Executive Committee shall serve as custodians of the Chapter's vision, values, reputation, and legacy.

3.2 COMPOSITION OF THE EXECUTIVE COMMITTEE

The Executive Committee shall comprise:

- President
- Vice President
- Secretary
- Treasurer
- Organising Secretary
- Welfare Secretary
- Executive Member(s)

The number of Executive Members may be determined by the Constitution or by the membership as circumstances require.

3.3 GENERAL RESPONSIBILITIES OF ALL EXECUTIVE COMMITTEE MEMBERS

All Executive Committee members shall:

Leadership

- Demonstrate commitment to the vision and objectives of the Chapter.
- Promote unity, fellowship, and active participation among members.
- Serve as ambassadors of the OAA '97 Europe Chapter.

Governance

- Uphold the Constitution, policies, and decisions of the Chapter.
- Participate actively in Executive Committee deliberations.
- Support collective decision-making.

Accountability

- Act in the best interests of the Chapter.
- Exercise responsible stewardship over Chapter resources.
- Maintain transparency and integrity in all dealings.

Participation

- Attend Executive Committee meetings regularly.
- Attend General Meetings and major Chapter events where reasonably possible.
- Complete assigned actions and responsibilities promptly.

Conduct

- Maintain confidentiality where appropriate.
- Declare conflicts of interest.
- Demonstrate respect, professionalism, and collaboration.

3.4 PRESIDENT

Purpose

The President serves as the principal leader and official representative of the OAA '97 Europe Chapter.

The President provides strategic leadership, ensures effective governance, promotes member engagement, and oversees the implementation of the Chapter's objectives.

Key Responsibilities

Strategic Leadership

- Develop and communicate the strategic direction of the Chapter.
- Inspire and motivate members towards achieving Chapter goals.
- Promote a culture of excellence, accountability, and service.

Governance

- Preside over Executive Committee meetings and General Meetings.
- Ensure decisions are implemented effectively.
- Ensure compliance with the Constitution and governance framework.

Representation

- Act as the principal spokesperson for the Chapter.
- Represent the Chapter in dealings with OAA Global, Achimota School, sponsors, partners, and other stakeholders.

Oversight

- Provide oversight of all Chapter activities, projects, and finances.
- Support Executive Committee members in the discharge of their duties.
- Monitor progress against agreed objectives.

Reporting

- Present an annual report to members.
- Provide updates on Chapter activities and achievements.

Authority

The President may make urgent operational decisions between meetings where necessary, subject to subsequent Executive Committee review and ratification.

3.5 VICE PRESIDENT

Purpose

The Vice President supports the President and provides leadership continuity in the President's absence.

Key Responsibilities

Deputy Leadership

- Assist the President in carrying out Executive Committee responsibilities.
- Act on behalf of the President when delegated.

Strategic Support

- Monitor progress against Chapter plans and objectives.
- Support delivery of key projects and initiatives.

Coordination

- Promote collaboration among Executive Committee members.
- Assist with stakeholder engagement and member relations.

Special Projects

- Lead specific projects or committees as assigned.

Authority

The Vice President shall exercise the authority of the President when formally acting in the President's absence.

3.6 SECRETARY

Purpose

The Secretary serves as the chief administrative officer of the Chapter and custodian of official records.

Key Responsibilities

Meetings

- Prepare and circulate meeting notices.
- Develop agendas in consultation with the President.
- Record and distribute meeting minutes.

Records Management

- Maintain official records and archives.
- Maintain Executive Committee and membership records.
- Preserve institutional knowledge.

Correspondence

- Manage official Chapter correspondence.
- Maintain communication records.

Governance Support

- Track Executive Committee decisions and action points.
- Support compliance with governance requirements.

Authority

The Secretary shall serve as custodian of all official Chapter records and documentation.

3.7 TREASURER

Purpose

The Treasurer is responsible for the financial stewardship, accountability, and sustainability of the Chapter.

Key Responsibilities

Financial Management

- Maintain accurate financial records.
- Manage banking arrangements and financial transactions.
- Safeguard Chapter funds and assets.

Budgeting

- Develop annual budgets.
- Monitor expenditure against approved budgets.

Reporting

- Present regular financial reports to the Executive Committee.
- Present annual financial statements to members.

Fundraising and Sponsorship

- Account for all fundraising income.
- Support sponsorship and resource mobilisation initiatives.

Compliance

- Ensure compliance with financial policies and procedures.
- Coordinate audits or financial reviews where required.

Authority

The Treasurer shall manage Chapter finances within the limits established by the Financial Authority Matrix.

3.8 ORGANISING SECRETARY

Purpose

The Organising Secretary is responsible for planning, coordinating, and delivering Chapter events and programmes.

Key Responsibilities

Event Planning

- Develop annual event calendars.
- Coordinate all Chapter events and activities.

Logistics

- Manage venues, suppliers, and event logistics.
- Coordinate event registrations and attendance.

Programme Management

- Ensure events are delivered effectively and within budget.
- Support fundraising and social activities.

Evaluation

- Conduct post-event reviews.
- Document lessons learned and recommendations.

Authority

The Organising Secretary shall serve as the lead coordinator for Chapter events and programmes.

3.9 WELFARE SECRETARY

Purpose

The Welfare Secretary promotes member welfare, wellbeing, and mutual support within the Chapter.

Key Responsibilities

Welfare Support

- Maintain awareness of members' welfare needs.
- Coordinate support during illness, bereavement, hardship, and significant life events.

Welfare Programmes

- Develop welfare initiatives and support mechanisms.
- Promote member care and engagement.

Welfare Fund

- Assist in the administration of welfare resources.
- Recommend welfare interventions to the Executive Committee.

Communication

- Maintain appropriate communication with members requiring support.
- Ensure sensitivity, dignity, and confidentiality in welfare matters.

Authority

The Welfare Secretary may recommend welfare interventions for Executive Committee approval.

3.10 EXECUTIVE MEMBER

Purpose

Executive Members support the work of the Executive Committee and contribute to the delivery of Chapter objectives.

Key Responsibilities

Participation

- Attend and actively contribute to Executive Committee meetings.
- Support implementation of Chapter initiatives.

Project Support

- Lead or support assigned projects and working groups.
- Assist with event delivery and fundraising activities.

Member Engagement

- Promote communication and participation among members.
- Represent member interests and perspectives.

Innovation

- Contribute ideas that strengthen the Chapter and improve member experience.

Authority

Executive Members participate fully in Executive Committee deliberations and decision-making.

3.11 COMMITTEES AND WORKING GROUPS

The Executive Committee may establish committees or task groups to support specific objectives.

Examples include:

- Fundraising Committee
- Anniversary Planning Committee
- Welfare Committee
- Sponsorship Committee
- Membership Committee
- Homecoming Planning Committee

Committee Chairs shall report regularly to the Executive Committee.

3.12 EXECUTIVE COMMITTEE PERFORMANCE EXPECTATIONS

Each Executive Committee member is expected to:

Attendance

- Attend at least 75% of Executive Committee meetings annually.
- Attend major Chapter events where reasonably possible.

Responsiveness

- Respond to official communications promptly.
- Complete assigned actions within agreed timelines.

Leadership

- Demonstrate initiative and commitment.
- Support collective Executive Committee decisions.

Accountability

- Provide regular updates on assigned responsibilities.
- Be accountable to members for performance and conduct.

3.13 EXECUTIVE COMMITTEE COMMITMENT

Upon assuming office, each Executive Committee member shall formally acknowledge that they:

- Understand their role and responsibilities.
- Will uphold the Constitution and policies of the Chapter.
- Will serve with integrity and professionalism.
- Will act in the best interests of the OAA '97 Europe Chapter.
- Will contribute positively to the preservation and advancement of the OAA '97 legacy.

SECTION 4
EXECUTIVE CODE OF CONDUCT, ETHICS AND LEADERSHIP STANDARDS

4.1 PURPOSE

The OAA '97 Europe Chapter Executive Committee exists to serve the membership, uphold the values of Achimota School, and advance the objectives of the Chapter.

This Code of Conduct establishes the standards of behaviour, ethics, professionalism, and accountability expected of all Executive Committee members.

The Code is intended to promote trust, transparency, respect, and effective leadership while safeguarding the reputation and integrity of the Chapter.

All Executive Committee members are expected to uphold both the letter and spirit of this Code.

4.2 OUR LEADERSHIP PHILOSOPHY

The Executive Committee recognises that leadership is first and foremost an act of service.

As leaders, we are:

Custodians of a Legacy

We inherit a proud tradition from those who came before us and have a responsibility to preserve and strengthen it.

Servants of the Membership

We are elected or appointed to serve the interests of members rather than personal interests.

Stewards of Resources

We manage finances, relationships, opportunities, and information entrusted to us on behalf of the Chapter.

Ambassadors of Achimota

Our conduct reflects not only on ourselves but also on the OAA '97 Europe Chapter and Achimota School.

4.3 CORE LEADERSHIP VALUES

Executive Committee members shall be guided by the following values:

Integrity

Doing what is right even when no one is watching.

Respect

Treating all members fairly, courteously, and with dignity.

Accountability

Taking responsibility for decisions, actions, and outcomes.

Transparency

Operating openly and honestly.

Service

Placing the interests of the Chapter above personal gain.

Excellence

Striving for the highest standards in all activities.

Unity

Promoting fellowship, harmony, and mutual support.

4.4 EXPECTED STANDARDS OF CONDUCT

Executive Committee members shall:

Act Honestly

Provide accurate information and communicate truthfully.

Act Professionally

Conduct themselves in a manner that reflects positively on the Chapter.

Act Responsibly

Exercise sound judgement in all Chapter matters.

Act Respectfully

Treat all members and stakeholders with courtesy and fairness.

Act Lawfully

Comply with applicable laws and regulations.

Act Consistently

Support agreed decisions and uphold Chapter policies.

4.5 INTEGRITY AND ETHICAL BEHAVIOUR

Executive Committee members shall:

- Avoid any conduct that could damage the reputation of the Chapter.
- Refrain from using their position for personal advantage.
- Not accept gifts, favours, or benefits that may influence decision-making.
- Exercise fairness and impartiality in all Chapter matters.
- Demonstrate honesty in financial, administrative, and operational matters.

Members shall avoid even the appearance of impropriety where possible.

4.6 RESPECT AND PROFESSIONAL RELATIONSHIPS

The Chapter values diversity of thought, experience, and opinion.

Executive Committee members shall:

- Listen respectfully to differing viewpoints.
- Encourage constructive dialogue.
- Avoid personal attacks or disrespectful behaviour.
- Foster an environment where members feel heard and valued.
- Resolve disagreements professionally and respectfully.

Healthy debate is encouraged; personal conflict is not.

4.7 COLLECTIVE RESPONSIBILITY

Executive Committee decisions are made collectively.

Once a decision has been reached through the agreed governance process:

- All Executive Committee members shall support the decision publicly.
- Members may record reservations during deliberations but shall not undermine agreed decisions.
- Internal disagreements should remain within appropriate governance forums.

This principle promotes unity, stability, and effective leadership.

4.8 CONFIDENTIALITY

Executive Committee members may have access to sensitive information concerning:

- Members
- Welfare matters
- Financial matters
- Sponsorship arrangements
- Strategic discussions
- Personal data

Executive Committee members shall:

- Protect confidential information.
- Share information only with authorised persons.
- Exercise discretion when discussing Chapter matters.
- Continue to respect confidentiality after leaving office.

Confidentiality is essential to maintaining trust within the Chapter.

4.9 DATA PROTECTION AND PRIVACY

The Chapter shall respect the privacy of all members.

Executive Committee members shall:

- Use member information only for legitimate Chapter purposes.
- Protect membership records from unauthorised access.
- Respect members' preferences regarding communication and information sharing.
- Exercise care when handling welfare-related information.

Personal information should never be shared without appropriate authority or consent.

4.10 CONFLICT OF INTEREST

A conflict of interest exists where personal interests may influence, or appear to influence, official decision-making.

Executive Committee members shall:

- Declare actual, perceived, or potential conflicts of interest.

- Disclose relevant relationships or interests.
- Withdraw from discussions or decisions where appropriate.
- Place the interests of the Chapter above personal interests.

Examples may include:

- Sponsorship arrangements involving a member's business.
- Procurement decisions involving family members.
- Financial transactions where a personal benefit may arise.

Transparency protects both the individual and the Chapter.

4.11 SOCIAL MEDIA AND DIGITAL COMMUNICATIONS

Executive Committee members should recognise that their online conduct may affect the reputation of the Chapter.

Members shall:

- Communicate respectfully online.
- Avoid inflammatory, offensive, or divisive content in Chapter forums.
- Exercise care when discussing Chapter business publicly.
- Respect confidentiality when using digital platforms.

Executive Committee members should seek appropriate authorisation before issuing official statements on behalf of the Chapter.

4.12 FINANCIAL ETHICS

Executive Committee members involved in financial matters shall:

- Exercise sound stewardship over Chapter funds.
- Ensure transparency in financial transactions.
- Follow approved financial procedures.
- Avoid unauthorised expenditure.
- Support accurate financial reporting.

Every expenditure should be capable of withstanding scrutiny from members.

4.13 ACCOUNTABILITY

Executive Committee members are accountable to:

The Membership

Who entrust leadership responsibilities to the Executive Committee.

Fellow Executive Committee Members

Who depend upon one another for effective governance.

Future Leaders

Who will inherit the systems and structures established today.

The Legacy of Achimota School

Which must be protected and strengthened.

Accountability requires openness, honesty, and willingness to learn from mistakes.

4.14 ATTENDANCE AND PARTICIPATION EXPECTATIONS

Executive Committee members are expected to:

- Attend at least 75% of Executive Committee meetings annually.
- Attend General Meetings where reasonably practicable.
- Participate actively in discussions and decision-making.
- Fulfil responsibilities in a timely manner.

Persistent non-participation may be reviewed by the Executive Committee in accordance with the Constitution.

4.15 RESOLUTION OF CONCERNS

Where concerns arise regarding the conduct of an Executive Committee member:

1. Informal resolution should be pursued where appropriate.
2. Matters may be referred to the President for review.
3. Serious matters may be considered by the Executive Committee.
4. Constitutional provisions shall apply where disciplinary action becomes necessary.

The objective shall always be fairness, restoration, and the best interests of the Chapter.

4.16 LEADERSHIP LEGACY

Every Executive Committee member should aspire to leave a positive legacy.

A successful Executive Committee is one that:

- Strengthens member engagement.
- Improves governance.
- Supports member welfare.
- Advances Chapter objectives.
- Develops future leaders.
- Leaves the Chapter stronger than it found it.

Leadership is temporary. Legacy is enduring.

EXECUTIVE COMMITTEE DECLARATION

As an Executive Committee member of the OAA '97 Europe Chapter, I commit to:

- Upholding the values of Achimota School.
- Serving with integrity, humility, and accountability.
- Respecting fellow members and stakeholders.
- Safeguarding Chapter resources.
- Maintaining confidentiality where required.
- Acting in the best interests of the Chapter at all times.
- Contributing positively to the legacy of OAA '97.

Name: __________________________

Position: _______________________

Signature: ______________________

Date: ___________________________

SECTION 5
EXECUTIVE OPERATIONS, MEETINGS AND DECISION-MAKING

5.1 PURPOSE

The effectiveness of the OAA '97 Europe Chapter depends not only on good leadership but also on disciplined execution.

This section establishes the operational framework through which the Executive Committee (EXCO) conducts its business, makes decisions, communicates with members, and delivers on the Chapter's objectives.

The aim is to ensure consistency, transparency, accountability, and continuity regardless of changes in leadership.

5.2 OPERATING PRINCIPLES

The Executive Committee shall operate according to the following principles:

Purpose-Driven Leadership

All activities shall support the Chapter's vision, mission, and objectives.

Accountability

Executive Committee members shall be accountable for assigned responsibilities and agreed actions.

Transparency

Decisions and activities shall be communicated appropriately to members.

Efficiency

Meetings and administrative processes shall be organised and purposeful.

Collaboration

Executive Committee members shall work collectively in the interests of the Chapter.

Continuity

Systems and records shall be maintained to facilitate smooth transitions between administrations.

5.3 THE EXECUTIVE COMMITTEE ANNUAL CYCLE

The Executive Committee should operate according to an annual planning and review cycle.

Quarter 1

- Annual Planning Session
- Approval of Chapter Calendar
- Budget Approval
- Membership Engagement Plan

Quarter 2

- Mid-Year Activity Review
- Fundraising Progress Assessment
- Welfare Programme Review

Quarter 3

- Event and Project Evaluation
- School Support Project Review
- Succession Planning Discussions

Quarter 4

- Annual Performance Review
- Financial Review
- Strategic Planning for Following Year
- AGM Preparation

5.4 EXECUTIVE COMMITTEE MEETINGS

Purpose

Executive Committee meetings provide the primary forum for:

- Strategic leadership
- Operational coordination
- Decision-making
- Monitoring progress
- Problem-solving
- Accountability

Frequency

The Executive Committee should normally meet:

Monthly

As the primary governance meeting.

Additional Meetings

As required to address urgent matters, projects, or events.

Meetings may be conducted:

- In person
- Virtually
- Hybrid format

5.5 NOTICE OF MEETINGS

The Secretary shall normally provide:

Routine Meetings

At least seven days' notice.

Extraordinary Meetings

At least forty-eight hours' notice where practical.

Notice should include:

- Date
- Time
- Venue or virtual link
- Agenda
- Supporting papers

5.6 QUORUM

A meeting shall only conduct official business if a quorum is present.

Unless otherwise specified by the Constitution:

Executive Committee Quorum

50% plus one of serving Executive Committee members.

Where a quorum is not achieved:

- Discussions may proceed.
- Decisions shall be deferred until quorum is achieved.

5.7 STANDARD MEETING AGENDA

Executive Committee meetings should generally follow the following format:

1. Opening

- Welcome
- Apologies
- Confirmation of Quorum

2. Approval of Previous Minutes

3. Matters Arising

4. President's Update

5. Secretary's Report

6. Treasurer's Report

7. Welfare Report

8. Organising Secretary's Report

9. Committee Updates

10. Projects and Events

11. New Business

12. Action Review

13. Date of Next Meeting

14. Closing Remarks

5.8 MINUTES

The Secretary shall ensure accurate records of all meetings.

Minutes should include:

- Date and venue
- Attendance
- Apologies
- Key discussions

- Decisions made
- Actions agreed
- Responsible persons
- Deadlines

Minutes should be circulated within fourteen days of the meeting.

Approved minutes shall become part of the Chapter's official records.

5.9 ACTION TRACKING

A central Action Tracker should be maintained.

Each action should identify:

Action Responsible Officer Deadline Status

The Action Tracker shall be reviewed at each Executive Committee meeting.

This helps maintain momentum and accountability.

5.10 DECISION-MAKING

The Executive Committee should strive to make decisions through:

Consensus

Consensus should be the preferred approach whenever possible.

Where consensus cannot be achieved:

Voting

A formal vote may be conducted.

5.11 VOTING PROCEDURES

Each Executive Committee member shall have one vote.

Unless otherwise specified:

- Simple majority shall determine the outcome.
- The President shall have a casting vote in the event of a tie.

Votes may be conducted:

- By show of hands
- Verbally

- Electronically
- By secret ballot where appropriate

5.12 URGENT DECISIONS

Occasionally, urgent decisions may be required between meetings.

In such circumstances:

Operational Matters

May be approved by the President and one other Executive Officer.

Significant Matters

Should be circulated electronically to the Executive Committee for consideration.

All urgent decisions shall be reported at the next Executive Committee meeting.

5.13 EXECUTIVE COMMITTEE REPORTING

Each Executive Committee Officer shall provide regular updates on their areas of responsibility.

President

Strategic updates and stakeholder engagement.

Secretary

Governance, administration, and membership updates.

Treasurer

Financial position and expenditure reports.

Organising Secretary

Events and project updates.

Welfare Secretary

Welfare activities and member support initiatives.

Executive Members

Assigned projects and responsibilities.

5.14 COMMUNICATION PROTOCOLS

The Chapter shall maintain clear and professional communication standards.

Official Communication Channels

May include:

- Email
- WhatsApp
- Chapter Website
- Social Media Platforms
- Newsletters

Executive Committee Communication

Executive Committee members should:

- Respond to official communications promptly.
- Keep discussions professional and constructive.
- Respect confidentiality.

Communication with Members

Members should receive:

- Meeting updates
- Event announcements
- Financial updates
- Welfare notices
- Major decisions affecting the Chapter

5.15 DOCUMENT MANAGEMENT

The Secretary shall maintain a central repository containing:

Governance Documents

- Constitution
- Policies
- Handbook

Meeting Records

- Agendas

- Minutes
- Reports

Financial Records

- Budgets
- Statements
- Audit reports

Membership Records

- Membership register
- Contact lists

Event Records

- Event reports
- Sponsorship information
- Contracts

5.16 EXECUTIVE COMMITTEE ANNUAL PLANNING RETREAT

The Executive Committee should hold an annual planning session to:

Review

- Previous year's performance
- Lessons learned
- Member feedback

Establish

- Strategic priorities
- Annual objectives
- Fundraising goals
- Welfare goals
- School support initiatives

Approve

- Annual calendar
- Budget
- Key projects

This planning session should set the direction for the coming year.

5.17 PERFORMANCE REVIEW

The Executive Committee shall conduct an annual review covering:

Governance

- Meeting attendance
- Decision implementation

Finance

- Budget performance
- Financial sustainability

Membership

- Engagement levels
- Membership growth

Welfare

- Welfare activities delivered

Events

- Event outcomes
- Fundraising performance

Strategic Objectives

- Achievement against annual goals

5.18 SUCCESS MEASURES

The Executive Committee should monitor:

Membership Engagement

- Meeting attendance
- Event participation
- Membership growth

Financial Health

- Funds raised
- Reserves maintained

Welfare Impact

- Welfare support delivered

School Support

- Projects completed
- Contributions made

Leadership Effectiveness

- Delivery against annual objectives

5.19 CONTINUOUS IMPROVEMENT

The Executive Committee should actively seek opportunities to improve:

- Governance
- Financial management
- Events
- Communication
- Member engagement
- Welfare support

Lessons learned should be documented and passed to future Executive Committees.

5.20 EXECUTIVE COMMITTEE OPERATING COMMITMENT

The Executive Committee commits to:

- Meeting regularly.
- Communicating openly.
- Making informed decisions.
- Delivering agreed actions.
- Supporting one another.
- Serving the membership faithfully.

The effectiveness of the Chapter depends upon disciplined execution as much as inspired leadership.

SECTION 6
MEMBERSHIP, FELLOWSHIP AND ENGAGEMENT

6.1 PURPOSE

The strength of the OAA '97 Europe Chapter lies in its members. While governance provides structure and finances enable activities, it is the fellowship, participation, and commitment of members that define the success of the Chapter.

This section outlines the principles, expectations, and strategies for building an active, inclusive, and supportive community where every member feels valued and connected.

6.2 OUR MEMBERSHIP PHILOSOPHY

Membership of the OAA '97 Europe Chapter is more than belonging to an association—it is belonging to a lifelong family.

Our Chapter seeks to cultivate a culture where members:

- Stay connected regardless of where they live in Europe.
- Celebrate one another's successes.
- Support one another during life's challenges.
- Contribute their time, talents, and resources.
- Preserve the friendships and traditions established at Achimota School.
- Leave a lasting legacy for future generations.

Every member has something valuable to contribute to the life of the Chapter.

6.3 ELIGIBILITY FOR MEMBERSHIP

Membership of the OAA '97 Europe Chapter shall generally be open to:

- Former students of Achimota School who are members of the 1997 Year Group and reside in Europe.
- Other individuals as may be permitted under the Constitution or by resolution of the Chapter.

Members are encouraged to register their current contact details and maintain active communication with the Chapter.

6.4 RIGHTS OF MEMBERS

Members in good standing shall have the right to:

- Attend General Meetings.
- Vote on matters presented to the membership, where applicable.
- Stand for election to the Executive Committee, subject to constitutional requirements.
- Participate in Chapter programmes and events.
- Receive updates on Chapter activities.
- Access welfare support in accordance with Chapter policies.
- Contribute ideas and recommendations for the growth of the Chapter.

6.5 RESPONSIBILITIES OF MEMBERS

Every member is encouraged to:

- Uphold the values and reputation of Achimota School and the OAA.
- Support the aims and objectives of the Chapter.
- Treat fellow members with courtesy and respect.
- Participate in Chapter activities where reasonably possible.
- Pay agreed membership dues and approved levies on time.
- Maintain accurate contact information.
- Promote unity and fellowship.
- Volunteer skills and expertise for Chapter initiatives where possible.

Membership is strengthened not only by financial contributions but also by active participation and service.

6.6 MEMBERSHIP REGISTER

The Secretary shall maintain an up-to-date membership register containing:

- Full name
- Preferred contact details
- Country of residence
- Year of joining the Chapter
- Membership status

- Emergency contact (where voluntarily provided)
- Areas of professional expertise (optional)
- Areas of interest for volunteering (optional)

The register shall be managed in accordance with applicable data protection legislation.

6.7 MEMBERSHIP DUES

Membership dues provide the financial foundation for the Chapter's activities.

The Executive Committee shall recommend annual dues for approval by members.

Funds may be used to support:

- Chapter administration
- Welfare initiatives
- Events and programmes
- School support projects
- Strategic initiatives
- Emergency contingencies

The Treasurer shall maintain accurate records of all membership payments and provide regular financial updates.

6.8 MEMBER ENGAGEMENT STRATEGY

The Chapter shall seek to foster continuous engagement throughout the year, not only around major events.

Engagement initiatives may include:

Social Activities

- Dinner dances
- Family picnics
- Sports and recreational events
- Cultural celebrations

Professional Networking

- Career talks
- Business networking sessions

- Mentorship opportunities
- Knowledge-sharing forums

Community Service

- Charity initiatives
- Volunteer projects
- Support for Achimota School
- Community outreach programmes

Virtual Engagement

- Online discussions
- Webinars
- Virtual reunions
- Informal catch-up sessions

A balanced programme of activities helps maintain meaningful connections across the Chapter.

6.9 COMMUNICATION WITH MEMBERS

Timely, accurate, and respectful communication is essential to maintaining an informed and engaged membership.

Official communication channels may include:

- Email
- WhatsApp
- Online meeting platforms
- Newsletters
- Official social media platforms
- Chapter website (if established)

The Executive Committee shall ensure that communications are clear, consistent, and accessible.

6.10 WHATSAPP COMMUNITY GUIDELINES

Recognising that WhatsApp is the primary day-to-day communication platform for many members, the following principles should guide its use:

Members should:

- Communicate respectfully.
- Encourage fellowship and constructive discussion.
- Avoid offensive, discriminatory, or inflammatory content.
- Refrain from excessive forwarding of unrelated material.
- Respect members' differing opinions.
- Avoid sharing confidential Chapter matters outside authorised forums.
- Use appropriate channels for official business.

The Executive Committee may designate administrators to manage Chapter WhatsApp groups and ensure adherence to these guidelines.

6.11 MEMBER RECOGNITION

The Chapter values the achievements and milestones of its members.

Where appropriate, the Chapter should acknowledge:

- Professional achievements
- National honours and awards
- Academic accomplishments
- Business milestones
- Weddings
- Births and adoptions
- Significant birthdays and anniversaries
- Community service
- Other notable accomplishments

Recognising members' successes strengthens fellowship and celebrates the diversity of achievements within the year group.

6.12 WELCOMING NEW MEMBERS

When a new member joins the Chapter, the Executive Committee should:

- Extend a formal welcome.
- Introduce the member to the wider group.
- Provide information about the Chapter and its activities.
- Encourage participation in upcoming events.

- Explain membership responsibilities and opportunities for involvement.

A positive welcome fosters a sense of belonging from the outset.

6.13 MENTORSHIP AND PROFESSIONAL SUPPORT

The Chapter should encourage members to support one another through:

- Career mentoring
- Business networking
- Professional referrals
- Skills-sharing sessions
- Leadership development
- Support for younger Akoras where appropriate

The experience and expertise within the OAA '97 Europe Chapter is one of its greatest assets and should be actively shared for the benefit of members and the wider OAA community.

6.14 MEMBER FEEDBACK

The Executive Committee shall seek regular feedback from members to inform continuous improvement.

Methods may include:

- Member surveys
- Feedback following events
- Open forums at General Meetings
- Informal consultations

Constructive feedback should be welcomed and considered as an opportunity for growth.

6.15 MEMBER RETENTION

The Executive Committee should actively encourage sustained participation by:

- Maintaining regular communication.
- Providing meaningful opportunities for involvement.
- Recognising member contributions.
- Delivering value through programmes and events.

- Supporting members during significant life events.
- Ensuring transparency in governance and financial management.

A connected member is more likely to remain an engaged member.

6.16 BUILDING THE LEGACY OF OAA '97 EUROPE

The Chapter should aspire to leave a legacy characterised by:

- Strong friendships.
- Active participation.
- Effective governance.
- Sustainable finances.
- Compassionate welfare support.
- Meaningful contributions to Achimota School.
- Positive influence within the wider OAA community.

Every member contributes to that legacy.

MEMBERSHIP PLEDGE

As members of the OAA '97 Europe Chapter, we commit to:

- Upholding the values and traditions of Achimota School.
- Supporting one another with respect and compassion.
- Participating actively in the life of the Chapter.
- Contributing to the growth and sustainability of our year group.
- Preserving the friendships and memories that unite us.
- Leaving a stronger Chapter for those who follow.

SECTION 7
FINANCIAL GOVERNANCE AND STEWARDSHIP

7.1 PURPOSE

The financial resources of the OAA '97 Europe Chapter are entrusted to the Executive Committee on behalf of its members. Every contribution—whether membership dues, donations, sponsorships, or fundraising proceeds—represents the generosity and trust of our members and supporters.

The purpose of this section is to establish clear principles and procedures for the responsible management of the Chapter's finances, ensuring transparency, accountability, sustainability, and compliance with the Constitution and applicable legal requirements.

The Executive Committee shall exercise prudent stewardship over all financial resources, recognising that these resources exist to advance the objectives of the Chapter and support its members.

7.2 FINANCIAL PRINCIPLES

The Chapter's financial management shall be guided by the following principles:

Stewardship

All funds shall be managed responsibly and used solely for the benefit of the Chapter and in pursuit of its approved objectives.

Transparency

Members are entitled to clear, accurate, and timely information regarding the Chapter's financial position.

Accountability

Every financial decision shall be capable of withstanding appropriate scrutiny by the membership.

Prudence

Financial commitments shall be made only after careful consideration of affordability and long-term sustainability.

Sustainability

The Chapter shall seek to build financial resilience by maintaining adequate reserves and diversifying its income sources.

7.3 SOURCES OF INCOME

The Chapter's income may include:

- Annual membership dues.
- Approved member levies.
- Voluntary donations.
- Sponsorships and corporate partnerships.
- Fundraising events.
- Merchandise sales.
- Investment income (where approved).
- Grants and charitable contributions.
- Other lawful sources approved by the Executive Committee.

All income received shall be recorded accurately and deposited promptly into the Chapter's designated bank account.

7.4 TREASURER'S RESPONSIBILITIES

The Treasurer shall:

- Maintain accurate and complete financial records.
- Safeguard the Chapter's financial assets.
- Prepare the annual budget.
- Monitor income and expenditure.
- Produce financial reports for the Executive Committee and General Meetings.
- Ensure that all transactions are appropriately authorised and documented.
- Maintain banking records and reconciliations.
- Coordinate the preparation of annual financial statements.
- Facilitate audits or independent financial reviews where required.
- Advise the Executive Committee on the financial implications of proposed activities.

The Treasurer shall work closely with the President and other Executive Committee members to ensure sound financial planning and management.

7.5 ANNUAL BUDGET

The Executive Committee shall prepare an annual budget before the start of each financial year.

The budget should include projected:

- Membership income.
- Fundraising income.
- Sponsorship income.
- Event expenditure.
- Welfare expenditure.
- Administrative costs.
- School support projects.
- Contingency provisions.

The budget shall be reviewed periodically during the year and revised where necessary.

7.6 BANKING ARRANGEMENTS

The Chapter shall maintain one or more bank accounts in its official name.

The Executive Committee shall ensure that:

- All funds are held in recognised financial institutions.
- Banking arrangements are secure.
- Appropriate signatories are maintained.
- Changes to signatories are completed promptly following Executive Committee transitions.

Electronic banking should be used responsibly, with appropriate safeguards and authorisation procedures.

7.7 FINANCIAL AUTHORITY

Financial decisions shall be made in accordance with the Financial Authority Matrix set out in Appendix C.

As a guiding principle:

- Routine operational expenditure may be approved within delegated limits.
- Significant expenditure shall require Executive Committee approval.

- Major financial commitments should be referred to the membership where appropriate.

No Executive Committee member shall commit the Chapter to financial obligations beyond their delegated authority.

7.8 EXPENDITURE

All expenditure shall:

- Support the objectives of the Chapter.
- Be properly authorised before commitment.
- Be supported by receipts or appropriate documentation.
- Be accurately recorded in the financial records.
- Represent value for money.

The Executive Committee should avoid unnecessary or excessive expenditure and exercise careful judgement in the use of Chapter funds.

7.9 REIMBURSEMENT OF EXPENSES

Executive Committee members or volunteers may be reimbursed for reasonable expenses incurred on behalf of the Chapter, provided that:

- The expenditure was authorised in advance, where practicable.
- Original receipts or acceptable evidence of payment are submitted.
- Claims are made within a reasonable period, normally within thirty (30) days.
- The expense relates directly to approved Chapter activities.

Expense claims should be processed promptly and transparently.

7.10 PROCUREMENT

Where goods or services are required, the Executive Committee should seek to achieve value for money.

For significant purchases, consideration should be given to obtaining more than one quotation.

Factors to consider include:

- Cost.
- Quality.

- Reliability.
- Experience.
- Timeliness.
- Reputation.

The Executive Committee should avoid conflicts of interest during procurement decisions.

7.11 SPONSORSHIP AND DONATIONS

The Chapter welcomes sponsorship and donations that align with its values and objectives.

The Executive Committee shall:

- Acknowledge all sponsorships and donations appropriately.
- Maintain accurate records of contributions received.
- Ensure sponsors receive agreed recognition.
- Avoid arrangements that could compromise the independence or reputation of the Chapter.

Where sponsorship agreements exist, they should be documented in writing.

7.12 FUNDRAISING

Fundraising activities shall be conducted ethically, transparently, and in a manner that reflects positively on the Chapter.

The Executive Committee should:

- Establish clear fundraising objectives.
- Ensure proper accounting for all proceeds.
- Evaluate fundraising activities after completion.
- Thank donors and supporters appropriately.
- Report fundraising outcomes to members.

Fundraising should strengthen both the financial position and the fellowship of the Chapter.

7.13 FINANCIAL REPORTING

The Treasurer shall present:

Monthly or Quarterly Reports to the Executive Committee

Including:

- Income received.
- Expenditure incurred.
- Bank balances.
- Budget performance.
- Outstanding liabilities.
- Cash flow position.

Annual Financial Report

To be presented to the membership at the Annual General Meeting and should include:

- Statement of income and expenditure.
- Balance sheet or statement of financial position.
- Summary of reserves.
- Commentary on the Chapter's financial performance.

Financial reports should be clear, understandable, and accessible to members.

7.14 FINANCIAL REVIEW

The Executive Committee should arrange for the Chapter's accounts to be independently reviewed or audited where required by the Constitution or where considered appropriate.

The purpose of the review is to:

- Strengthen member confidence.
- Promote transparency.
- Identify opportunities for improvement.
- Confirm the integrity of financial reporting.

7.15 FINANCIAL RECORDS

The Treasurer shall maintain secure records of:

- Bank statements.
- Receipts.

- Payment records.
- Budgets.
- Financial reports.
- Sponsorship agreements.
- Donation records.
- Event financial statements.
- Annual accounts.

Financial records should be retained in accordance with applicable legal and regulatory requirements.

7.16 FINANCIAL RESERVES

The Executive Committee should maintain a reasonable level of unrestricted reserves to provide financial stability and resilience.

Reserves may be used to support:

- Welfare emergencies.
- Unforeseen operational expenses.
- Strategic opportunities.
- School support initiatives.
- Major Chapter events.

The appropriate level of reserves should be reviewed annually.

7.17 FRAUD PREVENTION

The Executive Committee shall promote a culture of honesty and accountability.

Appropriate safeguards should include:

- Separation of duties where practical.
- Dual authorisation for significant payments.
- Regular bank reconciliations.
- Financial oversight by the Executive Committee.
- Prompt reporting of irregularities.

Any suspected fraud or financial misconduct shall be investigated promptly and fairly.

7.18 FINANCIAL SUSTAINABILITY

The Chapter should seek to build long-term financial resilience by:

- Growing membership participation.
- Encouraging timely payment of dues.
- Developing sustainable fundraising initiatives.
- Building relationships with sponsors and partners.
- Managing expenditure prudently.
- Maintaining appropriate financial reserves.

Sound financial stewardship enables the Chapter to fulfil its mission both now and in the future.

7.19 FINANCIAL STEWARDSHIP PLEDGE

Every Executive Committee member shares responsibility for protecting the Chapter's financial integrity.

We commit to:

- Managing resources responsibly.
- Exercising prudent judgement.
- Acting transparently and ethically.
- Being accountable to our members.
- Ensuring that every financial decision advances the mission and values of the OAA '97 Europe Chapter.

SECTION 8
EVENTS, PROGRAMMES AND PROJECT MANAGEMENT

8.1 PURPOSE

Events and programmes are at the heart of the OAA '97 Europe Chapter. They provide opportunities to strengthen friendships, celebrate milestones, support members, raise funds, engage our families, and contribute meaningfully to Achimota School.

This section provides a framework for planning, delivering, and evaluating Chapter activities in a professional, consistent, and financially responsible manner.

The Executive Committee shall seek to deliver programmes that reflect the values of fellowship, excellence, service, and unity while providing lasting value to members and stakeholders.

8.2 OBJECTIVES OF CHAPTER EVENTS

Chapter events should aim to:

- Strengthen fellowship among members.
- Celebrate the heritage and traditions of Achimota School.
- Encourage participation by members and their families.
- Raise funds for approved Chapter initiatives.
- Promote networking and professional collaboration.
- Support the welfare of members.
- Enhance the visibility and reputation of the OAA '97 Europe Chapter.
- Build stronger relationships with OAA Global, other Chapters, and Achimota School.

Every event should have a clearly defined purpose and measurable outcomes.

8.3 ANNUAL EVENTS CALENDAR

The Executive Committee should publish an annual calendar of activities at the beginning of each year.

The calendar may include:

Governance Events

- Annual General Meeting (AGM)
- General Membership Meetings
- Executive Committee Planning Retreat

Fellowship Events

- Annual Dinner and Dance
- Family Fun Day or Summer Picnic
- Christmas or End-of-Year Celebration
- Informal Social Gatherings

School Support Initiatives

- Fundraising Campaigns
- School Infrastructure or Development Projects
- Educational Support Programmes
- Homecoming Participation

Professional Development

- Career and Business Networking Sessions
- Leadership and Mentorship Forums
- Guest Speaker Events
- Health and Wellbeing Webinars

Community Engagement

- Charity Walks or Sports Events
- Volunteer Projects
- Community Outreach Activities

Publishing the annual calendar early allows members to plan ahead and improves participation.

8.4 EVENT PLANNING PRINCIPLES

Every event should be:

Purposeful

Designed to advance one or more objectives of the Chapter.

Inclusive

Accessible and welcoming to all members, partners, and families where appropriate.

Financially Responsible

Planned within an approved budget and managed prudently.

Well Organised

Supported by clear timelines, defined responsibilities, and effective communication.

Safe

Planned with appropriate consideration for health, safety, safeguarding, and legal obligations.

Memorable

Creating positive experiences that strengthen fellowship and encourage future participation.

8.5 EVENT PLANNING PROCESS

The Organising Secretary shall lead the planning process in collaboration with the Executive Committee.

The following stages should be followed:

Stage 1 – Define the Event

- Clarify the purpose and objectives.
- Identify the target audience.
- Agree the proposed date and location.

Stage 2 – Develop the Event Plan

- Prepare a planning timeline.
- Establish an organising committee if required.
- Allocate responsibilities.
- Develop the event budget.

Stage 3 – Promotion

- Launch communications to members.
- Manage registrations.
- Engage sponsors and partners where appropriate.

Stage 4 – Delivery

- Coordinate logistics.
- Manage volunteers.
- Ensure effective communication on the day.
- Monitor expenditure.

Stage 5 – Evaluation

- Review attendance.
- Assess financial performance.
- Gather member feedback.
- Document lessons learned.

8.6 EVENT BUDGETING

Every major event should have an approved budget.

The budget should include:

Income

- Ticket sales
- Sponsorship
- Donations
- Merchandise
- Other revenue

Expenditure

- Venue
- Catering
- Entertainment
- Decorations
- Audio-visual equipment
- Printing and publicity
- Photography/Videography
- Gifts and awards
- Contingency

The Organising Secretary and Treasurer shall work closely to monitor the event budget throughout the planning process.

8.7 ROLES AND RESPONSIBILITIES

President

- Provide strategic oversight.
- Represent the Chapter at official engagements.
- Welcome guests and stakeholders.

Vice President

- Support coordination of planning.
- Oversee delivery of assigned projects.

Secretary

- Coordinate invitations.
- Record planning meetings.
- Manage official correspondence.

Treasurer

- Prepare and monitor budgets.
- Process payments.
- Report on event finances.

Organising Secretary

- Lead planning and logistics.
- Coordinate volunteers.
- Manage suppliers and venue arrangements.

Welfare Secretary

- Ensure appropriate support for members during events.
- Promote accessibility and inclusivity.

Executive Members

- Support planning and delivery.
- Lead specific workstreams where assigned.

8.8 SPONSORSHIP AND PARTNERSHIPS

Sponsorship plays an important role in enhancing the quality and impact of Chapter events.

The Executive Committee should:

- Identify potential sponsors early.
- Prepare professional sponsorship proposals.
- Clearly communicate sponsorship benefits.
- Deliver agreed recognition and acknowledgements.
- Maintain positive relationships with sponsors.

Sponsors should receive timely appreciation and feedback following events.

8.9 RISK MANAGEMENT

For major events, the Organising Secretary should prepare a simple risk assessment covering:

- Venue safety.
- Attendance management.
- Financial risks.
- Reputational risks.
- Emergency procedures.
- Supplier reliability.
- Insurance requirements where applicable.

Proactive planning helps ensure successful and safe events.

8.10 COMMUNICATIONS

Effective communication is essential before, during, and after every event.

The Executive Committee should:

Before the Event

- Promote the event through official channels.
- Share key information clearly and promptly.
- Provide reminders to members.

During the Event

- Welcome attendees.
- Share updates where appropriate.
- Recognise sponsors and volunteers.

After the Event

- Thank attendees, sponsors, and volunteers.
- Share photographs and highlights.
- Communicate outcomes and achievements.

8.11 RECORDING OUR HISTORY

Every major Chapter event contributes to the legacy of the OAA '97 Europe Chapter.

The Secretary or designated officer should maintain:

- Event programmes.
- Attendance records.
- Photographs.
- Videos.
- Speeches.
- Financial summaries.
- Sponsor acknowledgements.
- Media coverage.
- Lessons learned.

These records form part of the institutional memory of the Chapter and should be preserved for future generations.

8.12 PROJECT MANAGEMENT

In addition to events, the Executive Committee may oversee projects such as:

- School development initiatives.
- Scholarship or educational support.
- Welfare programmes.
- Anniversary celebrations.
- Digital transformation initiatives.

- Membership growth campaigns.

Every significant project should have:

- A clearly defined objective.
- A project lead.
- A timeline.
- A budget (where applicable).
- Regular progress reports.
- A completion report.

8.13 POST-EVENT REVIEW

Within one month of every major event, the Executive Committee should conduct a structured review to consider:

- Were the objectives achieved?
- What worked well?
- What challenges were encountered?
- Was the event financially successful?
- What feedback was received?
- What lessons should be carried forward?

Documenting these reflections will improve future planning and preserve valuable organisational knowledge.

8.14 CELEBRATING OUR VOLUNTEERS

The success of the Chapter depends on the willingness of members to volunteer their time and talents.

The Executive Committee should acknowledge and celebrate the contributions of:

- Event organisers.
- Committee members.
- Sponsors.
- Volunteers.
- Speakers.
- Performers.

- Donors.
- Supporters.

A culture of appreciation encourages continued service and strengthens fellowship.

8.15 BUILDING A LASTING LEGACY

Every event and project should leave a positive legacy by:

- Strengthening friendships.
- Creating cherished memories.
- Supporting Achimota School.
- Inspiring future leaders.
- Enhancing the reputation of the OAA '97 Europe Chapter.

The measure of a successful event is not only attendance or financial outcome, but the lasting impact it has on our members, our school, and our shared legacy.

EVENTS AND PROGRAMMES COMMITMENT

The Executive Committee commits to delivering events and programmes that are:

- Well planned.
- Financially responsible.
- Inclusive and welcoming.
- Enjoyable and memorable.
- Aligned with the mission and values of the OAA '97 Europe Chapter.

Every gathering is an opportunity to strengthen fellowship, honour our heritage, and build a legacy that will endure for generations.

SECTION 9
WELFARE AND MEMBER CARE

9.1 PURPOSE

One of the defining characteristics of the OAA '97 Europe Chapter is our commitment to caring for one another. While we celebrate achievements and milestones together, we also stand beside one another during times of illness, bereavement, hardship, and personal challenge.

The Welfare and Member Care Framework exists to ensure that no member feels isolated or unsupported. It reflects the spirit of fellowship instilled in us at Achimota School and reinforces our belief that membership of the OAA '97 Europe Chapter extends beyond meetings and events—it is a lifelong commitment to community.

The Welfare Secretary shall lead the coordination of welfare activities with the support of the Executive Committee and the wider membership.

9.2 WELFARE PHILOSOPHY

The Chapter believes that genuine fellowship is demonstrated through compassion, empathy, and practical support.

Our welfare philosophy is based on five guiding principles:

Compassion

We respond to members with kindness, empathy, and respect.

Dignity

Every member shall be treated with sensitivity and confidentiality.

Inclusivity

Support shall be offered fairly and without discrimination.

Community

Members are encouraged to support one another in practical and meaningful ways.

Stewardship

The Chapter shall manage welfare resources responsibly to ensure sustainability.

9.3 OBJECTIVES OF THE WELFARE FUNCTION

The objectives of the Welfare Function are to:

- Promote the wellbeing of members and their immediate families.
- Coordinate support during times of illness, bereavement, and hardship.
- Celebrate significant milestones and achievements.
- Foster a caring and inclusive community.
- Encourage members to look out for one another.
- Manage welfare resources responsibly and transparently.
- Strengthen the bonds of fellowship across the Chapter.

9.4 RESPONSIBILITIES OF THE WELFARE SECRETARY

The Welfare Secretary shall:

- Maintain oversight of member welfare matters.
- Coordinate appropriate support for members in need.
- Liaise with the Executive Committee on welfare-related issues.
- Keep appropriate welfare records while respecting confidentiality.
- Recommend welfare initiatives and improvements.
- Coordinate messages, visits, flowers, cards, or practical support where appropriate.
- Provide periodic welfare updates to the Executive Committee while protecting personal privacy.
- Encourage members to notify the Chapter of significant life events affecting fellow members.

9.5 CATEGORIES OF WELFARE SUPPORT

The Chapter may provide support in the following circumstances, subject to available resources and any approved welfare policy.

Bereavement

Support may include:

- Official condolence messages.
- Attendance at funeral or memorial services where practical.
- Floral tributes or sympathy cards.
- Financial support where approved.
- Prayer and emotional support.

- Assistance with communication to the wider membership.

Serious Illness or Hospitalisation

Support may include:

- Welfare calls.
- Hospital or home visits where appropriate.
- Prayer support.
- Care packages.
- Meal support coordinated by members.
- Financial assistance where approved.

Family Emergencies

Where appropriate, the Chapter may coordinate support during significant family emergencies affecting members.

Financial Hardship

In exceptional circumstances, members experiencing genuine hardship may receive temporary assistance subject to Executive Committee approval and the availability of welfare funds.

Any requests shall be treated confidentially and considered fairly.

Other Exceptional Circumstances

The Executive Committee may consider other welfare situations on a case-by-case basis.

9.6 CELEBRATING LIFE'S MILESTONES

The Chapter shall celebrate significant milestones in the lives of its members, recognising that shared joy strengthens fellowship.

Where appropriate, the Chapter may acknowledge:

- Birthdays.
- Weddings.
- Wedding anniversaries.

- Birth or adoption of children.
- Professional achievements.
- Academic accomplishments.
- Business milestones.
- National honours and awards.
- Retirement.
- Other significant life events.

Recognition may include congratulatory messages, certificates of appreciation, gifts, or acknowledgements during Chapter meetings and events.

9.7 WELFARE FUND

The Chapter may establish a dedicated Welfare Fund to support approved welfare initiatives.

The purpose of the Welfare Fund is to:

- Provide timely assistance to members in need.
- Support bereavement and emergency responses.
- Demonstrate practical care and solidarity.

The Welfare Fund shall be managed in accordance with the Chapter's financial governance policies and shall be subject to regular reporting by the Treasurer.

9.8 REQUESTING WELFARE SUPPORT

Members may request welfare support for themselves or another member by contacting the Welfare Secretary or any member of the Executive Committee.

Where appropriate, the request should include:

- Nature of the situation.
- Type of support requested.
- Any relevant contact information.
- Whether the information may be shared with the wider membership.

All requests shall be handled sensitively and confidentially.

9.9 CONFIDENTIALITY

The Welfare Secretary and Executive Committee shall exercise the highest level of discretion in handling welfare matters.

Information relating to a member's health, finances, or personal circumstances shall not be shared without the member's consent, except where required by law or where there is a significant safeguarding concern.

Respect for privacy is fundamental to maintaining trust.

9.10 MEMBER PARTICIPATION IN WELFARE

Welfare is the responsibility of the entire Chapter, not solely the Welfare Secretary.

Members are encouraged to:

- Inform the Executive Committee of significant welfare concerns.
- Participate in visits and support initiatives where appropriate.
- Offer practical assistance when able.
- Contribute to welfare appeals approved by the Chapter.
- Keep fellow members in their thoughts and prayers.

A caring Chapter depends on the active participation of all its members.

9.11 WELFARE COMMUNICATIONS

When communicating welfare matters, the Executive Committee shall:

- Respect the wishes of the member or family.
- Share only information necessary for the purpose of seeking support or informing members.
- Avoid speculation or the unnecessary disclosure of personal information.
- Ensure communications are compassionate and respectful.

9.12 MEMBER WELLBEING

The Chapter recognises that wellbeing encompasses physical, emotional, mental, social, and spiritual health.

The Executive Committee should promote wellbeing by encouraging:

- Healthy lifestyles.
- Work-life balance.

- Professional networking and mentoring.
- Family engagement.
- Social connection.
- Access to appropriate support where needed.

The Chapter may organise talks or workshops on health, wellbeing, financial planning, parenting, retirement, and other topics of interest to members.

9.13 REMEMBERING OUR MEMBERS

The Chapter shall honour and remember members who have passed away.

Where appropriate, the Chapter may:

- Observe a moment of silence at meetings.
- Include tributes in Chapter publications.
- Participate in memorial services.
- Preserve the memory of members through photographs or commemorative acknowledgements.

Their contributions to the Chapter and to the Achimota community shall be remembered with gratitude.

9.14 REVIEW OF WELFARE PROVISION

The Executive Committee shall periodically review the effectiveness of the Chapter's welfare arrangements, considering:

- Member feedback.
- Sustainability of the Welfare Fund.
- Responsiveness to members' needs.
- Lessons learned from previous welfare cases.

The aim shall be continuous improvement while maintaining fairness and compassion.

9.15 OUR COMMITMENT TO ONE ANOTHER

The OAA '97 Europe Chapter is more than an association—it is a family united by shared history, enduring friendships, and a commitment to mutual care.

As members, we commit to:

- Standing with one another in times of joy and sorrow.
- Extending kindness without expectation of reward.
- Preserving the dignity and privacy of fellow members.
- Supporting one another with generosity, compassion, and understanding.
- Building a Chapter where every member knows they belong.

Our greatest legacy will not only be the projects we complete or the funds we raise, but the way we care for one another throughout life's journey.

WELFARE PLEDGE

"We will rejoice with those who rejoice, mourn with those who mourn, and stand beside one another through every season of life. United by our Achimota heritage and strengthened by our fellowship, we pledge to care for one another with compassion, dignity, and unwavering support."

SECTION 10
COMMUNICATIONS, BRANDING AND PUBLIC RELATIONS

10.1 PURPOSE

Effective communication is essential to the success of the OAA '97 Europe Chapter. It keeps members informed, strengthens relationships, promotes participation, celebrates achievements, and protects the reputation of the Chapter.

This section establishes the principles and standards that guide all internal and external communications, ensuring that every message reflects the values of fellowship, professionalism, integrity, and excellence.

The Executive Committee shall strive to communicate in a manner that is timely, accurate, respectful, and inclusive.

10.2 COMMUNICATION OBJECTIVES

The Chapter's communications should aim to:

- Keep members informed of Chapter activities and decisions.
- Promote active participation in events and initiatives.
- Celebrate member achievements and milestones.
- Strengthen fellowship and a sense of belonging.
- Showcase the impact of the Chapter's work.
- Build and protect the reputation of the OAA '97 Europe Chapter.
- Foster positive relationships with OAA Global, Achimota School, sponsors, and other stakeholders.

Communication should inform, inspire, and unite.

10.3 COMMUNICATION PRINCIPLES

All official communications should be:

Timely

Members should receive important information with sufficient notice to enable participation and informed decision-making.

Accurate

Information should be verified before it is shared.

Respectful

Communications should reflect courtesy, professionalism, and respect for all members.

Consistent

Official messaging should align with the Chapter's values, objectives, and agreed positions.

Inclusive

Communications should be accessible and relevant to the diverse membership of the Chapter.

Transparent

Members should be kept appropriately informed about matters affecting the Chapter.

10.4 OFFICIAL COMMUNICATION CHANNELS

The Chapter may communicate through:

- Email
- WhatsApp Community and Groups
- Official social media platforms
- Virtual meeting platforms
- Printed materials where appropriate
- Chapter website (if established)
- Newsletters

The Executive Committee shall periodically review the effectiveness of these channels and adopt new technologies where beneficial.

10.5 RESPONSIBILITIES FOR COMMUNICATION

President

- Acts as the principal spokesperson of the Chapter.
- Delivers official presidential messages and strategic updates.
- Represents the Chapter in external engagements.

Secretary

- Coordinates official correspondence.
- Circulates meeting notices, agendas, and minutes.
- Maintains communication records.

Organising Secretary

- Promotes Chapter events and activities.
- Coordinates event communications and logistics.

Welfare Secretary

- Communicates welfare matters sensitively and appropriately.
- Coordinates messages of congratulations, sympathy, and support.

Treasurer

- Provides financial updates for inclusion in member communications.

Executive Members

- Support communication initiatives and encourage member engagement.

10.6 INTERNAL COMMUNICATION

The Executive Committee shall communicate regularly with members regarding:

- Upcoming meetings.
- Events and programmes.
- Welfare updates (with appropriate consent).
- Financial summaries.
- School support initiatives.
- Executive Committee decisions.
- Volunteer opportunities.
- Recognition of members' achievements.

Members should feel informed and connected throughout the year.

10.7 EXTERNAL COMMUNICATION

Official communications to external organisations should promote the interests and reputation of the Chapter.

Examples include communication with:

- OAA Global.
- Achimota School.
- Other OAA Chapters.
- Sponsors and partners.
- Charitable organisations.
- Community groups.
- Media organisations.

Where appropriate, official correspondence should be signed by the President or another authorised Executive Committee member.

10.8 SOCIAL MEDIA GUIDELINES

The Chapter recognises the value of social media in fostering engagement and showcasing its activities.

Official Chapter social media accounts shall:

- Promote Chapter events and achievements.
- Celebrate member milestones.
- Share approved photographs and videos.
- Highlight support for Achimota School.
- Encourage positive engagement.

Executive Committee members and administrators should ensure that content is respectful, accurate, and consistent with the values of the Chapter.

Social media should never be used to:

- Disclose confidential information.
- Publish offensive or discriminatory content.
- Engage in personal disputes on behalf of the Chapter.
- Misrepresent the views of the Executive Committee or the membership.

10.9 BRAND IDENTITY

The OAA '97 Europe Chapter should maintain a consistent visual identity across all official communications.

This includes:

- Approved Chapter logo.

- Official colours.
- Fonts and templates.
- Presentation formats.
- Event branding.
- Letterheads and certificates.

The consistent use of branding strengthens recognition and reinforces the professionalism of the Chapter.

10.10 PHOTOGRAPHY AND VIDEO

Photographs and videos are important records of the Chapter's history and achievements.

The Executive Committee should:

- Encourage photography at Chapter events.
- Respect members' privacy preferences.
- Obtain consent where appropriate.
- Maintain a digital archive of photographs and videos.

Images should be used responsibly and in a manner that reflects positively on the Chapter.

10.11 NEWSLETTERS AND PUBLICATIONS

The Executive Committee may publish periodic newsletters to:

- Update members on Chapter activities.
- Celebrate achievements.
- Promote upcoming events.
- Share messages from the President.
- Highlight member stories and professional accomplishments.
- Report on projects and fundraising.

A regular newsletter strengthens communication and preserves the history of the Chapter.

10.12 MEDIA RELATIONS

Where media engagement is appropriate, the President or a delegated representative shall act as the official spokesperson.

Media statements should:

- Be accurate and factual.
- Reflect agreed Chapter positions.
- Protect the reputation of the Chapter and its members.
- Respect confidentiality where required.

No Executive Committee member should issue public statements on behalf of the Chapter without appropriate authority.

10.13 CRISIS COMMUNICATION

In the event of a significant issue affecting the Chapter, the Executive Committee shall communicate promptly, accurately, and responsibly.

The communication should:

- Acknowledge the issue.
- Provide verified information.
- Outline actions being taken.
- Avoid speculation.
- Reassure members where appropriate.

The President shall normally lead crisis communications, supported by the Secretary and the Executive Committee.

10.14 RECORDS AND ARCHIVES

The Chapter should preserve an organised archive of its communications, including:

- Newsletters.
- Official statements.
- Press releases.
- Event programmes.
- Photographs.
- Videos.
- Historical documents.

- Speeches.
- Awards and recognitions.

These records form part of the institutional memory and legacy of the OAA '97 Europe Chapter.

10.15 PROMOTING THE CHAPTER

Every Executive Committee member is an ambassador for the Chapter.

Members are encouraged to:

- Speak positively about the Chapter.
- Invite eligible classmates to participate.
- Promote Chapter events.
- Encourage sponsorship and partnerships.
- Celebrate the achievements of fellow members.

The reputation of the Chapter is strengthened through the actions of its members.

10.16 COMMUNICATIONS REVIEW

The Executive Committee shall periodically review its communication strategy to ensure that it:

- Meets the needs of members.
- Encourages engagement.
- Reflects technological developments.
- Supports the strategic objectives of the Chapter.

Feedback from members should inform continuous improvement.

COMMUNICATIONS COMMITMENT

The OAA '97 Europe Chapter is committed to communicating with honesty, clarity, and respect.

We will:

- Keep members informed.
- Celebrate our successes.
- Listen to one another.

- Protect our reputation.
- Preserve our history.
- Promote the values and legacy of Achimota School.

Through thoughtful and consistent communication, we will strengthen fellowship, inspire participation, and ensure that every member remains connected to the life of the Chapter.

SECTION 11
STRATEGIC PLANNING, PERFORMANCE AND SUSTAINABILITY

11.1 PURPOSE

The OAA '97 Europe Chapter exists not only to serve the needs of today's members but also to build a lasting legacy for future generations of Akoras.

Strategic planning enables the Executive Committee to move beyond day-to-day administration by focusing on long-term priorities, sustainable growth, measurable outcomes, and continuous improvement.

This section establishes the framework for setting strategic direction, monitoring performance, managing risks, and ensuring that every Executive Committee leaves the Chapter stronger than it found it.

11.2 OUR STRATEGIC VISION

The OAA '97 Europe Chapter aspires to be:

- A vibrant and united community of OAA ’97 members across Europe.
- A model year-group chapter recognised for excellence in governance, fellowship, and service.
- A trusted partner of Achimota School and the wider OAA.
- A financially sustainable organisation with strong member engagement.
- A chapter that develops future leaders and preserves its legacy for generations to come.

11.3 STRATEGIC PILLARS

The Executive Committee shall align its annual activities around six strategic pillars.

Pillar 1 – Fellowship and Member Engagement

Objective:
To strengthen relationships and increase active participation across the Chapter.

Key priorities may include:

- Membership growth.
- Increased event participation.

- Member networking.
- Family engagement.
- Regional meet-ups.

Pillar 2 – Welfare and Member Support

Objective:
To ensure members feel supported during both celebrations and challenging times.

Key priorities may include:

- Strengthening the Welfare Fund.
- Improving responsiveness.
- Promoting wellbeing.
- Expanding volunteer involvement.

Pillar 3 – Financial Sustainability

Objective:
To build a financially resilient Chapter capable of supporting its long-term ambitions.

Key priorities may include:

- Increasing membership dues compliance.
- Growing sponsorship.
- Developing sustainable fundraising initiatives.
- Building financial reserves.

Pillar 4 – Supporting Achimota School

Objective:
To make meaningful and lasting contributions to our alma mater.

Key priorities may include:

- Infrastructure projects.
- Educational initiatives.
- Scholarships.
- Mentorship for current students.
- Homecoming participation.

Pillar 5 – Leadership and Governance

Objective:
To strengthen governance, accountability, and leadership capacity.

Key priorities may include:

- Executive development.
- Governance reviews.
- Succession planning.
- Improved policies and systems.

Pillar 6 – Legacy and Institutional Memory

Objective:
To preserve the history, achievements, and traditions of the OAA '97 Europe Chapter.

Key priorities may include:

- Maintaining Chapter archives.
- Recording milestones.
- Documenting lessons learned.
- Preserving photographs and historical records.
- Producing annual reports.

11.4 STRATEGIC PLANNING PROCESS

At the beginning of each Executive Committee term, an Annual Strategic Planning Retreat should be held.

The retreat should:

- Review the previous year's achievements.
- Identify opportunities and challenges.
- Agree strategic priorities.
- Approve measurable objectives.
- Allocate responsibilities.
- Approve the annual operational plan.
- Finalise the annual budget.

This planning session should provide the roadmap for the Executive Committee's work throughout the year.

11.5 ANNUAL OPERATIONAL PLAN

The Executive Committee should prepare an Annual Operational Plan that includes:

Strategic Objectives

What the Chapter seeks to achieve during the year.

Activities

Specific initiatives and events.

Responsible Officers

Who will lead each activity.

Timelines

Key milestones and deadlines.

Resources Required

Financial, volunteer, and logistical requirements.

Success Measures

How progress and outcomes will be evaluated.

The Operational Plan should be reviewed regularly throughout the year.

11.6 KEY PERFORMANCE INDICATORS (KPIS)

To monitor progress, the Executive Committee should establish measurable Key Performance Indicators.

Examples include:

Membership

- Number of active members.
- Membership retention rate.
- Attendance at General Meetings.
- Event participation.

Welfare

- Number of welfare interventions.
- Member satisfaction with welfare support.

- Growth of the Welfare Fund.

Finance

- Annual income.
- Membership dues collection rate.
- Sponsorship income.
- Financial reserves.
- Fundraising performance.

Events

- Number of events delivered.
- Event attendance.
- Member satisfaction.
- Financial performance of events.

School Support

- Funds raised for school projects.
- Projects completed.
- Student engagement initiatives.

Governance

- Executive Committee meeting attendance.
- Timely completion of agreed actions.
- Annual reporting completed.
- Compliance with governance requirements.

KPIs should be realistic, measurable, and aligned with the Chapter's strategic objectives.

11.7 PERFORMANCE MONITORING

The Executive Committee shall review progress against the Annual Operational Plan at least quarterly.

The review should consider:

- Progress against objectives.
- Financial performance.
- Risks and challenges.

- Emerging opportunities.
- Corrective actions where required.

Performance monitoring enables the Executive Committee to remain proactive rather than reactive.

11.8 RISK MANAGEMENT

Every organisation faces risks that may affect its ability to achieve its objectives.

The Executive Committee should maintain a simple Risk Register covering areas such as:

Governance Risks

- Leadership vacancies.
- Poor attendance.
- Loss of institutional knowledge.

Financial Risks

- Declining membership income.
- Unplanned expenditure.
- Fraud.
- Loss of sponsorship.

Operational Risks

- Event cancellations.
- Supplier failure.
- Technology issues.

Welfare Risks

- Insufficient welfare resources.
- Delays in responding to members' needs.

Reputational Risks

- Poor communication.
- Social media misuse.
- Conflicts within the Chapter.

Each identified risk should include:

- Likelihood.

- Potential impact.
- Mitigation actions.
- Responsible officer.

The Risk Register should be reviewed regularly by the Executive Committee.

11.9 CONTINUOUS IMPROVEMENT

The Chapter should continually seek opportunities to improve.

Sources of improvement may include:

- Member feedback.
- Lessons learned from events.
- Benchmarking against other OAA Chapters.
- Executive Committee reviews.
- Changes in technology and communication.

Improvement should become part of the Chapter's culture.

11.10 ANNUAL EXECUTIVE REVIEW

Towards the end of each Executive Committee year, the Executive Committee should conduct a structured review covering:

- Achievement of objectives.
- Financial performance.
- Membership engagement.
- Welfare delivery.
- Governance effectiveness.
- Lessons learned.
- Recommendations for the incoming Executive Committee.

This review should inform the Annual Report presented to members.

11.11 SUCCESSION PLANNING

Strong organisations develop future leaders before they are needed.

The Executive Committee should:

- Encourage emerging leaders.

- Delegate responsibilities appropriately.
- Mentor future Executive Committee members.
- Document key processes.
- Promote leadership continuity.

Leadership succession should be viewed as an ongoing responsibility rather than an event.

11.12 BUILDING A LASTING LEGACY

The Executive Committee should strive to leave behind:

- Stronger governance.
- Healthier finances.
- Greater member engagement.
- Improved welfare systems.
- Better documentation.
- Enhanced reputation.
- Stronger partnerships.
- Meaningful contributions to Achimota School.

Legacy is measured not only by what we accomplish, but by what we enable future leaders to achieve.

11.13 STRATEGIC COMMITMENT

The Executive Committee commits to leading with purpose, planning with wisdom, and serving with integrity.

We will:

- Think beyond the immediate.
- Build sustainable systems.
- Measure our progress honestly.
- Learn continuously.
- Prepare future leaders.
- Honour the legacy of Achimota School.
- Leave the OAA '97 Europe Chapter stronger than we found it.

Together, we will build a Chapter that future generations of Akoras will be proud to inherit.

PRESIDENT'S ANNUAL SCORECARD (Suggested)

To encourage accountability, the Executive Committee may adopt an annual scorecard with the following targets:

Strategic Area	Suggested KPI
Membership Growth	Increase active membership by 10%
Membership Dues	Achieve at least 90% collection rate
Events	Deliver at least 4 major Chapter events annually
Welfare	Respond to welfare cases within 72 hours where practicable
School Support	Complete at least one impactful project or fundraising initiative annually
Finance	Maintain unrestricted reserves equivalent to at least six months of routine operating costs
Governance	Hold at least 10 Executive Committee meetings annually with 75% average attendance
Communications	Publish a quarterly newsletter and provide monthly member updates

These indicators should be reviewed annually and adapted to reflect the Chapter's priorities and capacity.

SECTION 12
SUCCESSION, TRANSITION AND LEGACY

12.1 PURPOSE

The true measure of an Executive Committee is not only what it achieves during its term of office, but the strength of the foundation it leaves for those who follow.

Leadership within the OAA '97 Europe Chapter is a privilege, not an entitlement. Every Executive Committee serves as a steward of the Chapter's legacy, with a responsibility to preserve institutional knowledge, develop future leaders, and ensure a smooth transition from one administration to the next.

This section establishes the principles and processes that will sustain the Chapter for generations to come.

12.2 OUR PHILOSOPHY OF SUCCESSION

Leadership succession is a continuous process rather than a single event.

The Executive Committee shall actively identify, encourage, mentor, and prepare members with the interest and potential to serve in future leadership roles.

Succession planning helps to:

- Preserve institutional memory.
- Ensure leadership continuity.
- Encourage fresh ideas and innovation.
- Build confidence among future leaders.
- Maintain stability during periods of change.

A successful Executive Committee should leave behind not only completed projects but also capable leaders.

12.3 LEADERSHIP DEVELOPMENT

The Chapter shall encourage leadership development by:

- Inviting members to lead projects and committees.
- Encouraging wider participation in Chapter activities.
- Delegating responsibilities to emerging leaders.

- Providing mentoring and guidance.
- Creating opportunities for members to develop organisational and leadership skills.

Leadership is cultivated through participation, experience, and service.

12.4 KNOWLEDGE MANAGEMENT

To preserve the institutional memory of the Chapter, the Executive Committee shall maintain organised records of:

- Executive Committee minutes.
- Annual reports.
- Financial reports.
- Event plans and evaluations.
- Sponsorship records.
- Welfare procedures.
- Membership records.
- Strategic plans.
- Governance documents.
- Policies and templates.
- Historical photographs and videos.

These records should be securely stored and made accessible to future Executive Committees where appropriate.

12.5 PREPARING FOR TRANSITION

Planning for transition should begin well before the end of the Executive Committee's term.

The outgoing Executive Committee should:

- Complete outstanding actions where possible.
- Finalise reports.
- Organise documentation.
- Update financial records.
- Review ongoing projects.
- Identify lessons learned.

- Prepare recommendations for the incoming Executive Committee.

Good preparation enables a confident and effective handover.

12.6 THE HANDOVER PROCESS

A formal handover should take place following the election or appointment of a new Executive Committee.

The handover process should include:

Governance

- Constitution.
- Executive Handbook.
- Policies and procedures.
- Previous Executive Committee minutes.
- Strategic plans.

Finance

- Bank account information.
- Financial statements.
- Budgets.
- Outstanding commitments.
- Sponsorship records.

Membership

- Membership register.
- Contact lists.
- Communication platforms.

Events

- Event plans.
- Supplier information.
- Event evaluations.
- Annual calendar.

Digital Assets

- Email accounts.
- Cloud storage.

- Social media accounts.
- Branding materials.
- Website (if applicable).

Projects

- Completed projects.
- Ongoing initiatives.
- Recommendations for future work.

A structured handover checklist is provided in Appendix D.

12.7 ROLE-SPECIFIC HANDOVERS

Each outgoing Executive Committee member shall conduct a role-specific handover with their successor.

The handover should include:

- Key responsibilities.
- Current priorities.
- Outstanding actions.
- Important contacts.
- Useful advice and lessons learned.
- Relevant documents and records.

Where possible, outgoing officers should remain available for a reasonable period to provide clarification and support.

12.8 ANNUAL REPORT

Before leaving office, the Executive Committee shall prepare an Annual Report summarising:

- Activities undertaken.
- Strategic objectives achieved.
- Financial performance.
- Welfare activities.
- School support initiatives.
- Membership engagement.

- Challenges encountered.
- Lessons learned.
- Recommendations for the future.

The Annual Report should become part of the permanent archive of the Chapter.

12.9 PRESERVING OUR HISTORY

The history of the OAA '97 Europe Chapter is one of its greatest assets.

The Executive Committee should preserve:

- Historical documents.
- Photographs.
- Videos.
- Event programmes.
- Newsletters.
- Speeches.
- Awards.
- Major correspondence.
- Milestones and achievements.

Where appropriate, these materials may be compiled into a digital archive or commemorative publication.

Future generations should be able to understand and appreciate the journey of the Chapter.

12.10 HONOURING SERVICE

The Chapter values the time, commitment, and dedication of those who serve.

Outgoing Executive Committee members should be recognised appropriately for their contributions.

Recognition may include:

- Certificates of Appreciation.
- Presidential Citations.
- Awards.
- Public acknowledgements.

- Farewell messages.
- Commemorative gifts.

Honouring service encourages a culture of appreciation and volunteerism.

12.11 LEAVING A LEGACY

Every Executive Committee should ask itself:

- Did we strengthen fellowship?
- Did we care for our members?
- Did we support Achimota School?
- Did we improve governance?
- Did we leave our finances stronger?
- Did we develop future leaders?
- Did we preserve the Chapter's history?
- Did we inspire others to serve?

Legacy is measured not by titles held, but by lives touched and foundations laid.

12.12 THE EXECUTIVE COMMITTEE COVENANT

As members of the Executive Committee of the OAA '97 Europe Chapter, we covenant to:

- Lead with integrity and humility.
- Serve with diligence and accountability.
- Place the interests of the Chapter above personal interests.
- Preserve the traditions and values of Achimota School.
- Strengthen fellowship among members.
- Support one another through every season of life.
- Leave the Chapter stronger than we found it.
- Prepare future leaders to continue the journey.

We recognise that leadership is temporary, but the legacy we build together will endure.

12.13 CONCLUSION

The OAA '97 Europe Chapter is more than an association. It is a lifelong community bound by shared experiences, enduring friendships, and a common heritage.

This Handbook represents our commitment to good governance, responsible leadership, compassionate service, and organisational excellence.

It is intended to guide today's leaders, support tomorrow's leaders, and preserve the legacy of our year group for generations to come.

May every Executive Committee use this Handbook not merely as a set of procedures, but as a reminder of the values that unite us and the purpose that inspires us.

Together, let us continue to strengthen our fellowship, serve one another with distinction, support Achimota School with pride, and leave a legacy worthy of those who came before us—and those who will come after us.

OAA '97 EUROPE CHAPTER EXECUTIVE PLEDGE

We, the members of the Executive Committee of the OAA '97 Europe Chapter, solemnly affirm our commitment to serve with integrity, humility, transparency, and accountability. We will uphold the values of Achimota School, act in the best interests of our members, safeguard the resources entrusted to us, and work together in a spirit of unity and fellowship. We pledge to lead by example, to care for one another, to support our alma mater, and to leave a stronger Chapter for future generations.

AKORA'S PRAYER

"May we always remember with affection all we gained within the walls of Achimota. May the friendships we forged continue to unite us across nations and generations. May our service honour our school, strengthen our year group, and inspire those who follow. And may the legacy we leave reflect the excellence, integrity, and fellowship that define an Akora."

APPENDIX A
EXECUTIVE COMMITTEE TERMS OF REFERENCE

Purpose

The Executive Committee ("EXCO") is responsible for the governance, leadership, and day-to-day management of the OAA '97 Europe Chapter. These Terms of Reference define the responsibilities, authority, and expectations of each Executive Committee position.

The Executive Committee shall always act in accordance with the Constitution of the OAA '97 Europe Chapter and in the best interests of its members.

A1. PRESIDENT

Purpose

To provide strategic leadership, direction, and oversight for the Chapter, ensuring that its objectives, Constitution, and values are upheld.

Key Responsibilities

- Provide vision and strategic direction for the Chapter.
- Chair all Executive Committee and General Meetings.
- Represent the Chapter at official functions and engagements.
- Build and maintain relationships with OAA Global, Achimota School, sponsors, and partner organisations.
- Ensure Executive Committee decisions are implemented.
- Provide leadership, guidance, and support to Executive Committee members.
- Oversee the Chapter's governance, finances, and operations.
- Present an Annual President's Report to members.
- Promote unity, collaboration, and member engagement.
- Serve as an ambassador of Achimota School and the OAA.

Key Performance Indicators

- Executive Committee meetings held as planned.
- Annual strategic objectives achieved.
- Positive member engagement.
- Strong stakeholder relationships.

- Effective delivery of Chapter programmes.

A2. VICE PRESIDENT

Purpose

To support the President in leading the Chapter and to deputise in the President's absence.

Key Responsibilities

- Assist the President in the discharge of their duties.
- Chair meetings when delegated.
- Coordinate strategic projects.
- Monitor progress against Executive Committee action plans.
- Support collaboration across the Executive Committee.
- Lead committees or special projects as assigned.
- Assist with external representation.
- Support succession planning and leadership development.

Key Performance Indicators

- Timely delivery of assigned projects.
- Effective support to the President.
- Progress against annual objectives.

A3. SECRETARY

Purpose

To manage the administrative affairs of the Chapter and maintain accurate records.

Key Responsibilities

- Prepare and circulate meeting notices and agendas.
- Record and distribute minutes.
- Maintain the Chapter's official records.
- Maintain the membership register.
- Manage official correspondence.
- Track Executive Committee action points.
- Maintain governance documents.

- Support preparation of the Annual Report.

Key Performance Indicators

- Minutes issued within 14 days.
- Accurate records maintained.
- Executive Committee actions tracked.
- Membership database kept up to date.

A4. TREASURER

Purpose

To ensure sound financial management and accountability.

Key Responsibilities

- Maintain accurate accounting records.
- Manage banking arrangements.
- Prepare the annual budget.
- Present financial reports.
- Monitor income and expenditure.
- Maintain financial controls.
- Coordinate fundraising income reporting.
- Support annual financial reviews or audits.
- Advise the Executive Committee on financial sustainability.

Key Performance Indicators

- Timely financial reporting.
- Budget performance.
- Accurate financial records.
- Compliance with financial policies.

A5. ORGANISING SECRETARY

Purpose

To plan, coordinate, and deliver Chapter events and programmes.

Key Responsibilities

- Develop the annual events calendar.
- Coordinate event planning.
- Manage event logistics.
- Liaise with venues and suppliers.
- Coordinate volunteers.
- Monitor event budgets with the Treasurer.
- Conduct post-event evaluations.
- Maintain event records.

Key Performance Indicators

- Successful delivery of planned events.
- Positive member feedback.
- Events delivered within budget.

A6. WELFARE SECRETARY

Purpose

To promote the welfare and wellbeing of members.

Key Responsibilities

- Coordinate welfare support.
- Maintain welfare records confidentially.
- Manage welfare communications.
- Recommend welfare initiatives.
- Coordinate support during illness, bereavement, and emergencies.
- Encourage member participation in welfare activities.
- Monitor the Welfare Fund with the Treasurer.

Key Performance Indicators

- Timely welfare responses.
- Member satisfaction with welfare support.
- Effective administration of welfare initiatives.

A7. EXECUTIVE MEMBER

Purpose

To contribute actively to the governance, leadership, and delivery of Chapter activities.

Key Responsibilities

- Attend Executive Committee meetings.
- Lead or support assigned projects.
- Assist with events and fundraising.
- Encourage member participation.
- Represent members' interests.
- Contribute ideas for improving the Chapter.
- Undertake additional duties assigned by the Executive Committee.

Key Performance Indicators

- Attendance and participation.
- Delivery of assigned projects.
- Contribution to Executive Committee objectives.

A8. COLLECTIVE RESPONSIBILITIES OF ALL EXECUTIVE COMMITTEE MEMBERS

Every Executive Committee member shall:

Leadership

- Lead by example.
- Uphold the values of Achimota School and the OAA.
- Promote unity and fellowship.

Governance

- Comply with the Constitution and Executive Handbook.
- Participate fully in Executive Committee meetings.
- Support collective decisions.

Accountability

- Act in the best interests of the Chapter.
- Complete assigned actions within agreed timescales.
- Declare conflicts of interest.

Conduct

- Demonstrate integrity, professionalism, and respect.
- Maintain confidentiality where required.
- Promote a positive and inclusive culture.

Stewardship

- Protect the Chapter's finances, reputation, and assets.
- Support fundraising and sponsorship initiatives.
- Preserve the institutional memory of the Chapter.

EXECUTIVE COMMITTEE COMMITMENT

Upon assuming office, each Executive Committee member shall acknowledge that they have:

- Read and understood these Terms of Reference.
- Read and understood the Executive Handbook.
- Agreed to uphold the Constitution, Code of Conduct, and policies of the OAA '97 Europe Chapter.
- Committed to serving the Chapter with integrity, professionalism, and accountability.

Name: ______________________________________

Position: ____________________________________

Signature: ___________________________________

Date: _______________________________________

APPENDIX B
EXECUTIVE COMMITTEE
CODE OF CONDUCT

Purpose

The Executive Committee of the OAA '97 Europe Chapter is entrusted with leading the Chapter with integrity, accountability, and professionalism.

This Code of Conduct establishes the ethical standards, behaviours, and expectations that guide the actions of all Executive Committee members.

Every Executive Committee member is expected to uphold both the spirit and the letter of this Code throughout their term of office.

B1. OUR COMMITMENT

As members of the Executive Committee, we recognise that:

- We are servants of the membership.
- We are custodians of the legacy of the OAA '97 Europe Chapter.
- We are ambassadors of Achimota School.
- Our conduct reflects upon our Chapter, our Year Group, and our alma mater.

Accordingly, we commit ourselves to serving with humility, integrity, respect, and excellence.

B2. CORE VALUES

Every Executive Committee member shall be guided by the following values:

Integrity

We will act honestly, ethically, and transparently in all our dealings.

Service

We will place the interests of the Chapter above personal interests.

Respect

We will treat every member with dignity, fairness, and courtesy.

Accountability

We will accept responsibility for our decisions and actions.

Excellence

We will strive to deliver the highest standards of leadership and service.

Fellowship

We will promote unity, friendship, and mutual support among members.

B3. EXPECTED STANDARDS OF CONDUCT

Executive Committee members shall:

Leadership

- Lead by example.
- Demonstrate professionalism at all times.
- Promote a positive culture within the Chapter.

Integrity

- Act honestly and fairly.
- Avoid misleading statements.
- Exercise sound judgement.
- Honour commitments made.

Respect

- Listen to differing opinions respectfully.
- Encourage constructive dialogue.
- Avoid personal attacks or inappropriate behaviour.
- Treat all members equally.

Responsibility

- Attend meetings regularly.
- Prepare adequately for meetings.
- Complete assigned responsibilities on time.
- Support agreed Executive Committee decisions.

B4. COLLECTIVE RESPONSIBILITY

Executive Committee decisions are made collectively.

Once a decision has been properly reached:

- Every Executive Committee member shall support its implementation.
- Differences of opinion expressed during deliberations shall remain confidential.
- Public disagreement with agreed Executive Committee decisions should be avoided.

This principle promotes unity, stability, and effective governance.

B5. CONFLICT OF INTEREST

Executive Committee members shall:

- Declare any actual, potential, or perceived conflicts of interest.
- Avoid participating in decisions where a conflict exists.
- Act solely in the best interests of the Chapter.

Examples include:

- Financial interests in suppliers.
- Family relationships affecting procurement decisions.
- Personal gain arising from Chapter activities.

Transparency protects both the individual and the Chapter.

B6. CONFIDENTIALITY

Executive Committee members shall maintain the confidentiality of:

- Welfare matters.
- Personal information relating to members.
- Financial information where appropriate.
- Executive Committee discussions designated as confidential.
- Sensitive sponsorship or partnership negotiations.

Confidential information shall not be disclosed without proper authority unless required by law.

This obligation continues after a member leaves office.

B7. PROFESSIONAL BEHAVIOUR

Executive Committee members shall:

- Communicate respectfully.
- Avoid harassment, bullying, discrimination, or intimidation.
- Promote an inclusive and welcoming environment.
- Resolve disagreements professionally and constructively.

Healthy debate is encouraged. Personal conflict is not.

B8. SOCIAL MEDIA AND DIGITAL CONDUCT

Executive Committee members shall exercise good judgement when using social media or digital communication platforms.

Members should:

- Protect the reputation of the Chapter.
- Respect confidentiality.
- Avoid publishing inaccurate or misleading information.
- Refrain from engaging in online disputes on behalf of the Chapter.
- Distinguish clearly between personal opinions and official Chapter positions.

Only authorised persons may issue official statements on behalf of the Chapter.

B9. FINANCIAL ETHICS

Executive Committee members shall:

- Protect Chapter assets.
- Follow approved financial procedures.
- Ensure transparency in financial matters.
- Avoid unauthorised expenditure.
- Use Chapter resources solely for approved purposes.

Every financial decision should be capable of withstanding scrutiny by the membership.

B10. ATTENDANCE AND PARTICIPATION

Executive Committee members are expected to:

- Attend at least 75% of Executive Committee meetings annually.
- Attend General Meetings wherever reasonably possible.

- Participate actively in discussions.
- Complete agreed actions within the required timescales.
- Inform the Secretary promptly if unable to attend a meeting.

Persistent non-attendance or non-participation may be addressed by the Executive Committee in accordance with the Constitution.

B11. COMMUNICATION

Executive Committee members shall:

- Respond promptly to official communications.
- Share information accurately.
- Communicate courteously with members.
- Promote transparency while respecting confidentiality.

Good communication strengthens trust and collaboration.

B12. USE OF CHAPTER RESOURCES

Executive Committee members shall ensure that:

- Funds are used responsibly.
- Equipment and property are protected.
- Digital resources are safeguarded.
- Records are maintained accurately.
- Chapter resources are not used for personal benefit without prior approval.

B13. COMPLIANCE

Executive Committee members shall:

- Comply with the Constitution.
- Comply with the Executive Handbook.
- Comply with all approved Chapter policies.
- Support lawful decisions made by the Chapter.

B14. BREACH OF THE CODE

Where concerns arise regarding the conduct of an Executive Committee member:

1. The matter should initially be addressed informally where appropriate.
2. If unresolved, it may be referred to the President.
3. The Executive Committee may consider the matter in accordance with the Constitution.
4. Where necessary, the matter may be referred to the membership if constitutional provisions require.

The aim should always be to resolve issues fairly, respectfully, and in the best interests of the Chapter.

B15. ANNUAL DECLARATION

At the commencement of each term of office, every Executive Committee member shall sign the following declaration.

EXECUTIVE COMMITTEE DECLARATION

I acknowledge that I have read and understood the Executive Committee Code of Conduct.

I commit to:

- Acting with integrity and professionalism.
- Upholding the values of Achimota School and the OAA '97 Europe Chapter.
- Supporting fellow Executive Committee members.
- Maintaining confidentiality where required.
- Avoiding conflicts of interest.
- Serving the Chapter faithfully and responsibly.

I understand that I am accountable to the membership and accept the responsibilities entrusted to me.

Name: ____

Position: ______________________________________

Signature: ____________________________________

Date: ____

EXECUTIVE COMMITTEE MOTTO

"Leadership is not measured by the authority we hold, but by the trust we earn, the lives we touch, and the legacy we leave behind."

OAA '97 Europe Chapter
United in Fellowship • Committed to Service • Inspired by Legacy

APPENDIX C
FINANCIAL AUTHORITY MATRIX AND FINANCIAL POLICY

Purpose

The purpose of this Financial Authority Matrix is to establish clear controls for the management of the OAA '97 Europe Chapter's finances, ensuring transparency, accountability, and prudent stewardship of all funds entrusted to the Chapter.

This policy applies to all Executive Committee members and any individual authorised to incur expenditure or manage Chapter funds.

C1. GUIDING PRINCIPLES

The Chapter's financial management shall be guided by the following principles:

- **Accountability** – All financial decisions must be justifiable and properly documented.
- **Transparency** – Members should have confidence that Chapter funds are managed openly and responsibly.
- **Stewardship** – Chapter funds are held in trust for the benefit of the membership and the advancement of the Chapter's objectives.
- **Value for Money** – Every expenditure should represent good value.
- **Financial Sustainability** – Decisions should support the long-term financial health of the Chapter.

C2. FINANCIAL RESPONSIBILITIES

President

The President shall:

- Provide strategic oversight of the Chapter's finances.
- Approve expenditure within delegated authority.
- Review financial reports with the Treasurer.
- Ensure financial accountability across the Executive Committee.

Treasurer

The Treasurer shall:

- Maintain accurate accounting records.
- Manage the Chapter's bank accounts.
- Prepare annual budgets.
- Produce financial reports.
- Reconcile bank accounts regularly.
- Safeguard financial records.
- Monitor cash flow.
- Advise the Executive Committee on financial matters.

Executive Committee

The Executive Committee shall:

- Approve annual budgets.
- Approve significant expenditure.
- Monitor financial performance.
- Ensure financial sustainability.
- Review financial reports at each meeting.

C3. FINANCIAL AUTHORITY MATRIX

Unless otherwise approved by the Executive Committee, the following authority limits shall apply:

Value of Expenditure	**Approval Required**
Up to **£250**	Treasurer
£251 – £1,000	Treasurer + President
£1,001 – £2,500	Executive Committee Approval
Above **£2,500**	Executive Committee Approval and ratification by members at a General Meeting (where practicable)

No Executive Committee member may split purchases or invoices to avoid approval thresholds.

C4. BANKING ARRANGEMENTS

The Chapter shall maintain its funds in an approved bank account in the name of the OAA '97 Europe Chapter.

The Executive Committee shall ensure that:

- There are at least **three authorised signatories** on the account.
- Any **two authorised signatories** are required for payments above **£500**.
- Online banking access is reviewed whenever there is a change in Executive Committee membership.
- Bank mandates are updated promptly following Executive Committee transitions.

Recommended authorised signatories:

- President
- Treasurer
- Secretary

C5. BUDGET MANAGEMENT

An annual budget shall be prepared by the Treasurer and approved by the Executive Committee before the start of each financial year.

The budget should include:

Income

- Membership dues
- Sponsorship
- Fundraising
- Donations
- Merchandise (if applicable)
- Other income

Expenditure

- Administration
- Welfare
- Events
- School support projects

- Communications
- Contingency

The budget should be reviewed quarterly and revised where necessary.

C6. PAYMENT PROCEDURES

Before any payment is made, the following should be confirmed:

- The expenditure has been authorised.
- Goods or services have been received (where applicable).
- Supporting documentation has been provided.
- The payment represents value for money.

Payments should preferably be made electronically to ensure a clear audit trail.

Cash payments should be avoided wherever possible.

C7. EXPENSE CLAIMS

Executive Committee members or authorised volunteers may claim reimbursement for approved expenses.

Claims should:

- Be submitted within **30 days** of the expenditure.
- Include original receipts or equivalent evidence.
- Clearly state the purpose of the expenditure.
- Be approved in accordance with the Financial Authority Matrix.

The Treasurer should maintain a register of all expense claims.

C8. PROCUREMENT

For purchases exceeding **£1,000**, the Executive Committee should normally obtain at least **two quotations**, unless this is impracticable.

When selecting suppliers, consideration should be given to:

- Price
- Quality
- Reliability
- Reputation

- Previous experience
- Delivery times

Where an Executive Committee member has a connection to a supplier, this must be declared in accordance with the Conflict of Interest Policy.

C9. CASH HANDLING

Where cash is received during events:

- Two individuals should count the cash independently.
- A written cash reconciliation should be completed.
- Cash should be deposited into the Chapter's bank account as soon as reasonably practicable.
- Cash should not be retained by individuals except temporarily for banking purposes.

C10. FINANCIAL REPORTING

The Treasurer shall present financial reports at each Executive Committee meeting.

The report should include:

- Current bank balances.
- Income received.
- Expenditure incurred.
- Budget performance.
- Outstanding liabilities.
- Outstanding receivables.
- Welfare Fund balance.
- Sponsorship income.
- Cash flow summary.

An Annual Financial Report shall be presented to members at the AGM.

C11. FINANCIAL RECORDS

The Treasurer shall maintain accurate records of:

- Bank statements.

- Payment confirmations.
- Receipts.
- Expense claims.
- Budgets.
- Financial reports.
- Sponsorship agreements.
- Donation records.
- Event accounts.
- Annual statements.

Records should be retained securely for at least **seven (7) years**, or such longer period as may be required by law.

C12. FINANCIAL RESERVES

The Chapter should maintain unrestricted reserves sufficient to support:

- Routine operating costs.
- Welfare commitments.
- Planned events.
- Unexpected emergencies.

As a guide, the Chapter should aim to maintain reserves equivalent to **six months of normal operating expenditure**.

C13. FRAUD PREVENTION

The Executive Committee shall maintain effective controls to reduce the risk of fraud.

These include:

- Separation of duties where practical.
- Dual authorisation for significant payments.
- Regular bank reconciliations.
- Periodic review of financial records.
- Prompt reporting of suspected irregularities.

Any suspected fraud shall be investigated promptly and reported to the Executive Committee.

C14. CONFLICTS OF INTEREST

Executive Committee members involved in financial decisions shall declare any personal, family, or business interest that may influence—or be perceived to influence—their judgement.

Where a conflict exists, the member shall withdraw from the discussion and decision-making process.

C15. FINANCIAL REVIEW

The Executive Committee shall arrange for the Chapter's accounts to be independently reviewed annually, or audited where required by the Constitution or applicable law.

The findings should be presented to members at the AGM.

C16. POLICY REVIEW

This Financial Policy shall be reviewed:

- At least once every three years.
- Following significant legislative or constitutional changes.
- Whenever the Executive Committee considers revisions necessary.

FINANCIAL STEWARDSHIP DECLARATION

We acknowledge that every contribution entrusted to the OAA '97 Europe Chapter represents the confidence and generosity of our members and supporters.

As Executive Committee members, we commit to managing these resources with integrity, transparency, prudence, and accountability, ensuring that every financial decision advances the mission of our Chapter and honours the legacy of Achimota School.

Authorisation

Approved by the Executive Committee on: ______________________

Review Date: ______________________

Signed (President): ______________________

Signed (Treasurer): ______________________

Financial Stewardship Motto

"We do not own the resources entrusted to us—we steward them wisely for the benefit of our members, our school, and future generations of Akoras."

APPENDIX D
EXECUTIVE COMMITTEE HANDOVER AND TRANSITION CHECKLIST

Purpose

The continued success of the OAA '97 Europe Chapter depends upon effective leadership transitions and the preservation of institutional knowledge.

This Handover and Transition Checklist provides a structured framework to ensure that incoming Executive Committee members receive the information, documents, resources, and support required to assume their responsibilities confidently and effectively.

A comprehensive handover protects the continuity, stability, and long-term sustainability of the Chapter.

D1. HANDOVER PRINCIPLES

Every Executive Committee shall:

- Leave the Chapter stronger than it found it.
- Preserve institutional memory.
- Ensure continuity of ongoing projects.
- Promote transparency and accountability.
- Support incoming officers during transition.

The outgoing Executive Committee remains responsible for ensuring an orderly and professional transfer of responsibilities.

D2. HANDOVER TIMELINE

Immediately Following Elections

☐ Confirm election results.

☐ Notify all incoming Executive Committee members.

☐ Arrange the official handover meeting.

Within Two Weeks

☐ Complete role-specific handovers.

☐ Transfer documentation.

☐ Update bank mandates.

☐ Transfer digital access.

☐ Introduce incoming officers to key stakeholders.

Within One Month

☐ Finalise outstanding matters.

☐ Confirm completion of all handover actions.

☐ Submit the Executive Committee Handover Report.

D3. GOVERNANCE DOCUMENTS

The outgoing Executive Committee shall hand over:

☐ Constitution.

☐ Executive Handbook.

☐ Executive Committee Terms of Reference.

☐ Code of Conduct.

☐ Policies and procedures.

☐ Previous Executive Committee minutes.

☐ AGM minutes.

☐ Strategic Plan.

☐ Annual Operational Plan.

☐ Annual Reports.

☐ Risk Register.

☐ Executive Committee contact list.

D4. MEMBERSHIP RECORDS

Transfer:

☐ Membership database.

☐ Contact lists.

☐ Membership payment records.

☐ Volunteer register.

☐ Regional member contacts.

☐ Member survey results.

☐ Historical membership records.

D5. FINANCIAL RECORDS

Transfer:

☐ Current bank balances.

☐ Bank statements.

☐ Budget.

☐ Annual accounts.

☐ Income and expenditure reports.

☐ Welfare Fund records.

☐ Sponsorship agreements.

☐ Donation records.

☐ Outstanding invoices.

☐ Outstanding financial commitments.

☐ Financial Authority Matrix.

☐ Audit or Independent Review Report.

D6. EVENTS AND PROGRAMMES

Transfer:

☐ Annual events calendar.

☐ Event reports.

☐ Event planning templates.

☐ Supplier database.

☐ Venue contacts.

☐ Catering contacts.

☐ Entertainment contacts.

☐ Photography and videography contacts.

☐ Event budgets.

☐ Event evaluations.

☐ Lessons learned.

D7. WELFARE

Transfer:

☐ Welfare procedures.

☐ Welfare Fund records.

☐ Ongoing welfare matters (only where appropriate and with due regard for privacy and confidentiality).

☐ Welfare contacts.

☐ Welfare calendar.

☐ Welfare templates.

Sensitive personal information should only be transferred where necessary, lawful, and with appropriate safeguards.

D8. COMMUNICATIONS

Transfer:

☐ Email accounts.

☐ WhatsApp Community administration.

☐ WhatsApp group administration.

☐ Social media accounts.

☐ Newsletter templates.

☐ Branding assets.

☐ Logos.

☐ Letterhead templates.

☐ Presentation templates.

☐ Media contacts.

D9. DIGITAL ASSETS

Transfer:

☐ Cloud storage access.

☐ Shared folders.

☐ Website access (if applicable).

☐ Domain registration information.

☐ Password management records.

☐ Digital archives.

☐ Photograph library.

☐ Video library.

Where possible, passwords should be transferred securely and changed promptly after the handover.

D10. SCHOOL PROJECTS

Provide updates on:

☐ Completed projects.

☐ Current projects.

☐ Planned initiatives.

☐ Outstanding commitments.

☐ Relationships with school leadership.

☐ Homecoming participation.

☐ Fundraising commitments.

D11. SPONSORSHIPS AND PARTNERSHIPS

Transfer:

☐ Sponsor database.

☐ Sponsorship agreements.

☐ Partnership agreements.

☐ Outstanding commitments.

☐ Recognition obligations.

☐ Future sponsorship opportunities.

D12. ROLE-SPECIFIC HANDOVERS

Each outgoing officer shall conduct a one-to-one handover with their successor.

President

Discuss:

☐ Strategic priorities.

☐ External relationships.

☐ Executive Committee dynamics.

☐ Lessons learned.

☐ Key challenges.

Vice President

Discuss:

☐ Projects.

☐ Committee responsibilities.

☐ Leadership priorities.

Secretary

Transfer:

☐ Governance records.

☐ Minute books.

☐ Membership records.

☐ Correspondence.

Treasurer

Transfer:

☐ Financial records.

☐ Banking arrangements.

☐ Budgets.

☐ Accounting files.

Organising Secretary

Transfer:

☐ Event files.

☐ Supplier contacts.

☐ Event calendar.

Welfare Secretary

Transfer:

☐ Welfare procedures.

☐ Welfare records (where appropriate).

☐ Welfare contacts.

Executive Members

Transfer:

☐ Project documentation.

☐ Committee records.

☐ Assigned responsibilities.

D13. LESSONS LEARNED

The outgoing Executive Committee should provide written reflections on:

What Worked Well

Challenges Experienced

Recommendations for Future Executive Committees

Opportunities Yet to Be Explored

Capturing lessons learned ensures that experience is not lost between administrations.

D14. EXECUTIVE COMMITTEE HANDOVER MEETING

A formal handover meeting should be held to:

- Welcome the incoming Executive Committee.
- Introduce incoming officers to key stakeholders.
- Review ongoing priorities.
- Transfer documentation and authority.
- Clarify outstanding matters.
- Agree immediate next steps.

The meeting should conclude with a shared commitment to the continued success of the Chapter.

D15. HANDOVER COMPLETION CERTIFICATE

We confirm that the official handover between the outgoing and incoming Executive Committees has been completed.

Outgoing President

Name: ____________________________________

Signature: _________________________________

Date: _____________________________________

Incoming President

Name: ____________________________________

Signature: _________________________________

Date: _____________________________________

Secretary

Name: ____________________________________

Signature: _________________________________

Date: _____________________________________

D16. POST-HANDOVER SUPPORT

The outgoing Executive Committee should, where practical, remain available for a reasonable period following the transition to:

- Answer questions.
- Clarify historical decisions.
- Support ongoing projects.
- Assist with stakeholder introductions.

This support should be advisory only and should not interfere with the authority of the incoming Executive Committee.

HANDOVER COMMITMENT

A successful handover is one that equips the incoming Executive Committee to begin its work with confidence, clarity, and continuity.

By documenting our work, sharing our knowledge, and supporting those who follow us, we preserve the institutional memory of the OAA '97 Europe Chapter and strengthen its future.

Transition Motto

"Leadership changes. Service continues. Legacy endures."

OAA '97 Europe Chapter
Passing the Baton. Preserving the Legacy. Building the Future.

APPENDIX E
CONFLICT OF INTEREST POLICY AND DECLARATION FORM

Purpose

The OAA '97 Europe Chapter is committed to maintaining the highest standards of integrity, transparency, and accountability.

The purpose of this policy is to ensure that decisions made by the Executive Committee are free from undue influence and are always taken in the best interests of the Chapter.

Executive Committee members must avoid situations where personal, financial, professional, or family interests could conflict—or be perceived to conflict—with their duties to the Chapter.

This policy protects both the individual Executive Committee member and the reputation of the Chapter.

E1. WHAT IS A CONFLICT OF INTEREST?

A conflict of interest arises when a member's personal interests may influence, or appear to influence, their ability to make objective decisions on behalf of the Chapter.

A conflict may be:

Actual

A direct conflict currently exists.

Example:
A member's company is bidding to provide services for a Chapter event.

Potential

A conflict could reasonably arise in the future.

Example:
A close family member intends to provide services to the Chapter.

Perceived

A reasonable person could believe that a conflict exists, even if it does not.

Example:
An Executive Committee member participates in a decision involving a close friend or business associate.

Perceived conflicts should be treated with the same seriousness as actual conflicts.

E2. EXAMPLES OF CONFLICTS OF INTEREST

Conflicts may arise where an Executive Committee member:

- Owns or works for a business supplying goods or services to the Chapter.
- Has a financial interest in a sponsorship or procurement decision.
- Is related to an individual or organisation seeking financial support from the Chapter.
- May personally benefit from a decision made by the Executive Committee.
- Is involved in awarding contracts to friends, relatives, or business associates.
- Holds another position that may create competing loyalties.

This list is illustrative rather than exhaustive.

E3. RESPONSIBILITIES OF EXECUTIVE COMMITTEE MEMBERS

Executive Committee members shall:

- Act in the best interests of the Chapter at all times.
- Declare any actual, potential, or perceived conflict of interest promptly.
- Update declarations whenever circumstances change.
- Withdraw from discussions and decision-making where an identified conflict exists.
- Avoid using their position for personal advantage.

Honesty and openness are essential to maintaining trust.

E4. MANAGING CONFLICTS OF INTEREST

Where a conflict is declared, the Executive Committee shall determine the appropriate course of action.

This may include:

- Recording the conflict in the minutes.

- Requesting the member to leave the meeting during discussion of the relevant item.
- Excluding the member from voting.
- Seeking additional quotations or independent advice.
- Deciding that the conflict is not material and allowing participation, with the decision recorded.

The objective is not to prevent members from contributing, but to ensure that decisions are fair, transparent, and defensible.

E5. REGISTER OF INTERESTS

The Secretary shall maintain a confidential Register of Interests for Executive Committee members.

The register should be reviewed:

- At the beginning of each Executive Committee term.
- Annually thereafter.
- Whenever a member declares a new interest.

The Register should be available to the Executive Committee for governance purposes.

E6. FAILURE TO DECLARE A CONFLICT

Failure to disclose a relevant conflict of interest may:

- Undermine confidence in the Executive Committee.
- Damage the reputation of the Chapter.
- Result in the matter being considered under the Constitution and the Executive Committee Code of Conduct.

Executive Committee members are encouraged to declare interests whenever there is uncertainty.

When in doubt, declare.

EXECUTIVE COMMITTEE CONFLICT OF INTEREST DECLARATION

Personal Details

Name: ______________________________________

Executive Committee Position: ___________________

Date of Appointment: ____________________________

Declaration

Please answer the following questions.

1. Employment or Business Interests

Do you have any employment, consultancy, partnership, directorship, or business interest that could conflict with your responsibilities to the OAA '97 Europe Chapter?

☐ No

☐ Yes

If yes, please provide details:

---

2. Financial Interests

Do you have any financial interest that could reasonably influence your decisions on behalf of the Chapter?

☐ No

☐ Yes

Details:

---

3. Family or Personal Relationships

Do you have any close family member or personal relationship that may give rise to a conflict in relation to Chapter business?

☐ No

☐ Yes

Details:

---

4. Other Appointments

Do you hold any office or appointment in another organisation that may create competing interests?

☐ No

☐ Yes

Details:

---

5. Other Interests

Please declare any other interests that could reasonably be perceived as a conflict.

DECLARATION

I declare that:

☐ The information provided above is complete and accurate to the best of my knowledge.

☐ I understand my responsibility to declare any future actual, potential, or perceived conflicts of interest promptly.

☐ I agree to withdraw from discussions or decisions where an identified conflict exists, where requested by the Executive Committee.

☐ I understand that this declaration will be held confidentially by the Secretary and used solely for governance purposes.

Signature: ____

Date: ____

FOR SECRETARY'S USE

Date Received:

Recorded in Register of Interests:

☐ Yes

☐ No

Date Recorded:

Reviewed by:

GOOD GOVERNANCE PRINCIPLE

"Transparency builds trust. Declaring a conflict does not imply wrongdoing—it demonstrates integrity."

OAA '97 Europe Chapter
Integrity • Transparency • Accountability

APPENDIX F
EXECUTIVE COMMITTEE MEETING AGENDA TEMPLATE

Purpose

This template provides a standard format for Executive Committee meetings of the OAA '97 Europe Chapter.

It is intended to:

- Promote efficient and productive meetings.
- Ensure consistency across Executive Committee meetings.
- Support effective governance and decision-making.
- Provide adequate opportunity for strategic discussion, reporting, and accountability.
- Ensure agreed actions are clearly recorded and monitored.

The Secretary shall prepare each agenda in consultation with the President and circulate it with the meeting papers at least seven (7) days before a scheduled meeting wherever practicable.

OAA '97 EUROPE CHAPTER

EXECUTIVE COMMITTEE MEETING

Meeting Number: ______________________________

Date: ____

Time: ____

Venue / Online Platform: _________________________

Chair: ____

Secretary: ____________________________________

AGENDA

1. Opening

- Welcome by the President (or Chair)
- Opening Prayer (where applicable)

- Confirmation of Quorum
- Apologies for Absence

2. Adoption of Agenda

Members are invited to:

- Approve the agenda.
- Declare any additional items of urgent business.
- Declare any conflicts of interest relating to agenda items.

Decision Required

☐ Approved

☐ Amended

3. Minutes of Previous Meeting

- Review previous minutes.
- Confirm accuracy.
- Approve minutes.

Decision Required

☐ Approved

☐ Amended

4. Matters Arising

Review progress on outstanding actions from the previous meeting.

Action Responsible Officer Status Comments

5. President's Report

Items may include:

- Strategic updates.
- Stakeholder engagement.
- OAA Global matters.
- School updates.

- Key priorities.
- Executive Committee matters requiring attention.

6. Secretary's Report

Items may include:

- Correspondence received.
- Membership updates.
- Governance matters.
- Administrative updates.
- Action tracker.

7. Treasurer's Report

Items may include:

- Current bank balance.
- Income received.
- Expenditure incurred.
- Budget performance.
- Welfare Fund update.
- Sponsorship update.
- Outstanding payments.

Supporting financial reports should be circulated before the meeting where possible.

8. Welfare Secretary's Report

Items may include:

- Welfare cases (respecting confidentiality).
- Member wellbeing.
- Celebrations.
- Bereavements.
- Welfare Fund recommendations.
- Upcoming welfare initiatives.

9. Organising Secretary's Report

Items may include:

- Upcoming events.
- Event planning updates.
- Logistics.
- Volunteer coordination.
- Sponsorship progress.
- Event budgets.
- Risks requiring Executive Committee attention.

10. Committee and Project Updates

Reports from:

- Fundraising Committee
- Anniversary Committee
- Sponsorship Committee
- School Project Team
- Other Working Groups

11. Strategic Discussion

Reserved for matters requiring Executive Committee consideration.

Examples:

- Strategic planning.
- Membership growth.
- School projects.
- Financial sustainability.
- Governance improvements.
- Risk management.
- New initiatives.

Discussion should focus on long-term impact rather than operational detail.

12. New Business

Items raised by Executive Committee members requiring discussion or decision.

Each item should include:

- Background.
- Discussion.
- Recommendation.
- Decision required.

13. Decisions Summary

The Secretary shall summarise all decisions made during the meeting.

Decision	Responsible Officer	Deadline

14. Action Log

New actions arising from the meeting.

Action	Owner	Due Date	Priority

Priority:

- High
- Medium
- Low

15. Any Other Business (AOB)

Items not included elsewhere on the agenda.

The Chair may defer significant matters requiring preparation to the next meeting.

16. Date of Next Meeting

Date: ______________________________

Time: ______________________________

Venue: _____________________________

17. Closing Remarks

Summary by the President.

Acknowledgements.

Closing Prayer (where applicable).

Meeting Adjourned.

Time:

EXECUTIVE COMMITTEE DECISION RECORD

For important governance decisions only.

Decision Reference Number:

Subject

Decision

Approved By

Date

Review Date (if applicable)

MEETING EFFECTIVENESS CHECK

At the end of each meeting, Executive Committee members are encouraged to reflect briefly:

Question	Yes	No
Did we focus on strategic priorities?	☐	☐
Were decisions clearly recorded?	☐	☐
Were responsibilities allocated?	☐	☐
Did everyone have an opportunity to contribute?	☐	☐
Did we finish on time?	☐	☐
Are members clear about next steps?	☐	☐

This simple review encourages continuous improvement in the effectiveness of Executive Committee meetings.

MEETING PRINCIPLE

"Well-governed organisations are built through well-prepared meetings, thoughtful discussion, clear decisions, and disciplined follow-through."

OAA '97 Europe Chapter
Executive Committee Meeting Template

APPENDIX G
EXECUTIVE COMMITTEE MEETING MINUTES TEMPLATE

Purpose

This template provides a standard format for recording the proceedings and decisions of Executive Committee meetings of the OAA '97 Europe Chapter.

The purpose of the minutes is to:

- Maintain an accurate historical record of Executive Committee business.
- Record decisions and resolutions.
- Assign actions and responsibilities.
- Demonstrate accountability and good governance.
- Preserve the institutional memory of the Chapter.

Minutes should provide a concise summary of discussions, decisions, and agreed actions. They should not be a verbatim transcript.

The Secretary should circulate draft minutes within fourteen (14) days of the meeting, where practicable.

OAA '97 EUROPE CHAPTER

EXECUTIVE COMMITTEE MEETING MINUTES

Meeting Number: ___________________________________

Date: ____

Time: ____

Venue / Online Platform: ____________________________

Chair: ____

Secretary: ____

1. ATTENDANCE

Present

Apologies

Absent Without Apology

2. OPENING

The meeting was called to order at:

Opening remarks by the Chair:

Opening Prayer (where applicable)

☐ Offered

☐ Not Applicable

3. CONFIRMATION OF QUORUM

Quorum was:

☐ Achieved

☐ Not Achieved

The Chair confirmed that the meeting was properly constituted.

4. DECLARATION OF CONFLICTS OF INTEREST

Members declared the following interests:

Where appropriate, affected members withdrew from the discussion and decision-making process.

5. ADOPTION OF AGENDA

The agenda was:

☐ Approved

☐ Approved with amendments

Details of amendments:

6. CONFIRMATION OF PREVIOUS MINUTES

The minutes of the previous meeting held on:

were:

☐ Confirmed

☐ Confirmed with amendments

Summary of amendments:

7. MATTERS ARISING

Item	Update	Action Required

8. PRESIDENT'S REPORT

Summary:

Key decisions:

9. SECRETARY'S REPORT

Summary:

Membership updates:

Correspondence:

10. TREASURER'S REPORT

Current Bank Balance:

£ ________________________

Income Since Previous Meeting:

£ ________________________

Expenditure Since Previous Meeting:

£ ________________________

Welfare Fund Balance:

£ ________________________

Summary:

Financial decisions:

11. WELFARE SECRETARY'S REPORT

Summary of welfare matters (respecting confidentiality):

Recommendations:

12. ORGANISING SECRETARY'S REPORT

Upcoming Events:

Planning Updates:

Risks Identified:

13. COMMITTEE AND PROJECT REPORTS

Committee / Project Summary Next Steps

14. STRATEGIC DISCUSSION

Topic:

Key discussion points:

Decision:

15. NEW BUSINESS

Item 1

Summary:

Decision:

Item 2

Summary:

Decision:

16. DECISIONS OF THE MEETING

Decision No. Resolution Approved By

1

2

3

17. ACTION LOG

Action Responsible Officer Due Date Status

18. ANY OTHER BUSINESS (AOB)

19. DATE OF NEXT MEETING

Date: ______________________________________

Time: ______________________________________

Venue: _____________________________________

20. CLOSING

The Chair thanked members for their participation.

The meeting closed at:

Closing Prayer (where applicable)

☐ Offered

☐ Not Applicable

MINUTES APPROVAL

These minutes were approved by the Executive Committee on:

Chair's Signature:

Secretary's Signature:

Date:

POST-MEETING FOLLOW-UP CHECKLIST

Following circulation of the minutes, the Secretary should ensure that:

☐ Minutes are distributed to all Executive Committee members.

☐ Action Log is updated.

☐ Responsible officers have acknowledged their assigned actions.

☐ Decisions requiring member communication are actioned.

☐ Financial decisions are communicated to the Treasurer.

☐ Event decisions are communicated to the Organising Secretary.

☐ Welfare actions are communicated to the Welfare Secretary.

☐ Minutes are securely archived in the Chapter's records.

SECRETARY'S NOTES (Optional)

Key observations for future reference:

Lessons learned from this meeting:

GOOD GOVERNANCE PRINCIPLE

"Good minutes do more than record what was discussed—they capture what was decided, who is responsible, and what happens next."

OAA '97 Europe Chapter
Executive Committee Meeting Minutes Template