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BYLAWS OF THE SASKATCHEWAN COUNCIL FOR INTERNATIONAL
COOPERATION

Ratified

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Article I – Interpretation

1. The “Act” shall refer to The Non-Profit Corporations Act, 2022 -Chapter 25, *Statutes of Saskatchewan*. [Non-profit Corporations Act, 2022, S.S. 2022, c.25 \(hcsas.sk.ca\)](https://www.hcsas.sk.ca)
2. “Board” shall refer to the Board of Directors of the Saskatchewan Council for International Cooperation.
3. “Chair” shall refer to the President of the Board of Directors of the Saskatchewan Council for International Cooperation. It is possible for this position to be shared by two people, who will be “Cochairs.” The terms Chair and President are interchangeable.
4. “Council” shall refer to the entire Saskatchewan Council for International Cooperation organization, including staff, Board of Directors and members.
5. “Director” or “Directors” shall refer to one or more members of the Board of Directors of the Saskatchewan Council for International Cooperation.
6. Except where otherwise specified, “Member” shall mean an Organizational Member or an Individual Member.
7. In all Bylaws of the Saskatchewan Council for International Cooperation, “person” shall include a corporation or a society.
8. “Special Resolution” means a resolution which:
 - a) Would amend the objects and bylaws of the Council;
 - b) Is passed by a majority of not less than two-thirds of the votes cast by the members who voted in respect of that resolution. In the case of a tie, the Chair will vote to break the tie.
 - i. If the Chair is shared, the Co-Chairs will designate the Co-Chair who will vote in case of a tie.

Article II - Objects

1. **Mission Statement – The Saskatchewan Council for International Cooperation builds momentum towards a just, equitable, and sustainable world by enhancing the capacity of its members, educating and inspiring the public to take action, and creating connections among those we serve. This is achieved through:**
 - a) Providing a non-partisan structure within which members can share, learn and grow by interacting with one another;

- b) Facilitating the provision of information and education about global issues;
- c) Advocating on international issues;
- d) Administering grants in accordance with obligations to the Council's funders; and
- e) Acknowledging the plurilingual community we work in, and building capacity to include multiple languages in events when possible.

2. In accordance with its Mission of promoting global understanding, cooperation, peace and justice, the objectives of the Council are:

- a) To advise, encourage, and support discussion and cooperation among agencies and groups in Saskatchewan interested in global and community development and global and social justice;
- b) To provide a basis for effective communication and action among agencies and groups to increase public (including government, private sector etc.) awareness of global and community development issues.
- c) To support agencies and groups in their activities directed to global and community development;
- d) To raise, receive, administer, and allocate funds and other means of support in the interests of development education and action when applicable;
- e) To engage in development education and to support other agencies, groups, and individuals in increasing public awareness of development issues;
- f) To engage with the concerns of members in such areas as consultation with governments and other bodies either public or private, publication of statements and declarations, supporting and engaging in development education and action, and generally supporting their interests in the areas of global and community development;
- g) For the objects aforesaid, to carry on printing and publishing and to distribute literature;
- h) To maintain clear and detailed policies that reflect the objectives as mentioned above.

Article III - Membership

1. Membership in the Council shall consist of:
 - a) Organizational Members; and
 - b) Individual Members.
2. Members are entitled to the following:
 - a) Organizational Members in good standing are entitled to the rights of Organizational Membership as established by the Board and amended when deemed necessary, including the right to two (2) voting delegates at any Annual General Meeting (AGM) or special meeting.
 - b) Individual Members are entitled to the rights of Individual Membership as established by the Board and amended when deemed necessary. These members are invited to attend the Council's membership meetings, but may not act as representatives of the Council and are not eligible to vote at the AGM or special meetings.
3. Applicants for Organizational Membership are eligible for membership if they:
 - a) Are a non-profit organization registered in Saskatchewan, OR;
 - b) Are a non-profit or charitable organization registered in Canada and working in Saskatchewan, OR;
 - c) Are a Saskatchewan based organization, union, group, coalition, institution or private sector enterprise, OR;
 - d) Are a Saskatchewan based academic entity or research center affiliated with a recognized Saskatchewan College, University or School District.
4. Applicants for Organizational Membership are eligible for membership if they meet all of the following:
 - a) Accept in writing and adhere to SCIC's Mission Statement and Bylaws;
 - b) Accept SCIC's Development Principles as integral in guiding their work (for further details, see addendum);
 - c) Are involved in non-proselytizing international or community development and/or global justice education programming with members, supporters, or the general public in Saskatchewan;
 - d) Comply with the SCIC Policy on Multiple Memberships (for further details, see addendum);

- e) Have an identifiable provincial or local constituency of supporters and a program of activities geared to its local members;
 - f) Provide at least one local Saskatchewan representative to participate in the governance and programs / activities of the Council;
 - g) Pay an annual membership fee.
5. Applicants for Organizational Membership shall submit an application package as determined by the Board. Upon approval by the Board, the member will be notified by email.
 6. Applicants for Individual Membership are eligible for membership if they meet all of the following:
 - a) Are a resident of Saskatchewan;
 - b) Are a person interested in global and social justice and sustainable development;
 - c) Adhere to SCIC's Mission Statement, Development Principles and Bylaws.
 7. Applicants for individual membership shall submit an application package as determined by the Board. Upon approval by the Board, the member will be notified by email.
 8. The annual membership fees shall be established and reviewed by the Board of Directors every 3 years, or sooner at the Board's discretion.
 9. Members shall be notified of the dues or fees payable by **them** and, if any are not paid within 30 days of the date of such notice of, that member shall no longer be a member in good standing.
 10. Any member who wishes to withdraw from membership in the Council may notify the Board in writing to that effect and on receipt by the Board of such notice, the member shall cease to be a member. A member who withdraws will not have the membership dues reimbursed.
 11. Any dispute regarding the conduct of members as directed by SCIC's Mission Statement, Development Principles and Bylaws will be resolved confidentially through the Dispute Resolution Procedure [in addendum] notwithstanding any other bylaws. Members may, after recourse to the Dispute Resolution Procedure, by a **two-thirds (2/3)** vote at the AGM or special meeting pass a resolution to expel or suspend any member whose conduct shall be determined by the members to be improper, unbecoming, or likely to endanger the interest or reputation of the Council.

12. An expelled member will not have membership dues reimbursed.
13. Any member who resigns, withdraws, or is expelled from the Council shall forthwith forfeit all right, claim, and interest arising from or associated with membership in the Council.
14. An expelled member may be readmitted to membership by an ordinary resolution passed at the next special meeting of the membership. The vote taken on the resolution readmitting a member shall be by secret ballot.
15. Cessation of membership shall in no way relieve a (former) member of any obligations to the Council by virtue of their having been a member except by specific resolution of the Board to this effect.

Article IV - Annual General and Special Meetings

1. The AGM of the Council shall be held each year not later than fifteen months after holding the last AGM. This meeting shall take place within the Province of Saskatchewan at a place and on a date to be fixed by the Board.
2. At every AGM, in addition to any other business that may be transacted:
 - a) The report of the Board, the minutes of the last AGM, the financial statements, and the report of the auditor shall be presented;
 - b) The Directors for the ensuing term shall be elected; and
 - c) Auditors shall be appointed for the ensuing year.
3. Any special meeting of the members shall be held at such place in Saskatchewan and on such date as the Board shall determine.
4. **Notice of the time and place of the AGM or a special meeting of members shall be sent not less than twenty-two days or more than fifty days before the meeting:**
 - a) to each member entitled to vote at the meeting;
 - b) to each Director; and
 - c) to the auditor of the Council.
5. The accidental failure to give notice, or non-receipt of notice by, any member shall not invalidate any meeting. The address to be used for the purpose of sending notice to any member or Director for any meeting or otherwise shall be the last address (mailing or electronic) recorded on the books of the Council.

6. A quorum for the transaction of business at any AGM or special meeting of members shall consist of **one third (1/3)** of the membership in good standing. Only voting member delegates who are attending the AGM in person or virtually shall be counted toward a quorum.
7. The President of the Board shall act as Chair at the AGM or special meetings of members, but shall not be entitled to a vote. In the case of a tie, the Chair will vote to break the tie. If the Chair is shared, the Co-Chairs will designate the Co-Chair who will vote in case of a tie.
8. At all AGM or special meetings of the Council:
 - a) Every organizational member in good standing can choose up to two voting member delegates. Each voting member delegate has one vote. Individual members do not have voting rights.
 - b) Every question shall be decided by a majority of the votes of the voting member delegates who are present.
 - c) Every question shall be decided in the first instance by a show of hands unless any voting member delegate demands a secret ballot. Upon the show of hands, a declaration by the Chair that the resolution has been carried or not carried and an entry to that effect in the minutes of the Council shall be sufficient evidence of the fact without proof of the number or proportion of the votes accorded in favour of or against such resolution.
 - d) Where a demand for a secret ballot is made, the vote shall be taken in such manner as the Chair shall direct and the result of such poll shall be deemed the decision of the Council.
9. The latest revised edition of Robert's Rules of Order shall govern the conduct of Council meetings. The link to Robert's Rules of Order is on the SCIC website.

Article V - Board of Directors

1. A Board of Directors shall manage the affairs of the Council. The Board shall be composed of not less than six Directors and no more than twelve Directors. Two Director Seats of the twelve shall be reserved for representatives of Organizational Members. If those spots are not filled by representatives of Organizational Members during the Annual General Meeting election process, any other person, in accordance with Article V-2 may fill them.
2. If there is a full slate of Board Directors, the Board can also include up to two elected stand-by nonvoting Directors-at-large.
3. Any person residing in Saskatchewan other than a corporation or society may stand for election to the Board by submitting an application in a form approved by the Board.
4. Once elected to the Board, Directors shall not represent any member agency but shall thereafter act as Directors of the Council.
5. Each Director shall be elected to hold office for two years until the second AGM of the Council after their election, or until a successor shall have been duly elected and qualified. At each AGM, those on the Board who have completed a two-year term shall be retired, but shall be eligible for re-election if otherwise qualified. The Board will make efforts to stagger the election of Directors to maintain continuity of Board functioning. No one may serve on the Board for more than five consecutive terms, but may run for election again after one year's absence. Election may be by a show of hands unless any voting member delegate demands a secret ballot.
6. The Board shall annually elect from among their number, the following Officers to carry out the objectives of the Council: a President, Vice-President, Secretary, and Treasurer. In the event that any person is unable to complete their term, the Board of Directors shall elect a replacement. No one may serve more than three consecutive terms in any one office. No person may hold more than one office, but two people may hold one office.
 - a) The past-President may continue to serve on the Board for one (1) year following their term as President, notwithstanding Article V-5. This is an advisory position; the past-President will not have voting privileges.
 - b) The President shall, when present, preside at all meetings of the members of the Council and of the Board. The President shall also be charged with general

management and supervision of the affairs and operations of the Board. The President is an ex-officio member of all committees and seeks a variety of opinions, facilitating consensus whenever possible among Board members.

- c) The Vice-President shall assume the duties of the President in the absence of the latter.
 - d) The Treasurer shall collaborate with appropriate Council staff to provide to the Board regular reports on the financial position of the Council.
 - e) The Secretary shall chair the Membership and Awards Committee and be responsible for overseeing matters of membership criteria and status, including issues related to the Council's Code of Ethics.
 - i. The Secretary shall also ensure that minutes are recorded at each Board meeting, AGM and other special meetings of members as may be provided for in these bylaws.
 - ii. Once approved, the Secretary shall sign the minutes and post/store/save the minutes somewhere/as determined by the ED (approved minutes will be filed in a location that is made known and accessible to all staff).
 - iii. The Secretary shall inform Directors, the ED and Staff of approved resolutions and action items within two weeks of the meeting.
7. The Directors shall have and exercise all the powers of the Council as fully and completely as the Council could at the AGM, subject always however, to the provisions of the Act and the Bylaws.
8. The members of the Council may, by a resolution passed by at least two-thirds (2/3) of the votes cast at a special meeting of which notice specifying the intention to pass such resolution has been given to remove any Director before the expiration of their term of office.
- a) A Director whose conduct is determined by the members to be improper, unbecoming, or likely to endanger the interest or reputation of the Council or who willfully commits a breach of the bylaws of the Council has shown cause for removal.
 - b) A Director who fails to attend three consecutive meetings of the Board of which they have been duly notified and/or fails to attend three consecutive meetings of a Board

Committee upon which they have agreed to serve and of which they have been duly notified, unless their absence has been explained to the satisfaction of the Board, have shown cause for removal.

9. Vacancies on the Board, however caused, may so long as the minimum number of Directors remain in office, be filled by the Directors if they see fit to do so. Otherwise, such vacancies shall be filled at the next AGM of the members at which Directors for the ensuing year are elected. But where there are fewer than the minimum number of Directors, the remaining Directors shall forthwith call a meeting of the members to fill the vacancy. First, the Board may, by a majority of the votes cast at a Board meeting, elect a Director-at-Large in their stead. If there are no Directors-at-Large, then the Directors shall forthwith call a special meeting of the members to fill the vacancy for the remainder of the current term.
10. A majority of Directors, excluding Directors-at-Large shall constitute a quorum for the purpose of a meeting of the Directors. The Board may hold its meeting at any such place or places within the Province of Saskatchewan as it may from time to time determine. Directors' meetings may be formally called by the President or the Secretary on the written direction of three Directors. Notice of such meetings shall be given to each Director not less than seven (7) days before the meeting is to take place. The requirement to give notice of any meeting or of information pertaining to any meeting may be waived by any Director.
11. The Directors may consider or transact any business at any meeting of the Board excluding business that requires a vote from the voting member delegates. Questions arising at any meeting of the Board shall be decided by a majority vote. Each Director shall be entitled to one vote. In the case of a tie, the Chair, or if the Chair is shared, the Co-Chairs will designate the Co-Chair who will vote in case of a tie, will break the tie.
12. All votes at any Board meetings shall be taken by a show of hands unless any Director present demands a secret ballot. A declaration by the Chair that the resolution has been carried and an entry to that effect in the minutes shall be evidence of that fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

13. A resolution in writing or by email approved by a majority of the Directors shall be as valid and effectual as if it has been passed at a meeting of Directors duly called and constituted. The resolution and its outcome shall be on the agenda of the next Board meeting and included in the minutes of that meeting.
14. The AGM will occur within a timeframe to ensure compliance with Information Services Corporation filing of documents.
15. The Board may employ an Executive Director. The Board may delegate to the Executive Director full authority to manage and direct the business affairs of the Council (except such matters and duties, as bylaws must be transacted or performed by the Board or by the members in the AGM or a special meeting) and to employ and discharge agents and employees of the council. The Board may prescribe the scope of this delegation of authority, including the circumstances in which or the conditions on which the delegation is to apply. The Board may impose any limitations or terms and conditions that they consider appropriate on a delegation of their powers or duties.
16. The Directors shall receive no Director fees, but they shall be entitled to be paid for the travelling and other expenses properly incurred by them in connection with the affairs of the Council and in attending meetings of the Council or the Board.
17. Each Director and Officer holds office with protection from the Council. The Council indemnifies each Director and Officer against all charges or costs that result from any act done in their role for the Council. The Council does not protect any Director for acts of fraud, dishonesty, or bad faith.

Article VI – Committees

1. The Board may establish committees to improve the governance of the Council and assign duties to those committees as it sees fit. Duties shall be set out in committee terms of reference. Subject to any requirements in these bylaws, committees may set their own procedures, and each committee should consist of three members optimally.
2. The Board has established the following standing committees:
 - a) **Executive Committee**
 - b) **Finance and Audit Committee**
 - c) **Personnel (HR) Committee**
 - d) **Membership and Awards Committee-job**
 - e) **Governance and Policy Committee**
3. Members of standing committees are appointed annually by the Board President, at the first Board meeting following the AGM in accordance with the committee Terms of Reference.
4. At a meeting of any committee, a majority of members constitutes a quorum.
5. The Board may establish ad hoc committees to address identified issues and to achieve a specific goal. Ad hoc committees operate within specific time frames and are dissolved upon completion of their task. The members of ad hoc committees shall be appointed by the Board as necessary and continue to serve until the ad hoc committee has completed its task.
6. At any time, any group of two or more SCIC members led by a Board Director may form a committee for the purposes of pursuing a particular purpose that lies within the objects of the Council. Such committee shall not at any time act or give the appearance of acting in the name of the Council except as specifically approved of by the Board and subject to the limitations thereof and to the objects and Bylaws of the Council.
7. Committees cannot make decisions, but may make recommendations to the Board of Directors, and suggest motions to the Chair who will bring the motions to the Board meetings. Final decision-making authority rests with the Board of Directors.

Article VII - Borrowing Powers

1. For the purpose of carrying out its objectives, the Council may borrow or raise or secure payment of money in such manner as it sees fit, by any resolution of the Board.

Article VIII - Audit of Accounts

1. A complete set of financial statements for the immediate previous fiscal year, prepared by a duly qualified accountant, shall be submitted to the Annual General Meeting pursuant to the requirements of the Act.
2. The fiscal year of the Council shall be from April 1 to March 31.

Article IX – Amendment of Objects and Bylaws

1. The objects and bylaws of the Council shall not be altered, rescinded or added to except by special resolution of the Council. All members shall be notified of any proposed bylaw changes in writing **at least 22 days** in advance of the AGM or special meeting.
2. The Bylaws should be reviewed and updated, at least every two years, led by the Governance and Policy Committee Directors.

Article X - Council Records

1. All accounts and books of the Council shall be kept in the Council office and be open for inspection by the members upon request and upon reasonable notice.

Article XI - Winding Up

1. Subject to the Act, in the event of dissolution of the Council, its property and assets shall after payment of all liabilities be donated to one or more registered charitable organizations in Canada having objects similar to those of the Council as may be decided by the Council at a special meeting or AGM.

**ADDENDUM Saskatchewan Council for International Cooperation MULTI-STEP
DISPUTE RESOLUTION**

1. PROCEDURE

- a) Disputes arising out of the Code of Ethics shall be resolved in accordance with the procedures specified herein below.

2. NEGOTIATION

- a) If a complaint is filed regarding the conduct of a member or if a Member is deemed non-compliant pursuant to the Code of Ethics, the parties (SCIC and alleged violating member) shall meet to determine if the complaint is founded.
- b) The parties will examine circumstances to determine if a breach of the code of ethics has occurred.
- c) If a breach of conduct has occurred, the parties shall attempt [in good faith] to resolve any dispute arising out of or relating to the Code of Ethics promptly by negotiation between executives who have authority to settle the controversy.
- d) If the dispute has not been resolved by the informal negotiation provided above, notice may be given to progress to formal negotiation.
- e) Any person may give the other party written notice of any dispute not resolved in the normal course of business.
- f) Within 14 days after delivery of the notice, the receiving party shall submit to the other a written response.

3. The notice and response shall include:

- a) a statement of that party's position and a summary of arguments supporting that position, and
- b) the name and title of the executive who will represent that party and of any other person who will accompany the executive.
- c) The parties shall confer in person at a mutually acceptable time and place or by telephone within 60 days after delivery of the initial notice and thereafter as often as they reasonably deem necessary, to attempt to resolve the dispute.
- d) All reasonable requests for information made by one party to the other will be honoured. All negotiations and proceedings pursuant to this negotiation clause are confidential and shall be treated as compromise and settlement negotiations for

purposes of applicable rules of evidence and any additional confidentiality protections provided by applicable law.

4. MEDIATION

- a) If the dispute has not been resolved by negotiation as provided herein within 4 months after delivery of the initial notice of negotiation, or if the parties failed to meet within 60 days after delivery, the parties shall endeavour to settle the dispute by mediation, provided, however, that if one party fails to participate in the negotiation as provided herein, the other party can initiate mediation prior to the expiration of the 4 months.
- b) Unless otherwise agreed, the parties will select a Mediator from an agreed upon group of neutrals. The Mediator will attempt to assist the parties to reach a satisfactory resolution of their dispute but has no authority to impose a settlement on the parties.
- c) The Mediator will facilitate negotiation between the parties to assist them in reaching a mutual decision that resolves the dispute. The Mediator is not to act as an advocate, attorney, or judge for either party.

5. ARBITRATION

- a) Any dispute arising out of or relating to the code of ethics that has not been resolved by mediation as provided herein within 8 months after initiation of the mediation procedure shall be finally resolved by arbitration by three arbitrators, of whom the parties involved in the dispute will agree upon [where the arbitration panel cannot include the one filing the complaint].
- b) However, if one party fails to participate in either the negotiation or mediation as agreed herein, the other party can commence arbitration prior to the expiration of the time periods set forth above.
- c) Arbitration shall be governed by rules agreed upon by the parties and if an issue arises which is not provided for by the parties, by rules under The Arbitration Act, 1992, S.S. A-24.1. <https://www.canlii.org/en/sk/laws/stat/ss-1992-c-a-24.1/latest/ss-1992-c-a-24.1.html>
- d) The place of arbitration shall be agreed upon between both parties in dispute.

- e) The parties during mediation or arbitration may continue to negotiate outside of these procedures if they so choose, whenever possible, to continually seek settlement options and processes.
- f) If the dispute has not been resolved by means as provided herein within 30 days of the initiation of such procedure, this Agreement does not preclude the issue from being dealt with by membership at a requested meeting pursuant to the rules under Article III of the Bylaws of the Saskatchewan Council for International Cooperation.
- g) However, if one party has requested the other to participate in a dispute resolution procedure and the other has failed to participate, the requesting party may request the matter be dealt with by the membership at a meeting before expiration of the above time period pursuant to rules under Article III.
- h) Notwithstanding the foregoing, only in cases of emergency or potential irreparable jeopardy to any legal right or interests, either party may immediately, prior to or concurrently, commence litigation proceedings in the appropriate form.

6. CONFIDENTIALITY

- a) Unless required by law, statements made and documents produced pursuant to this Agreement, including notes, records and recollections of the parties and any neutrals are not otherwise discoverable, are not subject to disclosure through discovery or any other process and are not admissible into evidence for any purpose, including impeaching credibility, and all sessions are confidential and protected from disclosure for all purposes, and neither the third party neutrals, nor any materials, verbal or written, are compellable by subpoena as witness.

7. COSTS

- a) If the dispute cannot be settled by the parties within the period referred to above an adjudication is required, whether by arbitration or judge, the adjudicator in determining the award of costs shall take into consideration whether or not the parties did or did not comply with the spirit, letter and intent of the dispute resolution procedures.

Unless agreed otherwise and subject to the foregoing, the parties shall pay their own legal and other independent professional costs, but they shall equally share the costs of the third-party neutrals and any other costs associated with the application of these dispute resolution procedures.

8. WHISTLEBLOWER POLICY

- a) All members, employees, and volunteers of the Saskatchewan Council for International Cooperation (SCIC) shall acknowledge in writing that they have received, read, and understood the SCIC Whistleblower Policy. They shall affirm their responsibility to report any illegal, unethical, or inappropriate activity in accordance with the policy. This acknowledgment shall confirm understanding of the scope of the policy, the protections against retaliation, and the confidentiality and investigation procedures. Members should also confirm they know the appropriate reporting contacts, including the SCIC Board Chair or Chair of the Human Resources Committee. Knowingly, submitting false reports is prohibited and may result in disciplinary action.

9. ADDENDUM STATEMENT OF 11 DEVELOPMENT PRINCIPLES

- a) Development, itself understood to be a basic right, fosters and promotes the full realization of human rights and fundamental freedoms.
- b) Development is people-centered both in its purposes and the distribution of its benefits.
- c) Development empowers people, especially poor marginalized people, to take control of the process of change.
- d) Development seeks to ensure the satisfaction of basic human needs.
- e) Development addresses the root causes of global inequality and not merely symptoms.
- f) Development is environmentally and economically sustainable in that it provides for and does not jeopardize the well-being of future generations.
- g) Development promotes social justice through equitable distribution of power, wealth and access to resources.
- h) Development both requires and facilitates the full participation of women and marginalized groups in political and economic decision-making.
- i) Development respects Indigenous cultures.
- j) Development recognizes the hazards of militarism, and both require and promote peaceful solutions to violent conflict, whether international, national, or local.
- k) Development is a global process which links common interests and issues and builds an international movement for change.

10. ADDENDUM POLICY ON MULTIPLE MEMBERSHIPS IN SCIC

Rationale: SCIC has two categories of membership, Full and Associate.

- a) This policy will ensure that organizations seeking SCIC membership have a clear and distinct mandate and leadership from existing SCIC member organizations.
- b) As a criterion for membership, this will ensure that every SCIC member is able to meet the requirements of SCIC membership including, but not exclusive to, representation at the Annual General Meeting, and ensure equitable access to SCIC funding opportunities.

Responsibility:

- a) The Board reviews membership applications and has the authority to determine on a case-by-case basis their approval or rejection.
- b) To be accepted as a member of SCIC, organizations must have clear and distinct mandates and distinct sets of activities from each other, and should not share:
 - i. more than 50% of the same members of the Board of Directors; or
 - ii. the same board chairperson; or
 - iii. the same ED or Chief Executive Officer.