
Organisers' Announcement: Future Leaders of the African Real Estate Society

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Abstract

The African Real Estate Society (AfRES), founded in 1997 seeks to promote networking, research and education among property professionals across Africa. In recent years AfRES has witnessed a number of challenges to its objectives. One of the most critical of these challenges is the decline in new members and an aging membership. In this paper we highlight the creation of the Future Leaders of the African Real Estate Society (FLAfRES). The inauguration and creation of FLAfRES is to promote active participation among early career academics, researchers and professionals; and promote volunteering and create a structural pathway to mentor the next crop of AfRES leaders. We examine the need for FLAfRES, the structure, its fit within AfRES and strategies to explicitly involve younger members in the succession plans of the society.

Keywords: Future Leaders; African Real Estate Society; FLAfRES

1. History of AfRES

The African Real Estate Society (AfRES), founded in 1997, is a continent-wide organization that seeks to promote networking, research and education among property professionals across Africa. It is affiliated to the International Real Estate Society (IRES) which was established in 1993 to promote real estate research and education at the international level, along with sister

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societies in North America (American Real Estate Society - ARES), Asia (Asian Real Estate Society - AsRES), Europe (European Real Estate Society - ERES), the Pacific (Pacific Rim Real Estate Society - PRRES) and Latin America (Latin American Real Estate Society - LaRES). There is no profit motive and no person is paid for his or her services. The warmth and mutual support amongst members and between sister societies is its characteristic, and anyone who wants to contribute is welcome.

AfRES membership is currently organized into three regions:

1. Southern Africa (Republic of South Africa, Botswana, Swaziland, Lesotho, Mozambique, Mauritius, Madagascar, Zambia, Angola and Namibia)
2. Eastern Africa ((Tanzania, Kenya, Uganda, Rwanda, Burundi, Republic of Congo, Seychelles, Eritrea, Djibouti, Comoros, Ethiopia, Sudan and Somalia).
3. Western Africa (Nigeria, Ghana, Mauritania, Senegal, Mali, Guinea, Burkina Faso, Ivory Coast, Liberia, Sierra Leone, Togo, Benin, Cameroon, Chad, Central Africa Republic, Congo Brazzaville, and Gabon).

(AfRES.org, 2020)

The Northern Africa countries of Egypt, Libya, Tunisia, Algeria and Morocco are members of the Middle East and North Africa Real Estate Society (MENARES) that was set up in June 2009. The current membership of AfRES includes academics employed in private and public sector entities, property owners, investors and related professionals. Through seminars, annual conferences and other activities, AfRES has played a critical role in developing a platform from which property markets across the continent can prosper. These activities include – disseminating cutting edge research, developing education curricular and providing opportunities for robust debates on issues that affect African real estate markets.

The future of the African real estate sector is indispensable to developing highly skilled professionals. There is therefore an urgent call to encourage younger colleagues to join the society in order to ensure its sustainability and growth. In response to encouraging early-career real estate researchers and practitioners to join the society, Future Leaders of the African Real Estate Society (FLAfRES) has been formed to promote volunteering and mentoring the next AfRES leaders. The relaunch of the Journal of African Real Estate Research (JARER) is a step in the right direction to offer quality peer review research to the world at large that is focused on African real estate markets. JARER has a strong developmental dimension that mentors emerging African researchers. JARER offers quality feedback and support from the peer review and publication process.

2. Challenges and Potential Solutions to AfRES' Growth

The inauguration and creation of FLAfRES is to promote active participation among early career academics, researchers and professionals. In recent years AfRES has witnessed a number of challenges to its objectives. One of the most critical of these challenges is the decline in new members and an aging membership. Real Estate, as a form of education and profession, has grown in leaps and bounds across Africa. There are more real estate programmes being established across Africa and herein lies an opportunity for AfRES to be more active in engaging with early career academics, researchers and professionals to strengthen the core values of AfRES; promoting networking, research and education.

FLAfRES intends to address this challenge by organising an annual seminar at the AfRES conferences which aims to encourage more participation by early career academics and professionals, to encourage them to be more involved in assuming more leadership roles within FLAfRES and AfRES. The appointment to the FLAfRES board and subsequently AfRES board is centred on interest, willingness to contribute and capability which would be measured by publications and service record. This is very critical in ensuring vibrancy, continuity and sustainability of the society.

Another critical challenge facing AfRES is the seeming lack of a succession plan. There have been several attempts to encourage younger members to be involved and take active roles within the society; however, this has not yielded desired results. There is therefore a need to whip up more interests in a youth-led committee within AfRES that will appeal more to younger members to offer more to the society in terms of volunteering. To address this problem, FLAfRES has instituted a mentorship programme, to pair early career academics, researchers and professionals (ECARPs) to senior AfRES members. Each year, applications are open to all ECARPs within AfRES to participate in the mentorship programme. Submitted applications are assessed by the FLAfRES leadership and selected mentees are paired with mentors based on shared interests. A pool of mentors are available to be assigned to mentees on a one-on-one pairing basis. The mentorship programme is typically for a one-year duration, although the relation can actually last for a lifetime. The FLAfRES leadership assesses the progress of mentors and mentees using questionnaires during half year reviews. The expectation of this programme is that in exchange for a senior AfRES member's time, the mentee will serve the society through a number of volunteering opportunities. These volunteering opportunities include serving on seminar and conference organising committees; seminars and conference supporting staff; editorial and logistics support during AfRES related programmes.

Subject to the board's approval, the doctoral session could be re-designed and strengthened to provide an added opportunity for emerging academics and professionals to remain involved with the society. The doctoral session brings together doctoral students during the AfRES annual conference, to share research outputs, receive feedback from their research and network among themselves. To do this, the annual conferences would include the doctoral

session as a permanent feature during the annual meeting. A reduced conference rate must apply to doctoral/ student participants and also financial support provided to support doctoral students as is the case in our sister societies (i.e. ARES and ERES).

By getting more members interested in the activities of FLAfRES, we provided a pathway to encourage involvement at AfRES membership, regional leadership and senior organisational leadership levels. This is a strategic way to explicitly involve younger members in the succession plans of the society.

3. The role of Students, Early Career Academics, Researchers and Professionals in Organisations

Early career academics, researchers and professionals (ECARPs) are defined here as postgraduate degree holders who have less than 10 years' experience in their chosen fields of specialisation after their degree is awarded and may still be searching to find a firm footing in their chosen career paths. ECARPs face a myriad of challenges. They may not find joining professional bodies as exciting and necessary for their own career development. There is therefore the need to educate and highlight importance of recruiting, supporting and mentoring them to stay focused on their chosen career paths (Yakushko, Wang, & Warrior, 2012). When AfRES recognises the importance of ECARPs within the organisation, it will fill the gap in terms of reinvigorating the society and provides a growing constituency of real estate professionals across SSA (Scholes, Stanton, & Supp, 2014).

Some ECARPs believe that leadership positions have been closed to new members within professional bodies; although some seek opportunities to get involved directly. *“Within smaller structures, more hands are needed for running and organization, and students as well as early career professionals can offer insights, interests, skills, and backgrounds needed to move organizations forward”* (Yakushko et al., 2012: p.725). In a smaller structure within the AfRES organisation, (new) members can directly get involved and gain leadership positions. Early career programmes and activities help to integrate recent graduates to fit into the future of organisations they see themselves (Scholes et al., 2014). These collaborations have a number of benefits, both to ECARPs or youth and senior colleagues within professional organisations. These include improving scientific expertise; direct contact with professionals; research publications; mentorship programmes to train the next set of leaders; funding opportunities; work-life balance; and networking opportunities (Scholes et al., 2014).

Networking benefits are critical and challenging for ECARPs in professional organisations. Mentoring has been the traditional way for ECARPs to seek opportunities and promote career development (which in many ways is limited to one-on-one interaction). However, globalisation has put pressure on organisations to create innovative ideas (including social media platforms) to ensure that no one is left behind in their chosen fields or career paths (Wolff & Moser, 2009). *“Networking can be a successful tool for career*

development... defined as building, maintaining, and using relationships to enhance career success” (Ansmann et al., 2014: p.1). FLAfRES provides a platform for facilitating this much needed networking.

Senior professional colleagues must be concerned about how to recruit, involve and assist students and ECARPs in connecting with the organisation. This must also be balanced with the aspirations and needs of ECARPs within the broader organisation.

4. FLAfRES Organisational Goals

The FLAfRES meetings would be held annually at the AfRES annual meetings and would serve as a platform to connect early-career academics and industry practitioners. FLAfRES is intended to act as a conduit to promote and build the careers of early career AfRES members. Therefore, we will endeavour to invite top real estate academics and leading practitioners to give an annual lecture to FLAfRES members on career advancement and publishing in leading global journals. This annual FLAfRES events would also provide a platform for ECARPs to network, share ideas and learn from each other. The first FLAfRES event was implemented in September 2019 at the AfRES conference in Arusha, Tanzania. The event was led by one of the founding members of FLAfRES, Omokolade Akinsomi who invited Jeremy Gabe of the University of San Diego to give a talk at the event.

FLAfRES believes that these cohorts of members need to be nurtured and the values of AfRES introduced at an early stage of their participation in AfRES. We hope that this would generate increased participation after the conference and when they return to the various chapters and fully participate over the subsequent year after the conferences. The FLAfRES aims to work together with senior members of the organisation both in academia and industry to act as mentors to early career academics and professionals. Therefore, we aim to inaugurate a mentorship program. We hope to encourage senior member of AfRES to act as mentors, prior literature has shown that individuals who serve as mentors to other report greater promotion rates, salary and career success than individuals without any experience as a mentor to others. (Allen et al., 2006).

The first mentorship program by FLAfRES commenced in May 2020 led by the Vice-Chair of FLAfRES, Emmanuel Kofi Gavu. The pairing of mentors and mentees involves a number of steps: the Vice-Chair sends the FLAfRES mentorship application forms to the entire FLAfRES membership; potential mentees fill out the application forms – which includes information on why they want a mentor, their research method of analysis and their primary area of research interest. Once the application forms are returned, the Vice-Chair collates and sends this information to potential mentors to select their preferred mentee, and the match between mentor and mentee is completed. The FLAfRES mentorship program is an initial one-year program, which is expected to develop into a life-long relationship; we have adopted a non-prescriptive mentorship relationship and proffered a developmental mentorship relationship between mentor and mentee.

The pairing of mentee and mentors has been successful. The initial mentors are Patrick Katabua– Past President of AfRES and Director of Cushman & Wakefield/Broll; Samuel Azasu– Associate Professor at the University of the Witwatersrand and Past Editor of the Journal of African Real Estate Research; Jonas Hahn– Vice Chairman of the IREBS Foundation for African Real Estate Research; Olusegun Olanrele– Senior Lecturer at the University of Malaya; Abdul-Rasheed Amidu– Senior Lecturer at the University of Auckland; Tunbosun Oyedokun– Lecturer at the University of Glasgow; and Olalekan Oshodi– Lecturer at the Anglia Ruskin University. FLAfRES believes that this relationship between mentor and mentee could be mutually beneficial and could generate co-authorship opportunities in leading international journals, this would also assist mentees in extending network opportunities. As highlighted by Gibler (2000) and Gibler and Ziobrowski (2002), the quality of journals was the most significant factor considered in tenure requirements and promotion and hence induces authors to publish in them. In addition, mentoring has been shown as critically important in the professional success of the mentees including influencing ethical and responsible research conduct (Bird, 2001).

FLAfRES have developed a leadership structure similar to the Future Leaders of the American Real Estate Society (FLARES). This organisation has been largely successful and we have borrowed some of our ideas from them. We have structured the FLAfRES leadership to encourage participation and exposure to the AfRES structure and organisational goals. The functions of FLAfRES officers can be seen in Appendix 1 which stipulates the operating principles and definitions of roles, responsibilities and procedures of elected FLAfRES officers including Chair, Vice-Chair and Program Chair.

5. A Brief History of FLAfRES

The first FLAfRES meeting was held on Thursday, September 11, 2019 at the Arusha International Conference Centre in Arusha Tanzania. The meeting was well attended with 20 AfRES attendees consisting mostly of early career members including one of the founding members of FLARES– Jeremy Gabe of the University of San Diego, United States. The founding directors– Omokolade Akinsomi, Emmanuel Kofi Gavu and Tayo Odunsi developed the working structure of FLAfRES specifically for early career academics within the African continent and globally. This would include an annual meeting during the AfRES conference, a mentoring program to partner FLAfRES members with leading academic and industry mentors for a period of one year. To encourage the participation of mentors, an award in honour of Mr. Akin Olawore would be initiated, where we intend to inaugurate the Akin Olawore Mentorship Award to the most impactful mentor – we hope that this would encourage transfer of knowledge from the senior members to the early career academics of AfRES.

FLAfRES mission statements and adoption was presented by Omokolade Akinsomi to the AfRES board of directors at the AfRES board of directors meeting at the AfRES Annual conference on Thursday the 11th September

2019 in Arusha Tanzania. The president of AfRES, Mrs. Catherine Kariuki, fully supported the idea of the creation of FLAfRES and this was unanimously approved by the board members of AfRES⁴.

The idea to create FLAfRES was initiated by Omokolade Akinsomi. The idea was initially developed when he was elected as the program chair of FLARES in Florida, United States in April 2018 and the impact of FLARES to early career academics inspired the establishment of a similar initiative from an African perspective. In April 2019 at the ARES annual conference in Arizona, United States, more concrete plans to develop this idea took place with Emmanuel Kofi Gavu and subsequently Tayo Odunsi. We therefore formed a group with Omokolade Akinsomi as the Chair. Omokolade is an Associate Professor at the University of the Witwatersrand, Johannesburg, South Africa. Emmanuel Kofi Gavu as the Vice-Chair is a Lecturer at the Kwame Nkrumah University of Science and Technology, Kumasi, Ghana. As Vice-Chair, Emmanuel has successfully paired early career members with senior members of AfRES across the African continent and globally for a period of one year. Tayo Odunsi as the Program Chair. Tayo is the Chief Executive Officer of North-Court, Nigeria and a PhD student at the University of Reading, England. As program chair Tayo is responsible for organising the annual FLAfRES meeting.

Due to the Covid-19 pandemic in 2020, the second FLAfRES meeting was held on the 23rd October, 2020 online as a Zoom webinar meeting. The guest speakers on the day were Ms. Vivian Ombwayo, Director of Research and Valuation, Broll Kenya; Dr. Tunbuson Oyedokun of the University of Glasgow; and Associate Professor Anthony Owusu-Ansah of the Ghana Institute of Management and Public Administration (GIMPA). The speakers gave presentations and stimulated an interactive session with FLAfRES members on career advice, development and advancement. The FLAfRES Exco also discussed the ongoing FLAfRES paper submitted to the Journal of African Real Estate Research, the mentorship program and plans for the future. Due to the pandemic, officers are expected to remain in their positions and an election for Program chair is expected at the AfRES conference in September 2021 in Lusaka, Zambia.

6. Conclusion

FLAfRES intends to act as a complement to the AfRES organisation. To engage more actively with real estate students, early career academics and professionals across Africa. FLAfRES aims to be of value to the AfRES organisation through our mentorship program. It is envisaged that FLAfRES will provide the needed pathway to increase and sustain the membership of AfRES through more active youth involvement. This will ensure vibrancy, continuity and sustainability of the society. We also aim to expose FLAfRES members to world best practices in academia and the real estate industry. By

⁴ The board however raised a note about the AfRES Youth Wing which is the existing student arm within AfRES and the possibility of an overlap between the two groups - the expectation of the board is that the FLAfRES committee work towards the incorporation of the AfRES Youth wing into the FLAfRES group in the future.

the activities of FLAfRES, we do hope to balance and meet the aspirations of all stakeholders.

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Appendix: Operation Principles & Definitions of Roles, Responsibilities, and Procedures

Article I

Annual Meeting: Function of Members

Section 1: Executive Committee

Item 1: The Executive Committee shall determine issues to be brought before the AfRES Board and the general membership at the annual meetings of the Society.

Item 2: The Executive Committee shall review, and tentatively approve, the report which will be submitted to the AfRES Board of Director's meeting(s), as well as the annual general membership meeting minutes (within 60 days of the annual FLAfRES meeting). Revisions may be made as necessary to capture the essence of the meetings.

Item 3: The Executive Committee shall consist of the chairperson (voting), vice chairperson (voting), program chairperson (voting) and immediate past chairperson (voting).

Item 4: The chairperson, vice chairperson and program chairperson shall automatically serve as voting directors during their terms of office. The immediate past chairperson shall serve as an elected director for a two-year period following his or her term as chairperson.

Item 5: Setting the FLAfRES Annual Meeting format, subject to change based on room availability and layout, as well as time allotment. The FLAfRES Annual Meeting format will be as follows:

1. Thursday: FLAfRES session
2. Friday: PhD Student Members, Researchers and Executive Committee invited to participate in Doctoral Session Luncheon (if funding is available).
3. Friday: Pre-Dinner Social event (if funding is available).

Item 6: Approving "Mentoring Program Acceptance Criteria" to assure fair and equal treatment to all members, for guidance of program chairperson.

Item 7: Holding regular committee meetings to attend to the affairs of FLAfRES.

Section 2: Officers.

The officers of the Society shall be a chairperson, vice chairperson (mentoring program chairperson), program chairperson (annual meeting program chairperson).

Section 3: Chairperson.

The chairperson shall serve a one-year term and shall perform all duties incident to the office of president as chief executive officer and such other

duties as may be decided upon by the board of directors. No individual shall serve more than one term as president. Included in the many duties of the president are the following

Item 1: Sit on the AfRES Meeting Committee.

Item 2: Chair the meetings of the FLAfRES committee.

Item 3: Bring important issues to the attention of the FLAfRES officers, at least seven days prior to the annual meeting.

Item 4: Chair the general membership meeting at the AfRES annual meeting.

Item 5: The chairperson should reside as parliamentarian at the annual meeting and is responsible for maintaining order at the annual meeting, including monitoring the flow of actions coming before the board and the membership to ensure compliance the by-laws of FLAfRES.

Item 5: Arrange, as necessary and after consultation with the FLAfRES Committee, for personnel and / or other necessary means to keep annual meeting preparations on schedule, should conflicts / non-performance occur.

Section 4: Vice chairperson / Mentoring Program Chairperson.

The vice chairperson will serve for a one-year term. He or she has included in his or her duties such tasks as may be assigned by chairperson. In the absence of the chairperson or in the event of the chairperson's inability or refusal to act, the vice chairperson shall perform their duties. The vice chairperson shall automatically become president after serving one year in that capacity.

Item 1: The vice chairperson is responsible for coordinating the mentoring program, and carrying out other functions as requested and / or delegated by the chairperson.

Item 2: The vice chairperson shall serve as chairman of the Mentoring Program sub-committee of the FLAfRES Committee during the year in which he or she holds office. The vice chairperson has primary responsibility for coordinating the mentoring program, including the following:

1. Sit on the AfRES Meeting Committee.
2. Respond to all questions related to the mentorship program.
3. Conduct initial review of the mentorship program applications for compliance to the application guidelines.
4. Recruit Mentoring Application Review committee and coordinate the review process.
5. Recruit mentors to participate in the mentoring program.
6. Upon review of applications, identify best pairings of mentors and mentees.

7. Contact all applicants and inform them of acceptance or non-acceptance. All applicants should receive feedback on their application if not selected.
8. Contact all mentors and notify them of whether they have been paired, and if applicable with whom.
9. Coordinate initial meetings at AfRES Annual Meeting.

Item 3: The vice chairperson shall make a summary report about the program to the FLAfRES board to be included in the chairperson's report to the AfRES board of directors at the annual meeting, along with proposed schedule and recommended changes in meeting procedures for subsequent year.

Section 5: Program Chairperson.

The program chairperson shall act as the program chairperson as well as secretary to the FLAfRES committee. The individual members at the annual meeting shall elect the program chairperson for a one-year term. Members attending the meeting shall make nominations. A member must be present to be nominated (and elected) for program chairperson. The results of the election shall be announced at the meeting. The program chairperson shall automatically advance through the positions of vice chairperson and chairperson at one-year intervals.

Item 1: The program chairperson shall serve as chairman of the Program Committee for the annual meetings of the FLAfRES Committee during the year in which he or she holds office. The program chairperson has primary responsibility for planning the annual meeting, including the following:

1. Sit on the AfRES Meeting Committee.
2. Chair the FLAfRES Meeting Committee.
3. Conduct contract negotiations with hotels at selected sites (if applicable).
4. Establish rate structure for rooms (if applicable).
5. Coordinate menu selection for events and breaks with the meeting committee (if applicable).
6. Monitor room pickups and other meeting related activities.
7. Organize speaker(s) for FLAfRES sessions / panels and organize additional social functions.
8. Maintain contact with meeting coordinator relative to on-site physical facility arrangements for meeting rooms, audio-visual equipment, signage, rooms, and services for food functions during FLAfRES Annual Meeting itself.

Item 2: The program chairperson shall make a summary report about the program to the FLAfRES board to be included in the chairperson's report to the AfRES board of directors at the annual meeting, along with proposed schedule and recommended changes in meeting procedures for subsequent year.

Item 3: Solicitation of meeting event sponsors (e.g., receptions, beverage breaks, lunches). In this capacity, the program chairperson will coordinate with the AfRES Meeting Planning committee.

Item 4: Solicitation of meeting displays and sponsors. In this capacity, the program chairperson will coordinate with the AfRES Meeting Planning Committee.

Item 5: The program chairperson may be removed by a majority vote of the board of directors for non-performance as evidence by the chairperson and the vice chairperson having to personally take action to ensure that the annual meeting proceeds on schedule. In such event, an election to select a replacement president-elect for the following year will be held at the next general membership meeting of the Society.

Item 6: The secretary shall keep the minutes of the regular committee meetings; shall keep the minutes of annual membership meetings; shall see that all notices are duly given; shall be custodian of the records; shall maintain a record of members' names and addresses; and, in general, perform all the duties incident to the office of secretary.

Item 7: Any subcommittee chairperson is charged to maintain a record of all events and activities in which such sub-committee is involved, which record is to be retained for five years following such event for activity. A copy of such records is to be made available to the chairperson, vice chairperson, or secretary upon request from same. This task may be assigned to a committee member, though the responsibility remains with the chairperson.

Item 8: The duties of the secretary are primarily those of recordkeeping and include:

1. Being the custodian of the by-laws of FLAfRES.
2. Keep the minutes of the annual membership meeting.
3. Keep the minutes of all meetings of the FLAfRES Committee and obtaining the committee's approval of the minutes within 72 hours of the annual meeting.
4. Update the FLAfRES by-laws to reflect any changes approved by the membership within two weeks following the annual meeting.
5. Update the by-laws to reflect any changes approved by the membership within two weeks of the annual meeting.
6. Maintain the membership record, and in general, perform all the duties incident to the office of Secretary.

Section 8: Immediate Past-Chairperson.

The immediate past-chairperson will serve as a voting member on the Executive Committee for a one-year term and remain on the Executive Committee for an addition year in an advisory capacity.

Item 1: The immediate past-chairperson will represent FLAfRES at the annual meeting of one of the AfRES sister-societies, if possible.

Item 2: In the event of the development of any FLAfRES awards, the FLAfRES immediate past-chairperson shall chair the Prize Awards Committee, handle all details and tasks necessary to expeditiously carrying out its function, and make all award decisions based upon the opinions of at least two, but ideally three, of the Prize Committee judges.

Article II

Annual Meeting: Elections

Section 1: Prior to voting, the chairperson (or his / her appointed agent) will explain the Society's election procedures to the general membership. The importance of prior service to the Society by nominees, as evidenced by attendance and presentations at prior meetings, editorial board activity, and committee activity is to be stressed, particularly, for vice presidential nominees.

Section 2: A member must be present to make a nomination. A member must be present to be nominated (and elected).

Section 3: A member to be elected should have attended 3 years AfRES conferences and must be involved with Academic or Professional Research within AfRES.

Section 4: Speeches supporting nominees for elected offices shall be limited to one minute.

Section 5: The election process is to be monitored and evaluated on a continuing basis by the FLAfRES Executive Board and re-evaluated after each annual meeting.

Article III

FLARES Roles at AfRES Conferences

Section 1

At each AfRES annual conference, FLAfRES members under the direct supervision of the Program Chairperson shall serve as Rapporteurs for each plenary and breakout session. The rapporteurs for each session shall prepare a two page summary of each plenary and a one page summary of each breakout session.

Section 2

The summaries will be collated and made available to the AfRES Board as the annual conference report which may be utilized in whole or part or any manner at the discretion of the AfRES Board such as a post-conference communique to governments or any other body

Article IV

Amendments

These by-laws may be altered, amended or repealed and new provisions added by a majority vote of those present at annual meeting of FLAfRES. Such alterations shall be operative immediately upon adjournment of the FLAfRES Annual Meeting at which they are approved. All members of FLAfRES are to be provided written notice of motion of any proposed change or addition at least 21 days prior to the voting on same; this notice of motion requirement may only be waived by a unanimous vote of all Executive Board members. Notice may be posted online on the FLARES tab of the AfRES webpage, Social Media pages; and / or as part of the newsletter submission.

Endnotes:

1. The founding directors of FLAfRES are as follows: Kola Akinsomi, PhD (Chairperson); Emmanuel Kofi Gavu, *Dr.-Ing.* (Vice Chairperson) and Tayo Odunsi (Programme Chairperson).
2. The founding directors have agreed as a matter of principle to limit membership of FLAfRES to academic and professional researchers.
3. Benefits of FLAfRES to the mother organization, AfRES, are as follows: to encourage membership of early career academics, researchers and professionals to AfRES; encourage young people to take up leadership roles within AfRES through mentorship programmes; FLAfRES members serving as Rapporteurs during AfRES meetings.
4. In the near future the plan is to be able to annually sponsor at least one PhD student to the AfRES meeting.
5. The founding directors agreed to kick-start FLAfRES during the 19th Annual General Meeting and Conference in Arusha Tanzania in 2019 (in attendance was one of FLARES founding members – Jeremy Gabe).
6. The draft constitution is adapted and modified from the working document of FLARES.