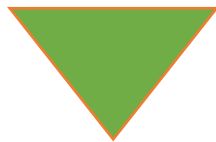




The Charter of Board of Trustees



Putting Community Participation First



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Putting Community Participation First

The Charter of Board of Trustees



1. Purpose

The purpose of this Charter is to set out the mandate and responsibilities of the Board of the Foundation for Active Civic Education - FACE. By approving this Charter, the Board confirms its responsibility for the overseeing the management of, and providing strategic policy guide and direction over, FACE and its affairs. This function includes responsibility for the matters set out in this Charter. The responsibilities of the Board described herein are pursuant to, and subject to, the provisions of applicable statutes and the Declaration of Trust of the FACE and do not impose any additional responsibilities or liabilities on the trustees at law or otherwise.

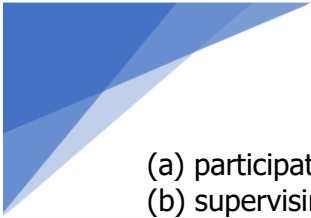
2. Composition

FACE has a highly reputable board of trustees who provide overall guidance and strategic direction in the running of the organization. The Board comprises of people of high standing in society, passion with unimpeachable character and integrity. The Board is the focal point for corporate governance in the organization. It has this charter which articulates roles of the Board, among them, directing, governing and being in effective control of the organization.

Debate of board members meeting shall only commence with two third majority of individual elected members, however, that if at any time a majority of the trustees are not present because of the death, resignation, bankruptcy, adjudicated incompetence, removal or change in circumstance of any trustee. This requirement shall not be applicable for a period of 60 days thereafter, during which time the remaining trustees shall appoint a sufficient number of the board.

3. Responsibilities of the Board of Trustees

The Board is responsible for providing stewardship of and oversight over FACE and its business and in that regard shall be specifically responsible for, among other things:

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- (a) participating in the development of and approving a strategic plan for the FACE
 - (b) supervising the activities and managing the investments and affairs of the FACE
 - (c) approving major decisions regarding the FACE
 - (d) defining the roles and responsibilities of management;
 - (e) reviewing and approving the business and investment objectives to be met by management;
 - (f) assessing the performance of and overseeing management;
 - (g) approving the hiring and termination of the Executive Director of FACE
 - (h) issuing securities of FACE for such consideration as the Board may deem appropriate, subject to applicable law;
 - (I) reviewing FACE's debt strategy;
 - (j) identification of principal risks and ensuring implementation of appropriate systems to manage risk exposure;
 - (k) overseeing the REIT's internal controls and management information systems and monitoring their integrity and effectiveness;
 - (l) succession planning;
 - (m) establishing committees of the Board, where required or prudent, and defining their mandate;
 - (n) maintaining records and providing reports to unitholders;
 - (o) ensuring effective and adequate communication with unitholders, other stakeholders and the public;
 - (p) determining the amount and timing of distributions to unitholders; and
 - (q) acting for, voting on behalf of and representing FACE at any meeting

It is recognized that every trustee in exercising powers and discharging duties must act honestly, in good faith and in the best interests of FACE and unitholders. In connection therewith, trustees must exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. In this regard, they will comply with their duties of honesty, loyalty, care, diligence, skill and prudence.

In addition, trustees are expected to carry out their duties in accordance with policies and regulations adopted by the Board from time to time, including any Trustees' Regulations.

It is expected that management will co-operate in all ways to facilitate compliance by the Board with its legal duties by causing FACE and its subsidiaries to take such actions as may be necessary in that regard and by promptly reporting any data or information to the Board that may affect such compliance.


4. Expectations of Trustees

The Board has developed a number of specific expectations of trustees to promote the discharge by the trustees of their responsibilities and to promote the proper conduct of the Board.

(a) Commitment and Attendance.

All trustees are expected to maintain a high attendance record at meetings of the Board and the committees of which they are members. Trustees are strongly encouraged to attend meetings in person, however attendance by telephone or video conference may be used to facilitate a trustee's attendance, if required.

(b) Preparation for Meetings.



All trustees are expected to review the materials circulated in advance of meetings of the Board and its committees and should arrive prepared to discuss the issues presented. Trustees are encouraged to contact the Chair, the Executive Director and any other appropriate executive officer(s) of FACE to ask questions and discuss agenda items prior to meetings.

(c) Participation in Meetings.

Each trustee is expected to be sufficiently knowledgeable of the business of FACE, including its financial statements, and the risks it faces, to ensure active and effective, and candid and forthright participation in the deliberations of the Board and of each committee on which he or she serves.

(d) Loyalty and Ethics.

In their roles as trustees, all members of the Board owe a duty of loyalty to FACE. This duty of loyalty mandates that the best interests of FACE take precedence over any other interest possessed by a trustee. Trustees are expected to conduct themselves in accordance with FACE's Code of Business Conduct and Ethics.


(e) Other Board Memberships and Significant Activities.

Foundation for Active Civic Education - FACE values the experience trustees bring from other boards on which they serve and other activities in which they participate, but recognizes that those boards and activities also may present demands on a trustee's time and availability and may present conflicts or legal issues, including independence issues. Each member of the Board should, when considering membership on another board or committee, make every effort to ensure that such membership will not impair the member's time and availability for his or her commitment to FACE. Trustees should advise the Chair and the Lead Trustee and the Executive Director before accepting membership on other public company boards or any audit committee or other significant committee assignment on any other board, or establishing other significant relationships with businesses, institutions, governmental units or regulatory entities, particularly those that may result in significant time commitments or a change in the member's relationship to Foundation for Active Civic Education – FACE

(f) Personal Conduct.

Trustees are expected to: (I) exhibit high standards of personal integrity, honesty and loyalty to FACE; (ii) project a positive image of FACE to news media, the financial community, governments and their agencies, unitholders and employees; (iii) be willing to contribute extra efforts, from time to time, as may be necessary including, among other things, being willing to serve on committees of the Board; and (iv) disclose any potential conflict of interest that may arise with the affairs or business of FACE and, generally, avoid entering into situations where such conflicts could arise or could reasonably be perceived to arise.

(g) Confidentiality.



The proceedings and deliberations of the Board and its committees are confidential. Each member of the Board will maintain the confidentiality of information received in connection with his or her service as a trustee.

5. Meetings

The Board will meet not less than four times per year depending upon the availability of financial support: three meetings to review quarterly results and one meeting prior to the issuance of the annual financial results of FACE. At each Board meeting, unless otherwise determined by the Board, an in-camera meeting of independent trustees will take place, which session will be chaired by the Chair of the Board or the Lead.

The Board appreciates having certain members of senior management attend each Board meeting to provide information and opinion to assist the trustees in their deliberations. Management attendees who are not Board members will be excused for any agenda items which are reserved for discussion among trustees only.

6. Board Meeting Agendas and Information

The Chair, in consultation with management, will develop the agenda for each Board meeting. Agendas will be distributed to the trustees before each meeting, and all trustees shall be free to suggest additions to the agenda in advance of the meeting.

Whenever practicable, information and reports pertaining to Board meeting agenda items will be circulated to the trustees in advance of the meeting. Reports may be presented during the

meeting by members of the Board, management and/or staff, or by invited outside advisors. It is recognized that under some circumstances, due to the confidential nature of matters to be discussed at a meeting, it will not be prudent or appropriate to distribute written materials in advance.


7. Measures for Receiving Unitholder Feedback

All publicly disseminated materials of FACE shall provide for a mechanism for feedback of unitholders.

8. Telephone Board Meetings

A trustee may participate in a meeting of the trustees or in a committee meeting by means of telephone or such other communications facilities by means of which all persons participating in the meeting can hear each other and a trustee so participating shall be considered to be present in person at that meeting, provided that the conference telephone or other communication facility is originated within Malawi.

While it is the intent of the Board to follow an agreed meeting schedule as closely as possible, it is felt that, from time to time, with respect to time sensitive matters telephone board meetings may be required to be called in order for trustees to be in a position to better fulfill their legal



obligations. Alternatively, management may request the trustees to approve certain matters by unanimous written consent.

9. Expectations of and Access to Management

Management shall be required to report to the Board at the request of the Board on the performance of FACE, new and proposed initiatives, FACE's business and investments, management concerns and any other matter the Board or its Chair or the Lead Trustee may deem appropriate. In addition, the Board expects management to promptly report to the Chair any significant developments, changes, transactions or proposals respecting FACE or its subsidiaries. All members of the Board should be free to contact management at any time to discuss any aspect of FACE's business. Trustees should use their judgement to ensure that any such contact is not disruptive to the operations of FACE. The Board expects that there will be frequent opportunities for members of the Board to meet with management in meetings of the Board and committees, or in other formal or informal settings.

10. Access to Outside Advisors.

The Board may, in its sole discretion, retain and obtain the advice and assistance of such advisors as it deems necessary to fulfil its duties and responsibilities under this Charter. The Board may set the compensation and oversee the work of such advisors to be paid by FACE.


11. Communications Policy

The Board shall approve the content of FACE's major communications to unitholders and the investing public including any Annual Report, Management Information Circular, Annual Information Form and any prospectuses which may be issued. The Audit Committee shall review and recommend to the Board the approval of the quarterly and annual financial statements (including the Management Discussion & Analysis) and press releases relating to financial matters. The Board also has responsibility for monitoring all of FACE's external communications. However, the Board believes that it is generally the function of management to speak for FACE in its communications with the investment community, the media, customers, suppliers, employees, governments and the general public

The Board shall have responsibility for reviewing FACE's policies and practices with respect to disclosure of financial and other information including insider reporting and trading. The Board shall approve and monitor the disclosure policies designed to assist FACE in meeting its objective of providing timely, consistent and credible dissemination of information, consistent with disclosure requirements under applicable securities law. The Board shall review FACE's policies relating to communication and disclosure on an annual basis.

12. Internal Control and Management Information Systems

The Board has responsibility for overseeing and reviewing management's approach to ensuring the integrity of FACE's internal control and management information systems. All material matters relating to FACE and its business require the prior approval of the Board, subject to the Board's ability to delegate such matters to, among others and FACE. The management is authorized to



act, without Board approval, on all ordinary course matters relating to the FACE's business subject to any management authority guidelines adopted by the Board.

The Audit Committee has responsibility overseeing and reviewing management's approach to ensuring internal controls are appropriately designed, implemented and monitored and for ensuring that management's financial reporting is complete and accurate, even though management may be charged with developing and implementing the necessary procedures.

13. Delegation of Powers

The trustees may establish one or more committees and may delegate to such committees any of the powers of the Board. The trustees may also delegate powers to manage the business and affairs of FACE to such of the officers of FACE as they, in their sole and absolute discretion, may deem necessary or desirable to appoint, and define the scope of and manner in which such powers will be exercised by such persons as they may deem appropriate.

The Board retains responsibility for oversight of any matters delegated to any trustee(s) or any committee of the Board, to management or to other persons.

14. Board Effectiveness


The Board shall review and, if determined appropriate, approve the recommendations of the applicable committee of the Board, if any, concerning formal position descriptions for the Chair, the Lead Trustee and for each committee of the Board, and for the Executive Director, provided that in approving a position description for the Executive Director, the Board shall consider the input of the Executive Director and shall develop and approve corporate goals and objectives that the Executive Director is responsible for meeting (which may include goals and objectives relevant to the Executive Director's compensation, as recommended by the applicable committee of the Board, if any).

The Board shall review and, if determined appropriate, adopt a process recommended by the applicable committee of the Board, if any, for reviewing the performance and effectiveness of the Board as a whole, the committees of the Board and the contributions of individual trustees on an annual basis.

15. Education and Training

The Board will provide newly elected trustees with an orientation program to educate them on FACE, the role and responsibilities of the Board or Committees, and the contributions individual trustees are expected to make. The orientation program will also educate newly elected trustees on FACE's business and operations, including its structure, operations and risks.

The FACE's continuing education program for its trustees will involve the ongoing evaluation by the Compensation, Governance and Nominating Committee of the skills and competencies of existing trustees. As part of the FACE's continuing education program, trustees will: (a) receive a comprehensive electronic package of information prior to each board and committee meeting; (b) obtain a quarterly report on the FACE's operations and markets from senior management; (c) receive updates from management and third parties (including advisors) on regulatory developments and trends and issues related to the REIT's business; (d) receive reports on the



work of board committees following committee meetings; (e) complete an annual tour of certain FACE properties; and (f) be encouraged to attend industry conferences and events, with the reasonable cost of such events being reimbursed by Foundation for Active Civic Education - FACE.

16. No Rights Created

This Charter is a broad policy statement and is intended to be part of the Board's flexible governance framework. While this Charter should comply with all applicable law and Foundation for Active Civic Education – FACE's constating documents, this Charter does not create any legally binding obligations on the Board, any Committee, any trustee or any Committee, any trustee or Foundation for Active Civic Education - FACE