



FELLOWSHIP POLICY AND PROCEDURES

The African Dream Foundation

Abstract

This policy and procedure document provides details of how The African Dream Foundation manages the selection and bestowal process of fellowships.

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3 RELATED POLICIES AND DOCUMENTS

Type	Name
Policy and Procedures	Child Protection Policy and Procedures
Policy and Procedures	Scholarships Policy and Procedures
Policy and Procedures	Privacy Policy
Policy and Procedures	Records Management Policy and Procedures
Strategy and Planning	The African Dream Group Strategy

4 OVERVIEW

The objective of this policy and procedure document is to provide details of how The African Dream Foundation manages the selection and bestowal process for Fellowships. This document sets out the Fellowships policy, then principles and operationalises the selection and bestowal contained in this document by outlining relevant procedures. This document ensures that the management of the Fellowships is consistent with the Foundation's values.

The Fellowships are part of a broader framework within the Foundation (*Figure 1*), as well as our Theory of Change within the Group (*Appendix A*). The framework within the Foundation outlines how Scholarships and Fellowships integrate to provide financial and non-financial support in the recipient's education through both formal and informal education and training. Both Scholarships and Fellowships are essential in providing the appropriate wrap-around support to enable youth to actively participate in the formal labour market.

The success of the Fellowships is underpinned by effective collaboration between key stakeholders and the financial support of external organisations and individuals. Therefore, the Fellowship program aims to have a clear and transparent framework, policy and process that is responsive and targeted toward participant success.

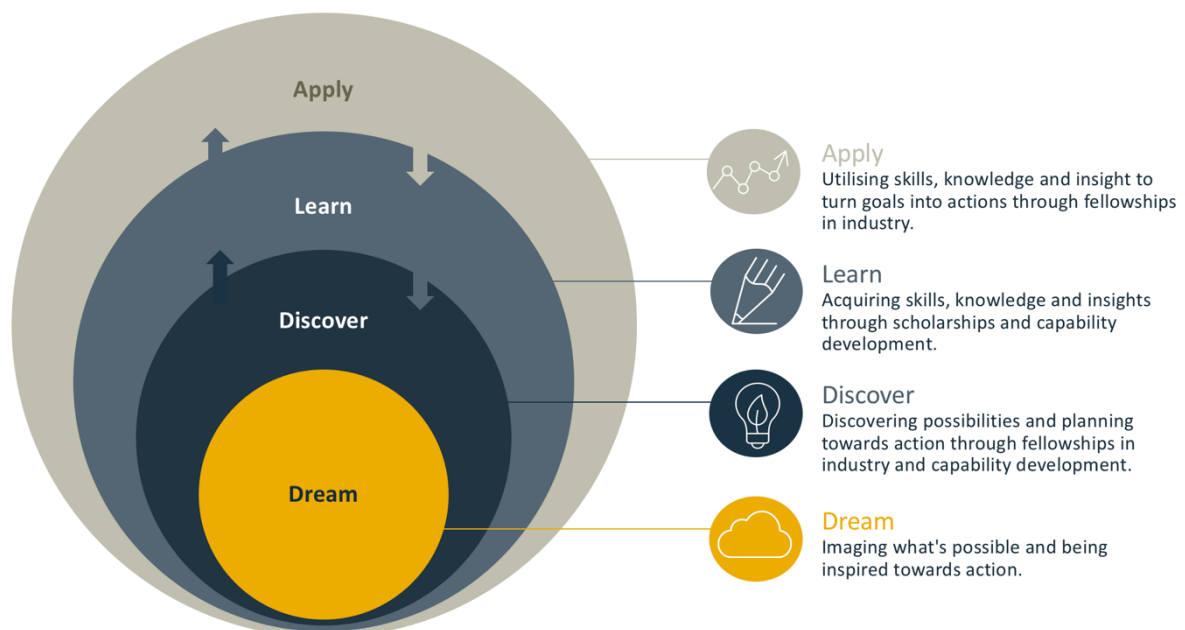


Figure 1: The African Dream Foundation Framework

5 OUR PURPOSE

The purpose of the African Dream Fellowship Programme is to harness and nourish the capabilities that lie within Africa's youth, particularly talented women and young people experiencing financial barriers to education, skills development and employment. Our success is defined by creating an environment and providing the resources for the next generation of high potential leaders to collectively influence accelerated social and economic change at all levels. We do this through scholarships, fellowships, and integrated leadership development.

We provide experiential learning and skills development by supporting youth in job readiness, integration, capability building and network building; through hands-on practical training, mentoring and leadership development with partner organisations. Fellowships range from a period of 1 day to 12 months and are offered to high potential young people who are transitioning into higher education or are in the early stages of their careers. There are three types of fellowships:

- (a) **African Dream Fellowship Program:** Postgraduate internship programme, which includes both face-to-face and online mentoring, leadership development and career development.
- (b) **Day-In-The-Life Fellowship Program:** Discovery experiences in the industry for secondary school students exploring potential careers. This includes both face-to-face and online mentoring and leadership development.
- (c) **Conference Fellowship:** Entrepreneurs and SME owners attend national, regional and international conferences. This includes online mentoring and leadership development.

The African Dream Fellowship Program aims to position financial and in-kind support in a way that complements one or several strategic directions of The African Dream Foundation:

- **Leadership:** We support and enable an intellectual elite, who are game changers and inspire change.
- **Influence:** Enable youth who create new boundaries, new ideas, and innovations to champion systematic change.
- **Capability Development:** Improve the capacity of young people to foster inclusive participation in the formal labour market and promote innovation.

In addition to the above, the scholarships and fellowships are grounded in our Leadership Development Competency Framework (*Figure 2*). Selected fellows exemplify all or some of the following characteristics:

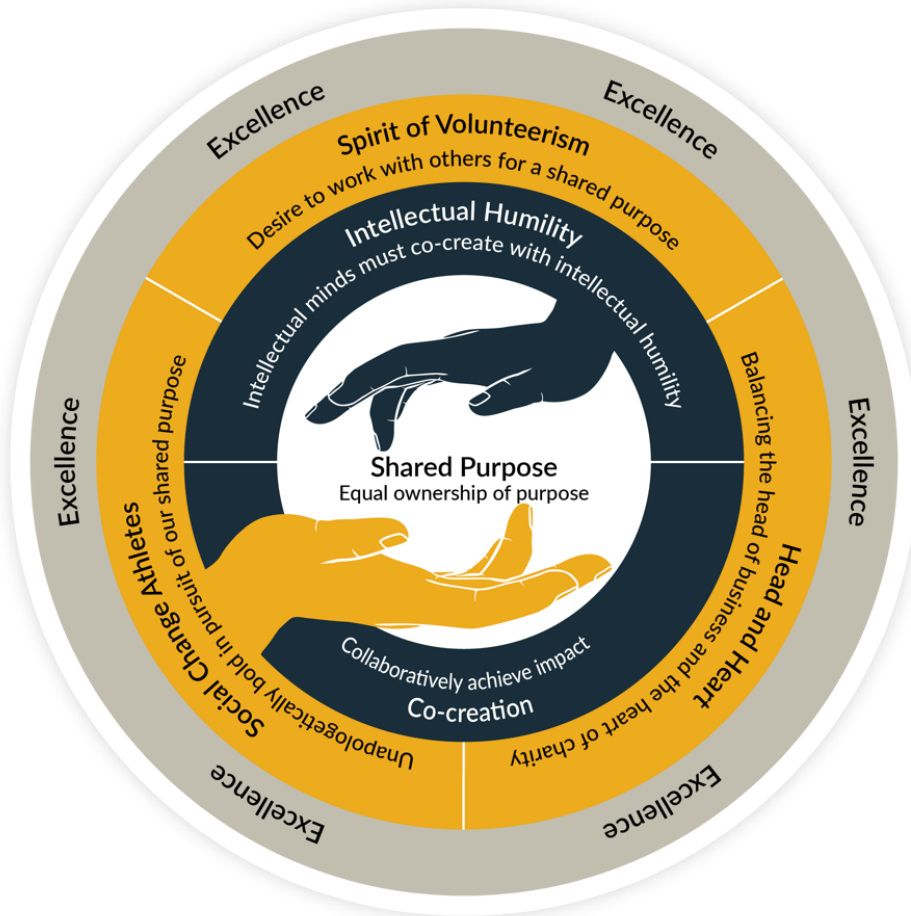


Figure 2: The African Dream Group Leadership Competency Framework

6 SCOPE

- (a) This Policy and Procedure applies to all Foundation staff and external stakeholders who are involved in the governance, funding, planning, administration, assessment, shortlisting, selection and ongoing management of fellowships.
- (b) The Policy and Procedure is limited to the management and award of Fellowships and it does not purport to address the terms and conditions attached to the Fellowships, to incoming funds from various donors, or to industry partnerships. It also does not apply to any other program or activity within the Foundation or the Group.
- (c) The Fellowships apply to high school students, undergraduates, graduates, postgraduate students and entrepreneurs, depending on the Fellowship type.

7 GUIDING PRINCIPLES

The Foundation is committed to fostering partnerships with external donors of the Fellowships. To this end, it ensures that subject to the principles in this policy, all Fellowships are established in accordance with the strategic interests of the Foundation and have regard to the objectives and intent of the donors, and industry partners.

- (a) Fellowships are established and awarded in accordance with this policy.
- (b) A Fellowship is governed, at a minimum, by specific conditions which meet criteria set out in clause 10.5 of this policy.
- (c) The Foundation is committed to maximising Fellowship opportunities, and to demonstrating optimum outcomes for Fellowship donors and industry partners. To this end, it establishes Fellowship with broad, inclusive and durable eligibility and selection criteria. These criteria are aligned to partnership business objectives and recipient career objectives.
- (d) Advertisement, application, selection and award processes for Fellowship are coordinated and combined wherever possible in order to: maximise accessibility; provide the widest range of possible applicants for Fellowship; and optimise both the distribution of Fellowship and efficiency of the process.

8 DONORS AND INDUSTRY PARTNERS

In relation to a Fellowship being established as a result of a donation or industry partnership, the Foundation:

- (a) ensures that donors and partners are aware of the contents of this policy;
- (b) ensures that donors and partners are aware of relevant conditions which govern specific Fellowship types;
- (c) may negotiate specific conditions with donors and partners in accordance with the criteria set out in this policy, and other relevant policies, and rules of the Foundation;
- (d) makes donors and partners aware of the financial commitment (if any) involved in funding a Fellowship and advises them to seek financial advice on tax implications;
- (e) advises donors that, due to the constraints of (c), it is not possible for donors to directly participate in the Selection Panel for Fellowships;
- (f) accepts funding from a wide range of donors and partners in private industry and the public sector with appreciation, but reserves the right to refuse a donation or partnership if the proposed terms are contrary to policies of the Foundation;
- (g) by accepting a donation or partnership does not endorse the goods or services provided by the donor or partner;
- (h) acknowledges donors in an appropriate way, in accordance with legal requirements and as approved by the relevant committees of the Foundation; and
- (i) if the donation is to attract a tax deduction, ensures that Fellowships are established according to the requirements for tax deductibility for the donor.

9 METHODOLOGY

The overall methodology used for the Scholarships and Fellowships is outlined in Appendix B. Given the centrality and importance of the Planning and Preparation; and Selection and Bestowal of the Fellowships to the Foundation, this document predominantly relates to Stage 1 and Stage 2 as shown in *Figure 3* and *4* below. All other stages have not been assigned separate methodologies but have been assigned processes which are not outlined in this document.

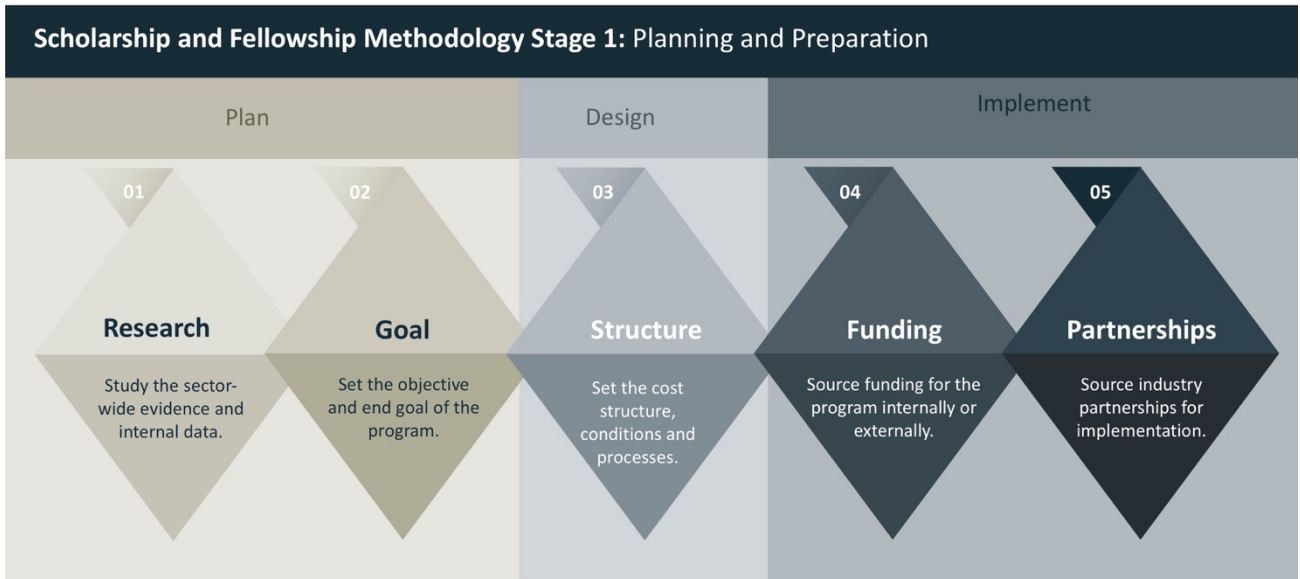


Figure 3: Scholarship and Fellowship Methodology Stage 1– Planning and Preparation

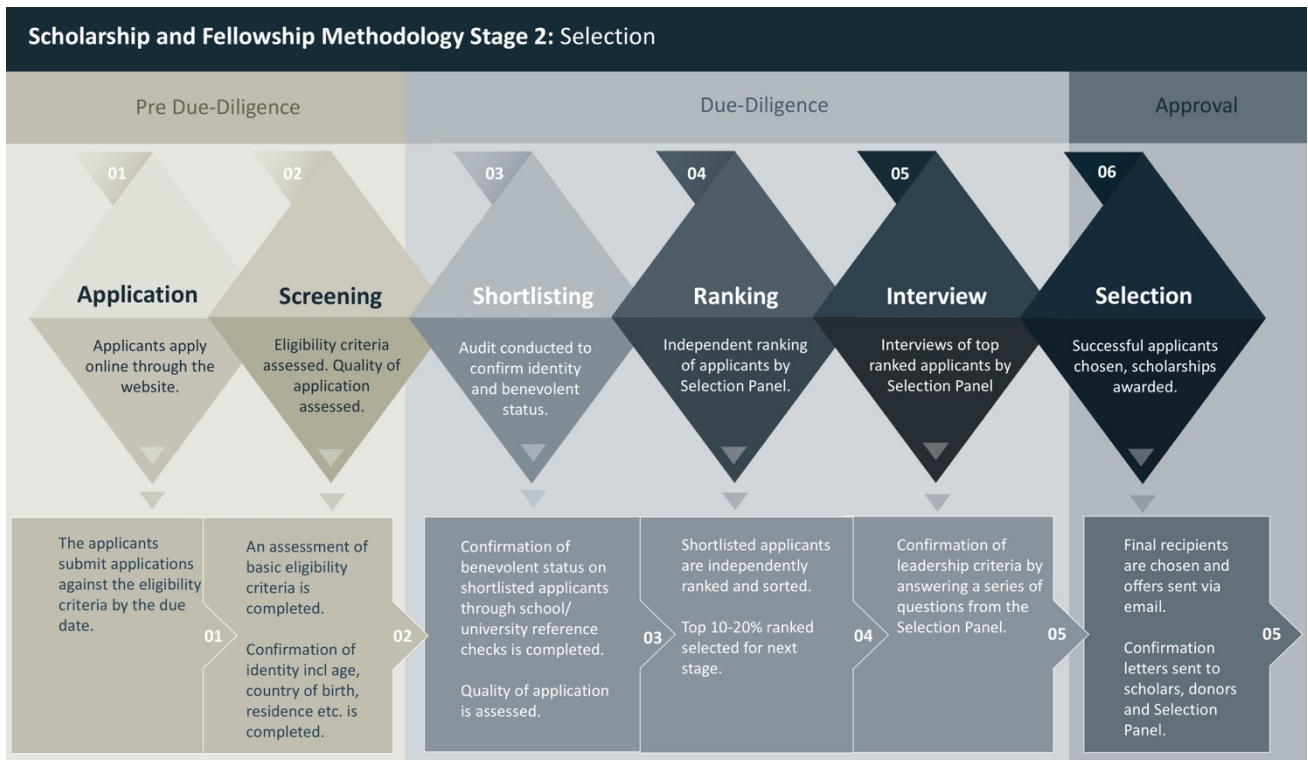


Figure 4: Scholarship and Fellowship Methodology Stage 2 – Selection and Bestowal

10 FELLOWSHIPS

The Foundation has a number of Fellowships available to youth, based on academic merit, leadership potential and benevolent status. Fellowships may be provided with stipends and non-financial career development support. The awarding of Fellowships is at the discretion of the Selection Panel.

- (a) The purpose of the academic merit aspect of the Fellowships is to provide applicants with a reward for academic excellence. A weighted average of 70% or above in subjects/units is the minimum academic requirement for granting of a Fellowship. Specific requirements and weighted averages are outlined in the conditions of each Fellowship.
- (b) The purpose of the leadership aspect of the Fellowships is to invest in exemplary individuals who are likely to drive strong socio-economic outcomes in society throughout their careers. Applicants must strongly exhibit qualities in the 'Leadership Competency Framework' outlined in *clause 5*. Specific requirements are outlined in the conditions of each Fellowship.
- (c) The purpose of the benevolent aspect of the Fellowships is to provide top performing and/or high potential youth with genuine and unpredictable circumstances which may include financial hardship, unemployment, or anything that is likely to prevent the applicant from participating in the formal labour market. This will be determined through the due diligence process outlined in *Figure 3 and 4*. Specific requirements are outlined in the conditions of each Fellowship.

10.1 GOVERNANCE

In accordance with this policy, unless the Board decides otherwise, Fellowships are selected by the Fellowships Selection Panel (Selection Panel).

The Selection Panel has the role to:

- (a) advise and make recommendations on policy and other matters relating to all Fellowships to the Board;
- (b) monitor academic standards, leadership standards and benevolent status for the award of Fellowships;
- (c) on behalf of the Board, oversee the award of all Fellowships; and
- (d) on behalf of the Board, provide advice on the establishment of new Fellowships in accordance with this policy.

10.1.1 SELECTION PANEL

- (a) The governing document of the Selection Panel shall be the Selection Panel Charter.
- (b) The Charter can be changed and amended by the Selection Panel and approved by the Board.
- (c) The Selection Panel will consist of no less than three and no more than 8 people.
- (d) The Selection Panel shall be composed of internal and external stakeholders with adequate professional expertise, and adequate demographic representation.
- (e) The Selection Panel Shall:
 - i. assess shortlisted applicant/s; and
 - ii. determine the merit of applicant/s.

- iii. make the appropriate selection of one or more candidates.

10.2 ADMINISTRATION AND RESPONSIBILITIES

The overarching responsibility for the *Fellowships Policy and Procedure* rests with the Selection Panel, which reports directly to the Board. Operational and administration aspects rest with the management of the Foundation.

10.2.1 GENERAL

- (a) The Selection Panel is accountable to the Board.
- (b) The Board plays a governance, advice and approval role in relation to selection of Fellowships on behalf of the Board.
- (c) The management provides recommendations to the Selection Panel relating to any changes to this document.
- (d) The management is responsible for overseeing Stage 1 (Planning and Preparation) as well as part of Stage 2 (Selection) as outlined in *Figures 3 and 4*. Management is also responsible for the implementation and ongoing administration after the award in accordance with the policy and procedures.
- (e) The management is responsible for overseeing the development of the Selection Panel training/induction, and record making documentation.

10.2.2 SCREENING

- (a) All screening, and administration of Fellowships will be administered by the management and staff under the approval of the Selection Panel.

10.2.3 DUE DILIGENCE

- (a) The Management and staff have responsibility for shortlisting of applicants during the due diligence phase outline in *Figure 4*.
- (b) The Selection Panel has responsibility for ranking, interviewing and selecting applicants. Management and staff provide all administrative support.

10.2.4 SELECTION

- (a) All final selection will be done by the Selection Panel.
- (b) While all Panel members should be actively involved in the selection process, the Chair has ultimate responsibility for proceedings. The Chair has responsibility and accountability for the processes undertaken during selection.

10.2.5 REPORTING

- (a) Fellowship outcomes will be reported by the management and staff.
- (b) The Foundation provides annual reporting to key stakeholders with outcomes to date.

10.3 FELLOWSHIP CATEGORIES

There are five main categories of Fellowships:

10.3.1 AFRICAN DREAM FELLOWSHIP

This is the cornerstone Fellowship, which provides stipends and non-financial career development support to top performing applicants who are unemployed. The Fellowships are awarded to applicants who are graduates or postgraduate students. This Fellowship includes an internship at a partner organisation; and face-to-face and online mentoring, leadership development and career development.

10.3.2 DAY-IN-THE-LIFE FELLOWSHIP

This Fellowship provides career development support to secondary school students who want to explore career options. Fellows engage in discovery experiences in the industry shadowing mentors to get hands-on insight into potential careers. This Fellowship includes both face-to-face and online mentoring and leadership development.

10.3.3 CONFERENCE FELLOWSHIP

This Fellowship provides stipends to entrepreneurs and small business owners wanting to build their businesses. Fellows receive financial support to attend national, regional and international conferences. This Fellowship includes online mentoring and leadership development.

10.4 FELLOWSHIP ROUNDS

The Foundation offers three Fellowship rounds per year. The Fellowships will be publicly promoted, and applicants apply via the formal application process through the website.

The Foundation has the following Fellowship rounds:

Round	Application Type	Applications Open	Applications Close	Fellowship Period
1	The African Dream Fellowship	1 st June	30 th September	The following year
2	Day-In-The-Life Fellowship	1 st June	30 th September	The following year
3	Conference Fellowship	1 st June	30 th September	The following year

- (a) Fellowships outcomes are released approximately twelve weeks after the relevant closing date specified above.

10.5 CRITERIA FOR SELECTION, AND ELIGIBILITY

In the interests of equity, and for accountability in relation to the selection process, the Foundation ensures that all selection criteria are objectively demonstrable and assessable.

10.5.1 CRITERIA OF SELECTION

- (a) The specific criteria on which a Fellowship is to be awarded are set out in its Conditions.
- (b) The Fellowships are awarded on the basis of academic, leadership potential and benevolent criteria unless the Board resolves otherwise.

- (c) Subject to the approval of the Board, Fellowships may be awarded on the basis of one or more of the following additional eligibility or ranking criteria:
 - I. demonstration of other outstanding achievements, abilities, leadership or community service;
 - II. demonstration of educational and or financial disadvantage;
 - III. membership of any other designated target equity groups such as women, disability, or remote/rural.
- (d) Subject to the approval of the Board, Fellowships may be restricted to particular demographic groups as a measure to rectify demonstrated inequality. However, in accordance with the 2006 African Union Commission's Youth Charter Part 1 - Article 2 (Guided by the vision of the African Union, as set out in the United Nations Universal Declaration of Human Rights (1948), the International Covenant on Civil and Political Rights (1976) and the International Covenant on Economic, Social and Cultural Rights (1976), and articulated for the African peoples through the African Charter on Human and People's Rights (1986)); they may not be restricted on the basis of religious, political conviction, ethnic group, colour, sex, language, national or social origin, fortune, birth or another status.
- (e) Selection of fellows is a comparative and competitive process.
- (f) Those eligible for consideration are ranked by the Selection Panel on the basis to the extent to which, in the opinion of the Selection Panel, they demonstrate that they satisfy the selection criteria.
- (g) In ranking candidates, the Selection Panel must have regard to the application and supporting material, if any, and may interview candidates (or request a pre-recorded video).
- (h) Even if a candidate meets the selection criteria for a Fellowship, a Fellowship is awarded only if, in the opinion of the Selection Panel, there is a candidate of sufficient merit.
- (i) Fellowship conditions must be consistent with Australian taxation requirements for income tax exemption for the Foundation, specifically that:
 - i. The Fellowship is for educational and capacity building purposes only;
 - ii. there is no requirement for the recipient to become, or remain, an employee of the Fellowship provider at the time of receipt of the Fellowship or in the future;
 - iii. there is no requirement for the recipient to provide any kind of service or labour in return for the Fellowship at the time of receipt of the Fellowship or in the future;
 - iv. the Fellowship is open to a range of recipients;
 - v. the stipend is paid by the Foundation.
- (j) Minimum amounts for Fellowship stipends are determined by the management and approved by the Selection Panel and reviewed periodically.
- (k) The value of a Fellowship is normally stated in the Conditions of the Fellowship, where possible.
- (l) For continuing Fellowships, the Conditions must include the criteria for continuation. Normally, this will be that the fellow continues to meet relevant conditions.

10.5.2 ELIGIBILITY

- (a) To be eligible, an applicant must not be receiving an equivalent award or Fellowship from another institution or organisation.

- (b) An applicant must not be receiving income from another source to support that applicant's general living costs while undertaking their Fellowships. This includes a stipend or an allowance.

10.6 SELECTION PROCESS

The Fellowships are a competitive process. Selection is undertaken by the Selection Panel. Selection is primarily based on the applicant's academic record, work/volunteer experience (if any), leadership potential and financial hardship. Further criteria are outlined in each Fellowship conditions. The Fellowship selection process must be transparent, ethical and follow the below process:

10.6.1 APPLICATION

- (a) Applicants apply for a Fellowship via the online system by the relevant closing date as specified in clause 10.4.
- (b) Only applications with all documents and particulars provided will be considered.
- (c) To ensure applicants can make informed decisions, selection of the successful recipient/s will be carried out within 16 weeks after the closing date of the Fellowship.

10.6.2 SHORTLISTING

- (a) Shortlisting of Fellowship recipients is based on a competitive application process.
- (b) Following the closing date of applications, the management and staff will undertake a shortlisting process to ensure all applications are appropriately screened. Only those applicants who are eligible and/or are of the highest calibre are referred to the Fellowships Selection Panel for further consideration.
- (c) A staff member will undertake a first shortlist according to the eligibility criteria advertised. The staff will remove any applicant who does not meet the basic criteria.
- (d) A second member of the staff (or the Manager) will then undertake a second shortlist deemed suitable to send to the Selection Panel. A second shortlist should be assessed in terms of academic merit, employment status, the quality of written application, or a combination of, depending on the selection criteria specified for each individual Fellowship. The number of applications sent to the Panel will depend upon the number of applicants and the panel's preference.
- (e) A shortlisting report will be documented for each Fellowship type.
- (f) Upon completion of shortlisting, management is responsible for convening the Selection Panel for final selection. The Selection Panel will be sent the following in a distribution pack electronically:
 - i. shortlisted applications;
 - ii. a list of the applicants containing personal details, scores, address, notes/comments;
 - iii. personal statements;
 - iv. essays; and
 - v. Fellowships Overview and Shortlisting Report

10.6.3 RANKING

- (a) The Selection Panel ranks each application independently using a selection matrix.

- (b) The staff aggregate and sort the ranking, and a final shortlist is returned to the Selection Panel. Usually the top 10-20% depending on the number of applicants.

10.6.4 SELECTION: NO DONOR INVOLVEMENT

- (a) Applications are received by the staff.
- (b) Shortlisting is undertaken by the staff.
- (c) The staff will distribute shortlisted applications to the Selection Panel.
- (d) Selection Panel will review applications and select the preferred applicant(s).
- (e) The staff will notify the preferred applicant.
- (f) Once the preferred applicant has accepted the Fellowship offer, staff will notify the donor.

10.6.5 SELECTION: DONOR INVOLVEMENT

- (a) Applications are received by the staff.
- (b) Shortlisting is undertaken by the staff.
- (c) The staff will distribute shortlisted applications to the Selection Panel.
- (d) The Selection Panel will review applications and select the preferred applicant(s).
- (e) The staff will send a selection report and preferred applications to the donor to endorse.
- (f) Donor endorses selection.
- (g) The staff will notify the preferred applicant.
- (h) Once the preferred applicant has accepted the Fellowship offer, the staff will notify the donor.

10.6.6 SELECTION: INTERNALLY FUNDED

- (a) Applications are received by the staff.
- (b) Shortlisting is undertaken by the staff.
- (c) The staff will distribute shortlisted applications to the Selection Panel.
- (d) The Selection Panel will review applications and select the preferred applicant(s).
- (e) The staff will notify the preferred applicant.

10.6.7 METHODS OF SELECTION

- (a) The following methods of selection will be used:
 - i. **Direct Selection:** During the due diligence phase, applications are shortlisted based on the overall quality of the application.
 - ii. **Independent Ranking** – During the due diligence phase, shortlisted applications are distributed to the Selection Panel who will each independently assess and rank who each application according to the selection guidelines; and then submit their individual shortlist to the staff.
 - iii. **Interview** – The Selection Panel who after confirmation of the final shortlist will interview a small group of applicants and determine recipients on the basis of a final interview. If an interview is not possible, the Selection Panel may send the applicant/s a list of questions, which can be answered via a pre-recorded video.
- (b) The successful applicant(s) cannot be awarded a Fellowship until a selection report has been completed, signed and submitted to the management and staff.
- (c) The Selection Panel must specify at least one reserve recipient in the event that a successful recipient is not able to take up an offer.
- (d) The Selection Panel reserves the right not to award a Fellowship in the event that there are no applicants who suitably meet the selection criteria.

10.6.8 OFFER

- (a) Offers will be sent via email.
- (b) Successful applicants are directed to review and respond to their Fellowships offer by signing and returning the provided documents.
- (c) Awardees who accept their offer are required to follow the steps as outlined in the offer letter.
- (d) As part of the stewardship process, donors will be sent a Fellowship Confirmation letter confirming the details of the Fellowship recipient(s).

1.9.1 FELLOWSHIP STIPEND PAYMENT

- (a) Management and staff are responsible for facilitating the payment of Fellowship stipends to successful recipients within the relevant Fellowships timelines outlined in the confirmation letter. Payments will only be made where there are sufficient funds held by the Foundation to make payment.

10.6.9 ON GOING ELIGIBILITY

- (a) Management is responsible for monitoring all ongoing eligibility for continuing Fellowship recipients. Where a recipient is in breach of the ongoing requirements of a Fellowship as per the conditions, management will determine the appropriate outcome for the fellow and advise appropriate internal and external stakeholders.
- (b) For donor-funded Fellowships, management is responsible to make donors aware of the Foundation's position on Fellowships' ongoing eligibility breaches and communicate to the donors when such breaches occur.

10.7 AWARDING OF FELLOWSHIPS

- (a) Fellowships are awarded by the Selection Panel and signed off by the Chair, and the decision is final.
- (b) Fellowship awardees are informed in writing and awards are announced publicly.
- (c) The award/s will be terminated on the final day of the Fellowship.

10.8 TERMINATION OF FELLOWSHIPS

Awards will be terminated before this time:

- (a) if it is determined that the fellow fails to fulfil employment requirements of the partner organisation, or fails to maintain satisfactory progress;
- (b) if the fellow is terminated for any reason, or the fellow is found guilty of a serious case of misconduct;
- (c) if the fellow relinquishes the Fellowship or withdraws from the program;
- (d) when approval has not been obtained to hold the Fellowship on a part-time basis;
- (e) if the fellow does not resume the Fellowship at the end of a period of approved leave or does not decide to extend the period of approved leave; and
- (f) if the fellow accepts to undertake another internship during the period of the Fellowship.

10.9 FALSE OR MISLEADING INFORMATION, COMPLAINTS AND PRIVACY

10.9.1 FALSE OR MISLEADING INFORMATION

If the fellow has provided false or misleading information and as a result, a Fellowship is awarded or continued, the Fellowship may be terminated. The fellow will be required to return all stipend funds to the Foundation.

10.9.2 COMPLAINTS AND GRIEVANCES

Fellows may submit a complaint or grievance in relation to the application of this policy and procedure in accordance with the Complaints and Grievances Policy and Procedures.

10.9.3 PRIVACY

All personal information collected is governed by the Group's Privacy Policy. The Foundation's Privacy statement can be found on the website.

10.10 CONDITIONS OF FELLOWSHIPS

- (a) Recipients are permitted to undertake part-time or casual, paid employment throughout the year, as long as they are able to meet the Fellowship requirements.
- (b) A fellow with carer's responsibilities, a medical condition or a disability, which prevents them from working full time, may be eligible for Fellowships consideration on a case by case basis.
- (c) Holders of part-time Fellowships may convert to full-time at any stage if permitted by the host organisation.
- (d) Any extension beyond equivalent full-time will be considered on a case-by-case basis, but ordinarily not permitted.
- (e) International fellows are required to hold medical insurance while conducting their Fellowships partner organisation outside of their country. Fellows experiencing financial hardship may apply to have these costs included in their stipend/allowance.
- (f) It is the responsibility of fellows to ensure that they hold a valid visa while overseas.
- (g) A fellow is required to repay any stipend payment within four weeks of receiving the payment if:
 - i. there was an error in the calculation; and
 - ii. the fellow's situation has changed.

10.11 CONFLICTS OF INTEREST

- (a) As a broad guiding principle, it is undesirable that personal relationships should influence or be seen to influence selection decisions. In the context of awarding Fellowships, personal relationships are defined as relationships which are separate from and/or extend beyond professional relations.
- (b) No person should be advantaged or disadvantaged because of a personal relationship with another member of staff or a member of a Fellowships Selection Panel.

- (c) If a member of the Selection Panel has an interest such that a reasonable observer, knowing all the facts, could reasonably conclude that the interest could affect the decision or functioning of the Selection Panel, the member must disclose the interest, whether actual or perceived.
- (d) A certification that no conflict of interest exists is used for all shortlisting and selection reports. The Chair of the Selection Panel is responsible for confirming these. In the case where an actual or perceived conflict is known, management and staff must be informed, a Conflict of Interest Declaration Form completed, and an appropriate management plan put in place. The staff will maintain a conflict of interest register in accordance with risk and audit practices.
- (e) The Chair of the Selection Panel reserves the right to exclude any member of a Selection Panel management or staff where there is an actual or perceived conflict of interest. Where that person is the Chair, the other panel members may vote to exclude the Chair.

10.12 FELLOWSHIP CONFIRMATION LETTERS

- (a) The management and staff will:
 - i. prepare the Fellowship Confirmation letter once the successful recipient(s) have accepted the Fellowship offer;
 - ii. save the letter in the shared folder accessed by both the Selection Panel and the Foundation staff for the purposes of Fellowships stewardship;
 - iii. ensure the content of the letter is checked by management to ensure all details are correct; and
 - iv. ensure donors are sent a Fellowship Confirmation letter confirming the details of the Fellowship recipient(s), for the purposes of Fellowship stewardship.

10.13 FELLOWSHIPS PRESENTATION AND CERTIFICATES

- (a) Fellowship presentations perform the final ceremonial aspect of the bestowal process and provide the opportunity for the donor to meet with Fellowship recipients and celebrate their success (where possible).
- (b) The Foundation staff will be responsible for the organisation and coordination of Fellowship presentations.
- (c) The staff will be responsible for preparing the fellow's certificate in line with the protocol of certificate. Each certificate will be printed on the required paper, with the approved Foundation logo and text and be affixed with the Executive Chairperson's signature.

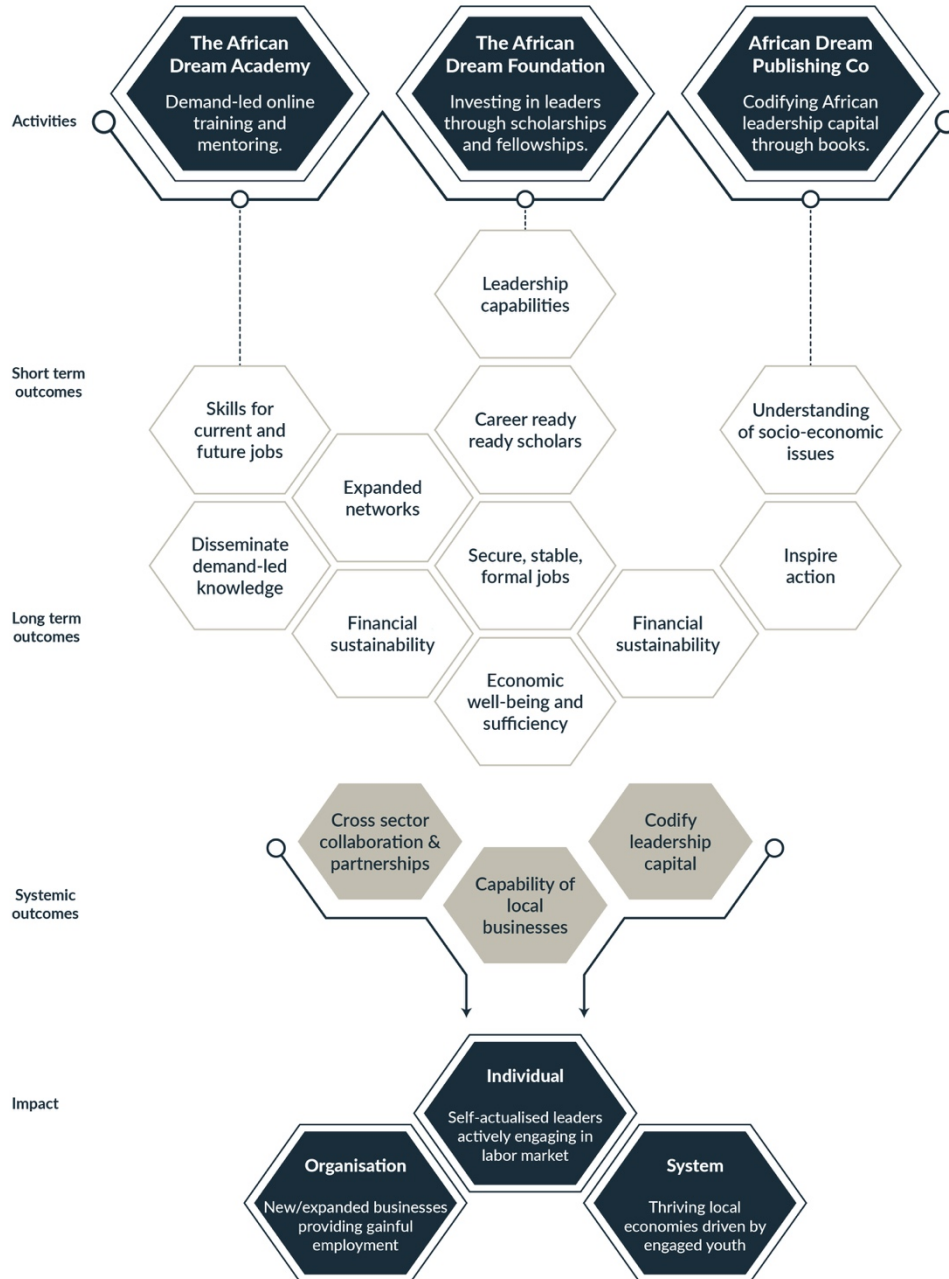
10.14 RECORDS MANAGEMENT

- (a) Records on all decisions made throughout the selection process must be appropriately kept.
- (b) Records and information that support these activities will be created, managed and retained in accordance with the Foundation's Records Management Policy and Procedures.

11 DEFINITIONS

Term	Definition
Donor	A person or organisation who contributes funds for a Fellowship stipend.
Fellowships	Fellowships are short-term opportunities that focus on the professional development of the fellow. They may include a stipend allowance.
partner Organisation	Private, government or NGO organisations that The African Dream Foundation has Memorandum of Understanding (MOU) with, and where fellows are hosted during the Fellowship program.
Stipend	A stipend is a fixed sum of money paid periodically to cover expenses that might be incurred while working as an intern, for example, and don't have eligibility to accept a regular salary for your work. In some cases, stipends can offer other benefits besides money. This includes costs related to travel, housing, food etc.
the Foundation	The African Dream Foundation
the Group	The African Dream Group (Private) Limited
Theory of Change	A Group-wide strategic planning framework maps out causal links between our business units and our end goal.

12 APPENDIX A: THE AFRICAN DREAM GROUP THEORY OF CHANGE FRAMEWORK



13 APPENDIX B: SCHOLARSHIP AND FELLOWSHIP METHODOLOGY

The African Dream Foundation Scholarship Methodology

