



SCHOLARSHIP 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 Scholarships.

Policy and Procedure	Scholarship Policy and Procedures
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3 RELATED POLICIES AND DOCUMENTS

Type	Name
Governance	Selection Panel Charter
Policy and Procedures	Child Protection Policy and Procedures
Policy and Procedures	Fellowship 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 Scholarships. This document sets out the Scholarships policy, then principles and operationalises the Scholarship selection and bestowal contained in the Scholarship Policy by outlining relevant procedures. This document ensures that the management of the Scholars is consistent with the Foundation's values.

The Scholarships 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 and capability development through both formal and informal education and training. Both Scholarships and Fellowships are essential in providing scholars with the appropriate wrap-around support to enable them to actively participate in the formal labour market.

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

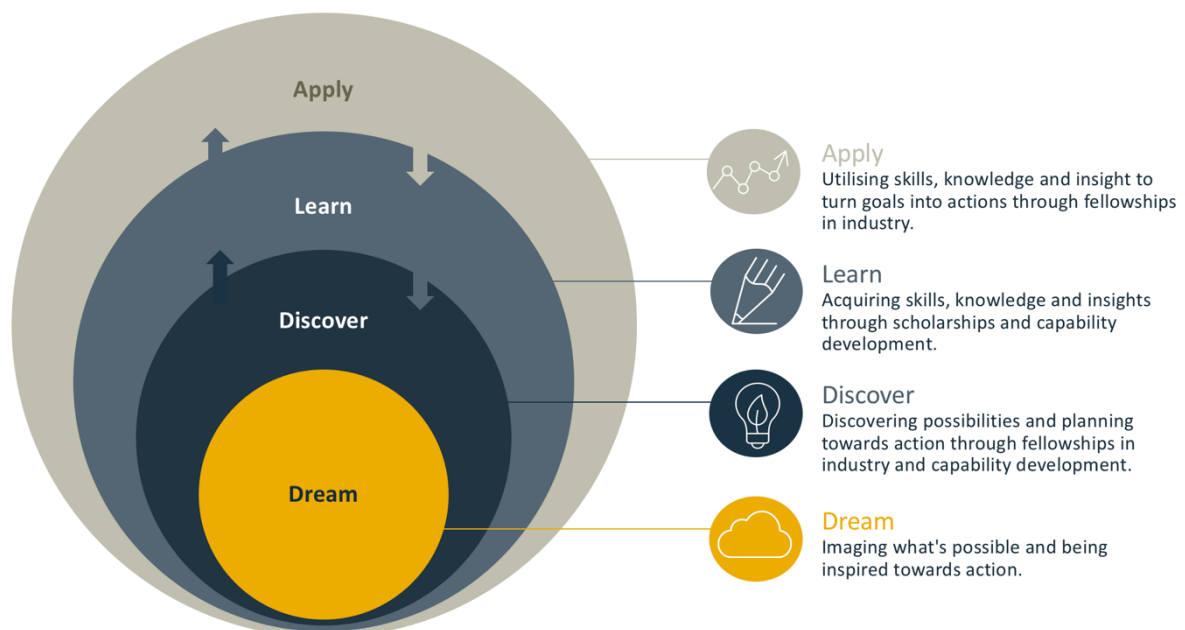


Figure 1: The African Dream Foundation Framework

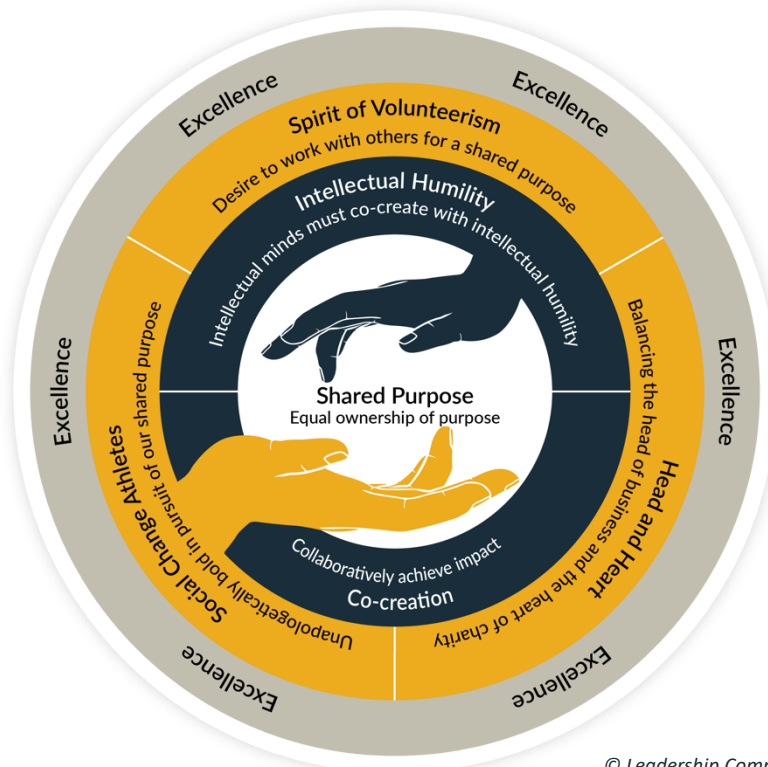
5 OUR PURPOSE

The purpose of the African Dream Scholarship is to harness and nourish the capabilities that lie within Africa's youth, particularly talented women and young people experiencing financial barriers to education and skills development. 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.

The African Dream Scholarship 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, 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 scholars and fellows exemplify all or some of the following characteristics:



© Leadership Competency Framework

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 Scholarships.
- (b) This Policy and Procedure is limited to the management/staff, Selection Panel and the award of Scholarships and it does not purport to address the terms and conditions attached to the Scholarships, incoming funds from various donors, or to industry partnerships. It also does not apply to any other programs or activity within the Foundation or the Group.
- (c) The Scholarships apply to university undergraduates and on occasion to postgraduate students. In some exceptional cases, it may apply to secondary school students.

7 GUIDING PRINCIPLES

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

- (a) Scholarships are established and awarded in accordance with this policy.
- (b) A Scholarship 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 Scholarship opportunities and to demonstrating optimum outcomes for Scholarship donors. To this end, it establishes Scholarships with broad, inclusive and durable eligibility and selection criteria, aligned to partner University's admissions structure, that can be awarded through coordinated processes.
- (d) Advertisement, application, selection and award processes for Scholarships are coordinated and combined wherever possible in order to: maximise accessibility by scholars; provide the widest range of possible applicants for individual Scholarships; and optimise both the distribution of Scholarships and efficiency of the process.

8 DONORS

In relation to a Scholarship being established as a result of a donation, the Foundation:

- (a) ensures that donors are aware of the contents of this policy;
- (b) ensures that donors are aware of relevant conditions which govern specific Scholarship types;
- (c) may negotiate specific conditions with donors in accordance with the criteria set out in this policy, and other relevant policies, and rules of the Foundation;
- (d) makes donors aware of the financial commitment involved in funding a Scholarship and advises them to seek financial advice on tax implications;
- (e) advises donors that, due to the constraints of (c), it is not normally possible for donors to participate in the selection panel for Scholarships;
- (f) accepts funding from a wide range of donors in private industry and the public sector with appreciation but reserves the right to refuse a donation if the proposed terms are contrary to policies of the Foundation;
- (g) accepting a donation does not endorse the goods or services provided by the donor;
- (h) acknowledges donors in an appropriate way, in accordance with taxation requirements and as approved by the relevant committees of the Foundation; and
- (i) if the donation is to attract a tax deduction, ensures that Scholarships 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 Selection and Bestowal of Scholarships to the Foundation, this document predominantly relates to Stage 2 shown in *Figure 3*.

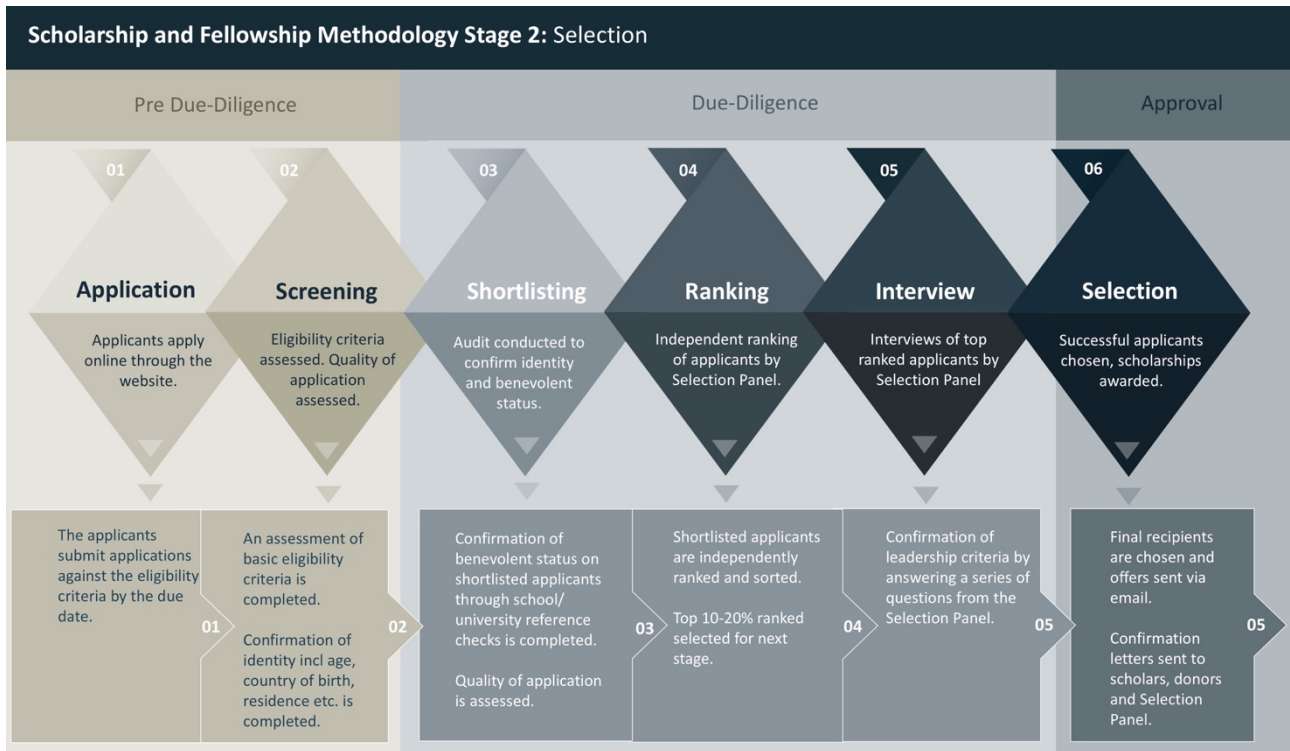


Figure 3: Scholarship and Fellowship Methodology Stage 2 – Selection and Bestowal

10 SCHOLARSHIPS

The Foundation has a number of Scholarships available to students based on academic merit, leadership potential and benevolent status. Scholarships may be provided for partial or full tuition fees and the awarding of such Scholarships is at the discretion of the Selection Panel.

- (a) The purpose of the academic merit aspect of the Scholarship is to provide students 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 Scholarship. Specific requirements and weighted averages are outlined in the conditions of each Scholarship.
- (b) The purpose of the leadership aspect of the Scholarships 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, Figure 5*. Specific requirements are outlined in the conditions of each Scholarship.
- (c) The purpose of the benevolent aspect of the Scholarships is to provide top performing and/or high potential students with genuine and unpredictable circumstances which may include financial hardship and are likely to prevent the student from completing or continuing their formal education. This will be determined through the due diligence process outlined in *Appendix C*. Specific requirements are outlined in the conditions of each Scholarship.

10.1 GOVERNANCE

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

The Selection Panel has the role to:

- (a) advise and make recommendations on policy and other matters relating to secondary school, undergraduate and postgraduate Scholarships to the Board;
- (b) monitor academic standards, leadership standards and benevolent status for the award of Scholarships;
- (c) on behalf of the Board, oversee the award of all Scholarships; and
- (d) on behalf of the Board, provide advice on the establishment of new Scholarships 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;
 - ii. determine the merit of applicant/s; and
 - iii. make the appropriate selection of one or more candidates.

10.2 ADMINISTRATION AND RESPONSIBILITIES

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

10.2.1 GENERAL

- (a) The Selection Panel is accountable to the Board.
- (b) The Selection Panel plays a governance, advice and approval role in relation to Scholarship selection on behalf of the Board.
- (c) The management provides recommendations to the Selection Panel relating to any changes to this document.
- (d) The management and staff are responsible for the ongoing administration and implementation of the scholarships after selection.
- (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 pre-due diligence (including screening) will be administered by The African Dream Foundation management and staff.

10.2.3 DUE DILIGENCE

- (a) The Management and staff have responsibility for shortlisting of applicants during the due diligence phase outline in *Appendix B*.
- (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) Scholarship outcomes will be reported by the management and staff.
- (b) The Foundation provides annual reporting to key stakeholders with outcomes to date.

10.3 SCHOLARSHIP CATEGORIES

There are five main categories of Scholarships:

10.3.1 AFRICANDREAM X FOUNDATION SCHOLARSHIP

This is the cornerstone Scholarship, which provides financial aid to top performing students experiencing financial hardship to undertake an undergraduate degree at African universities. The

Scholarship is awarded to students studying business, law, health sciences; and food and agribusiness at African Universities. This Scholarship includes face-to-face and online mentoring, leadership development and career development.

10.3.2 AFRICANDREAM X STEM SCHOLARSHIP

This Scholarship provides financial aid to top performing students experiencing financial hardship to undertake an undergraduate degree. The Scholarship is awarded to students studying course related to science, technology, engineering and mathematics at African Universities. This Scholarship includes face-to-face and online mentoring, leadership development and career development.

10.3.3 AFRICANDREAM X HONOURS SCHOLARSHIP

This Scholarship provides financial aid to top performing students experiencing financial hardship to undertake an Honours course. Scholarships are awarded to students studying a course related to business, law, sciences, technology, engineering, mathematics; and food and agribusiness at African Universities. This Scholarship includes face-to-face and online mentoring, leadership development and career development.

10.3.4 AFRICANDREAM X [PARTNER NAME] SCHOLARSHIP

These Scholarships are in partnership with external donors. Focus areas reflect the objectives of the donor. This Scholarship includes face-to-face and online mentoring, leadership development and career development.

10.4 SCHOLARSHIP ROUNDS

The Foundation offers two Scholarship rounds per year. The Scholarships will be publicly promoted, and students apply via a formal application process.

The Foundation has the following Scholarship rounds:

Round	Application Type	Applications Open	Applications Close	Enrolment Period
1	Southern Africa	1 st November	30 th April	January to July of the following year.
2	East Africa	1 st November	30 th April	January to July of the following year.

- (a) In relation to the enrolment period, applicants are to refer to the partner University's commencement dates.
- (b) Scholarship 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 for all the students, 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 Scholarship is to be awarded are set out in its Conditions.

- (b) The Scholarships 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, undergraduate and postgraduate coursework Scholarships 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 disadvantage;
 - III. membership of any other designated target equity groups such as women, disability, remote/rural.
- (d) Postgraduate research Scholarships are awarded on the basis of academic achievement and research potential, sometimes in combination with additional eligibility or ranking criteria.
- (e) Subject to the approval of the Board, Scholarships 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.
- (f) Selection of awardees is a comparative and competitive process.
- (g) Those eligible for consideration are ranked by the Selection Panel on the basis of the extent to which, in the opinion of the Selection Panel, they demonstrate that they satisfy the selection criteria.
- (h) In ranking candidates, the Selection Panel must have regard to the application and supporting material, if any, and may interview candidates.
- (i) Even if a candidate meets the selection criteria for a Scholarship, a Scholarship is awarded only if, in the opinion of the Selection Panel, there is a candidate of sufficient merit.
- (j) Scholarship conditions must be consistent with Australian taxation requirements for income tax exemption for the Foundation, specifically that:
 - i. the Scholarship is for educational purposes only;
 - ii. there is no requirement for the recipient to become, or remain, an employee of the Scholarship provider at the time of receipt of the Scholarship or in the future;
 - iii. there is no requirement for the recipient to provide any kind of service or labour in return for the Scholarship at the time of receipt of the Scholarship or in the future;
 - iv. the Scholarship is open to a range of recipients;
 - v. the Scholarship is paid by the Foundation.
- (k) Minimum amounts for Scholarships are determined by the management and approved by the Selection Panel and reviewed periodically.
- (l) The value of a Scholarship is normally stated in the Conditions of the Scholarship, where possible.
- (m) For continuing Scholarships, the Conditions must include the criteria for continuation. Normally, this will be that the student continues to meet enrolment and other relevant conditions.

- (n) Students who are granted a period of approved leave do not normally forfeit their Scholarship unless stated otherwise in the conditions for the individual Scholarships.
- (o) Scholarship Conditions must include the stipulation that any thesis, dissertation or other publication resulting from research undertaken by the recipient while in receipt of a Scholarship must acknowledge the support of the Scholarship.

10.5.2 ELIGIBILITY

- (a) To be eligible, an applicant must not be receiving an equivalent award or Scholarship 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 course of study if their Scholarship includes a stipend or an allowance.
- (c) The applicant must be studying full-time for the duration of the Scholarship unless otherwise approved by the Selection Panel during the selection phase, or management during the period of the Scholarship for reasons outlined in 9.10(d).

10.6 SELECTION PROCESS

The Scholarships are a competitive process. Selection is undertaken by the Selection Panel. Selection is primarily based on the applicant's academic record, leadership potential and financial hardship. Further criteria are outlined in each Scholarship conditions. The Scholarships selection process must be transparent, ethical and follow the below process:

10.6.1 APPLICATION

- (a) Applicants apply for a Scholarship 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 regarding their study, selection of the successful recipient/s will be carried out within sixteen weeks after the closing date of the Scholarship.

10.6.2 SCREENING

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

10.6.3 SHORTLISTING

- (a) Short listing and screening will be conducted by the management and staff.
- (b) Shortlisting of Scholarship recipients is based on a competitive application process.
- (c) 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 Selection Panel for further consideration.
- (d) Staff will undertake a first shortlist according to the eligibility criteria advertised. The staff will remove any applicant who does not meet the basic criteria.

- (e) A second member of the management and/or staff will undertake a second shortlist deemed suitable to send to the Selection Panel. A second shortlist should be assessed in terms of academic merit, financial need, and the quality of written application. The number of applications sent to the Panel will depend upon the number of applicants and the panel's preference.
- (f) A shortlisting report will be documented for each Scholarship type.
- (g) 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. Scholarship Overview and Shortlisting Report

10.6.4 RANKING

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

10.6.5 SELECTION: NO DONOR INVOLVEMENT

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

10.6.6 SELECTION: DONOR INVOLVEMENT

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

10.6.7 SELECTION: INTERNALLY FUNDED

- (a) The applications are received by the staff.
- (b) Shortlisting is undertaken by the management and staff.
- (c) The management and staff will distribute shortlisted applications to the Selection Panel.

- (d) The Selection Panel will review applications and select the preferred applicant(s).
- (e) Management and staff will notify the preferred applicant.

10.6.8 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 (using a selection matrix); and then submit their individual shortlist to the management and staff.
 - iii. **Interview** – The Selection Panel who after confirmation of the final shortlist will interview a small group of applicants and determine a recipient 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 student(s) cannot be awarded a Scholarship until a selection report has been completed, signed and submitted to the management.
- (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 Scholarship in the event that there are no applicants who suitably meet the selection criteria.

10.6.9 OFFER

- (a) Offers will be sent via email.
- (b) Successful applicants are directed to review and respond to their Scholarship 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 Scholar Confirmation letter confirming the details of the Scholarship recipient(s).

10.6.10 SCHOLARSHIP PAYMENT

- (a) Management and staff are responsible for facilitating the payment of Scholarships to successful recipients within the relevant Scholarship timelines outlined in the confirmation letter. Payments will only be made where there are sufficient funds held by the Foundation to make payment.
- (b) Payments are made on behalf of the student/s directly to the partner University or school.

10.6.11 ON GOING ELIGIBILITY

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

10.7 AWARDING OF SCHOLARSHIPS

- (a) Scholarships are awarded by the Selection Panel and signed off by the Chair, and the decision is final.
- (b) Scholarship awardees are informed in writing and awards are announced publicly.
- (c) The award/s will be terminated on the day the exam is sat, the thesis is submitted for examination or at the end of the tuition Scholarship, whichever is earlier.

10.8 TERMINATION OF SCHOLARSHIPS

Awards will be terminated before this time:

- (a) if it is determined that the awardee fails to fulfil an admission requirement or a condition on their continuing enrolment, or fails to maintain satisfactory progress;
- (b) if the awardee's enrolment is terminated for any reason, or the awardee is found guilty of a serious case of academic or research misconduct, or the awardee fails to maintain their enrolment;
- (c) if the awardee relinquishes the Scholarship or withdraws from the course;
- (d) when the awardee ceases to be a full-time student;
- (e) when approval has not been obtained to hold the Scholarship on a part-time basis;
- (f) if the awardee does not resume study at the end of a period of approved leave or does not decide to extend the period of approved leave; and
- (g) if the awardee accepts another equivalent Scholarship to undertake their studies providing a benefit greater than 50% of the Scholarship rate.

10.9 FALSE OR MISLEADING INFORMATION, COMPLAINTS AND PRIVACY

10.9.1 FALSE OR MISLEADING INFORMATION

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

10.9.2 COMPLAINTS AND GRIEVANCES

Awardees 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 SCHOLARSHIPS

- (a) An undergraduate student may apply to transfer to another degree within the first year, only if the units are transferable to the new degree.
- (b) Where the student is approved to transfer degrees, the maximum duration of the Scholarship becomes that for the new degree minus any periods of study undertaken prior to the conversion.
- (c) Recipients are permitted to undertake part-time, paid employment throughout the year, as long as they are able to meet the attendance requirements.
- (d) A domestic student with carer's responsibilities, a medical condition or a disability, which prevents them from studying full time, may be eligible for Scholarship consideration on a case by case basis.
- (e) A recipient holding a part-time Scholarship must be enrolled as a part-time student. Holders of part-time Scholarship may convert to full-time at any stage. International students are ineligible for part-time.
- (f) Any extension beyond equivalent full-time will be considered on a case-by-case basis, only for research.
- (g) International students are required to hold medical insurance while enrolled and conducting their studies at a partner university outside of their country. Students experiencing financial hardship may apply to have these costs included in their stipend/allowance.
- (h) It is the responsibility of awardees to ensure that they hold a valid visa while studying overseas.
- (i) An awardee is required to repay any stipend payment within four weeks of receiving the payment if:
 - i. there was an error in the calculation;
 - ii. they provided false and misleading information; and
 - iii. the student'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 Scholarships, 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 the Scholarships 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

management and 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 or management and 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 SCHOLARSHIP CONFIRMATION LETTERS

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

10.13 SCHOLARSHIP PRESENTATION AND CERTIFICATES

- (a) Scholarship presentations perform the final ceremonial aspect of the Scholarship bestowal process and provide the opportunity for the donor to meet with Scholarship recipients and celebrate their success (where possible).
- (b) The Foundation management and staff will be responsible for the organisation and coordination of Scholarship presentations.
- (c) The management and staff will be responsible for preparing the scholar'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.

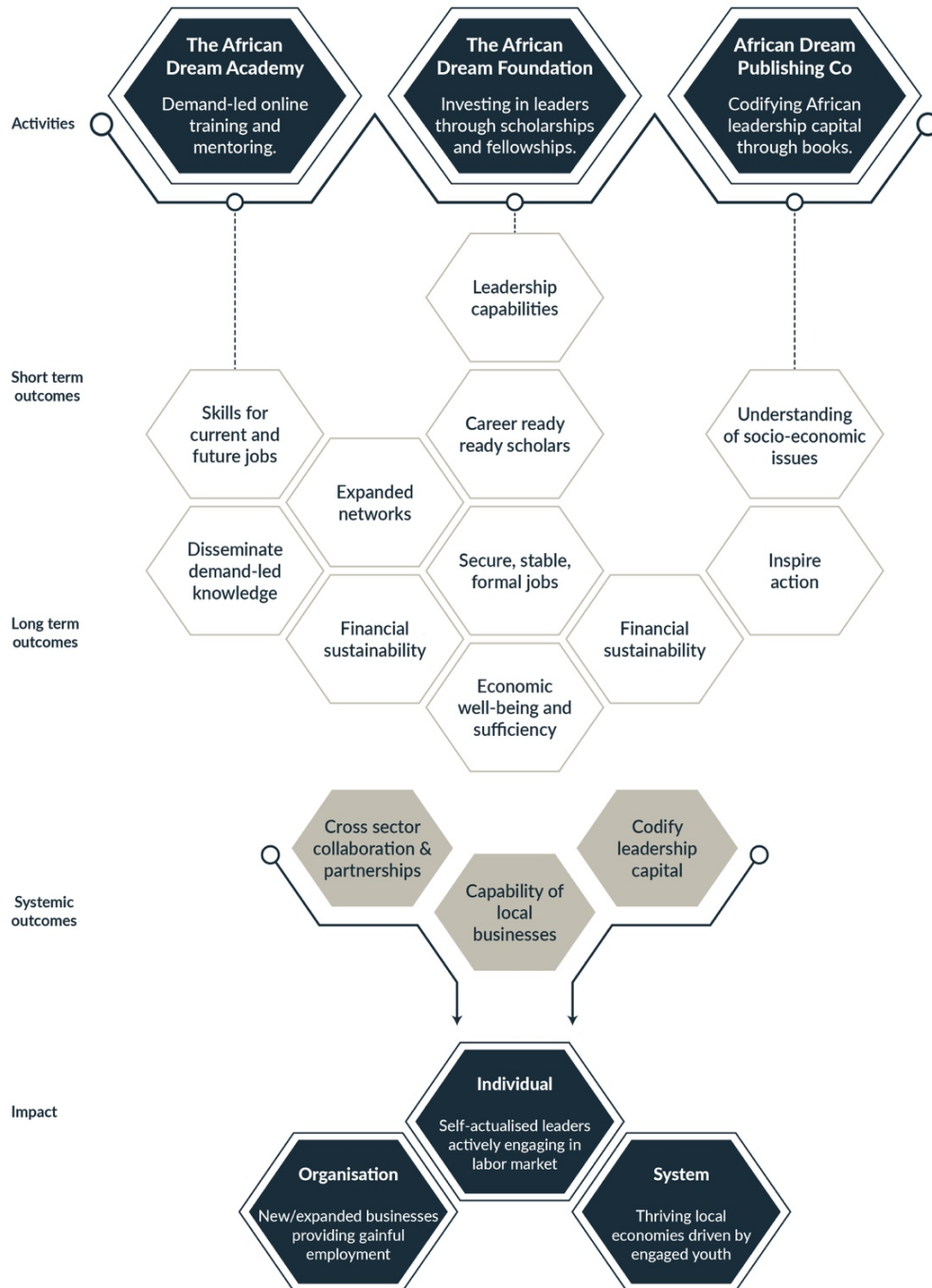
10.14 RECORDS MANAGEMENT

- (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 Scholarship.
Fellowships	Fellowships are short-term opportunities that focus on the professional development of the fellow. They may include a stipend allowance.
partner University	Universities that The African Dream Foundation has Memorandum of Understanding (MOU)
Selection Panel	Part of the governance framework of the Scholarship fund, consisting of a panel of independent people who select scholars from the shortlist.
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

