

FAWE ALUMNI OPERATIONAL MANUAL



1.0 Background

The Forum for African Women Educationalists (FAWE) is a Nairobi based pan-African non-governmental organization. FAWE is a network of leading African female educationalists and Researchers, among them women Ministers of Education, education planners and managers, and university Vice Chancellors, whose purpose is to propel FAWE's mission; to promote gender equity and equality in African education systems by fostering positive policies, practices and attitudes towards girls' education as a way of promoting gender equity and equality in education in Africa. The thirty four (34) National Chapters affiliated to FAWE have been working in 33 countries¹ across Africa towards realising FAWE's vision of a world in which gender disparities in education are eliminated and all African girls access education, perform well and complete their studies. Even though FAWE National Chapters are registered as non-governmental organisations under the laws of their individual countries, they are all united in pursuit of the FAWE mandate.

Working as a regional network, FAWE has in the past twenty years contributed to changing the landscape of girls' education and the lives of many girls and boys in a number of African countries. Through gender responsive interventions implemented by different FAWE Chapters, FAWE has supported more than six hundred thousand bright students from poor backgrounds, especially girls, to access quality education, navigate safely through their adolescence and transition through to complete the various education cycles with quality examination grades. The most effectual of FAWE's interventions has been the comprehensive scholarship package, which apart from shifting the cost of education from poor families, provides extra tuition, psychosocial life skills, mentoring and the Tusome youth empowerment programmes, which builds girls' self-confidence, assertiveness and self-esteem as well as cultivates positive gender relations among girls and boys.

2.0 The FAWE Africa Alumni - Rationale

Over the past 20 years, FAWE has played a significant role in defining and shaping the lives of many disadvantaged girls by enabling them to access and benefit from quality education. Some of FAWE's former beneficiaries have gone on to becoming part of the professional and technical human resource currently contributing to various developmental undertakings in their respective countries. In a number of ways, these young people have demonstrated strong interest in also contributing to the mandate of FAWE. It is that interest that brought about the idea of creating a FAWE Alumni association in the countries that host FAWE Chapters. The FAWE Alumni network is an association of African young women and men who have benefited from the actions of FAWE at regional or national chapter level. Through the alumni association, FAWE harnesses the intellectual and technical resource and energies of these young women and young men and utilises it to foster positive change to the social, cultural and economic context in which girls' education is provided in Africa and inspire school girls and boys to remain focused on education.

3.0 The FAWE Africa Alumni - Membership

The FAWE ALUMNI Network is an association of African young women and men who have benefited from the actions of FAWE at regional or National Chapter level. Membership to FAWE alumni associations is not limited to graduates of FAWE Centres of Excellence or of scholarship

¹ Tanzania hosts FAWE Tanzania and FAWE Zanzibar

programmes, but is open to any graduate who was a student in a school or training institution where FAWE implemented an intervention that they may have directly or indirectly benefited from.

4.0 Aim, objectives and values of the Alumni Network

4.1 **Aim:** To enhance FAWE's structural and institutional development by creating a vibrant FAWE alumni network of young people across Africa, working to advance the mission of FAWE and ensure its sustainability.

4.2 Objectives:

- a) Creating a critical mass of young people advocating for change of the education context and socio-cultural environment in order to attain gender equality in education.
- b) Providing youth-led opportunities for nurturing youth leadership among schoolgirls and boys.
- c) Providing a forum for social networking and building a sense of togetherness among former beneficiaries of FAWE across the African continent.
- d) Invigorating young people's affinity with the plight of marginalised population groups, and spirit of giving back to their communities.
- e) Facilitating professional interaction among young people with similar career pursuit, and
- f) Motivating new graduates to join the alumni and supporting them to integrate.

4.3 Values:

- a. A spirit of giving back to the less privileged
- b. Volunteerism
- c. Transparency and accountability
- d. Solidarity built on mutual assistance
- e. Allegiance to the vision of FAWE

5.0 The Alumni network structure

The FAWE Alumni network is a conglomeration of beneficiaries of FAWE's various interventions who voluntarily come together to form local, national and regional associations. Every FAWE alumni network shall exist under the auspices of the FAWE National Chapter to which it is affiliated and draws its legitimacy. Each alumni network group shall sign a **Compliance Agreement** with the National Chapter. The Compliance Agreement will define the Alumni Association's operational parameters; outlining the roles and responsibilities towards FAWE's mandate.

The FAWE Alumni network will offer every alumnus the opportunity to stay involved with and connected to the FAWE Chapter and fellow alumni. Membership to FAWE alumni associations is not limited to graduates of FAWE Centres of Excellence or of scholarship programmes, but is open to any graduate who was a student in a school or training institution where FAWE implemented an intervention that they may have directly or indirectly benefited from. In each country, the alumni network will be organised into forums at national and sub-national level. The FAWE Africa alumni network will be constituted by members representing each national alumni forum.

5.1 FAWE Alumni Forums

While every FAWE alumnus is eligible to membership and enjoys all rights to undertake activities within the sphere of activity of the Alumni, those who volunteer to undertake various coordination responsibilities are instrumental in bringing alumni members closer together, establishing and

maintaining strategic connections, and organising activities aimed at enriching their lives and the lives of future FAWE alumni.

5.1.1 FAWE Sub-national Alumni Forum

- a) The smallest alumni unit is a district/county alumni forum, which shall be constituted by at least ten (10) alumni members.
- b) Each district forum shall elect a seven (7) member Executive Committee to manage alumni activities in each participating district/county.

5.1.2 FAWE National Alumni Forum

- a) Members of the District Alumni Forum shall elect and submit five members from among themselves to represent them on the National Alumni Forum.
- b) Members of the National Alumni Forum shall elect from among themselves, seven (7) members who shall serve as the National Alumni Executive committee to coordinate alumni activities at national level.

5.1.3 FAWE Africa Alumni Network

- a) Each National Alumni Forum shall elect and submit three (3) members to represent them on the FAWE Africa Alumni forum.
- b) At FAWE Africa level, members from the various National Alumni forums shall elect a five (5) member Regional Executive Committee to execute regional level activities.

6.0 **Activities of the FAWE Alumni Network**

Largely, all FAWE Alumni members will be involved in organising and executing activities relating to advocacy, public sensitisation, mentoring of younger girls and boys, social events and fund raising events for the organisation, as well as managing online social networking, production of newsletters or magazines, under the guidance of the Alumni association executive members. In particular, alumni association will undertake the following functions:

6.1 **Mentorship**

Leadership and mentoring will not only target the girls and boys still at school to encourage them to excel in their studies but also those in tertiary education and in employment for their professional and career development.

- i) The current FAWE beneficiaries will have the opportunity to be mentored by FAWE alumni, through career guidance, motivational talks and counselling during challenging times. Among them will be working with university scholars to host "A Day on Campus" events for senior secondary scholars to introduce them to the various courses available in the different faculties and the qualification requirements for entry.
- ii) Alumni members who have been in employment for long will provide job shadowing and internship to new FAWE graduates.
- iii) FAWE Alumni will create opportunities to train in-school girls and boys in Youth leadership skills.
- iv) Alumni members will also benefit by building stronger connections among themselves through peer to peer support, and with identified role models that they can look up to for support and guidance.

6.2 **Give Back**

Alumni activities will not only create opportunities for the alumni to reconnect with their alma mater but will also instil a sense of urgency for the alumni to give something back to their school or community and be involved in the activities that further promote and serve the FAWE Network.

- i. In their interaction with FAWE in-school/college beneficiaries, the values of volunteerism and a spirit of giving back will be instilled in both groups.
- ii. Alumni members will volunteer their time to undertake community projects aimed at uplifting the situation of marginalised population groups.
- iii. Volunteer time to provide examination coaching, ICT lessons or adolescent sexual and reproductive health education to girls and boys in examination classes and/or in Tuseme clubs.

6.3 Resource mobilization

Alumni present an opportunity to mobilise human and financial resources to positively transform the lives of our African youths for a better future. Alumni members will volunteer their time and expertise to undertake various forms of mobilising resources, these including:

- i) Making one-off or long term financial pledges to contribute and support specific causes, such as child sponsorship or contributing to an established scholarship scheme.
- ii) The alumni will advocate for resources through transformation of their workplace policies to provide space for young people to do internship or accessing resources through corporate social responsibility, and
- iii) Involvement in sensitization activities that demonstrate that strategic investment in girls pays off.

6.4 Agents of change - Policy advocacy

- i) Members of the alumni are well positioned to utilise various platforms as FAWE ambassadors to talk about how their lives were transformed as a result of FAWE intervention.
- ii) As agents of change, FAWE Alumni members are a strong force to reckon with for advocacy and lobbying to influence policies at national, Africa and global level to benefit of girls and women. They can be a loud voice, speaking from lived experiences -living testimonies of human stories and real life experiences to share.
- iii) Some of these alumni members are working within the circles of influencing at policy level and therefore, engaging and involving them in advocacy for gender equality in education is strategic to policy formulation and implementation.
- iv) As FAWE ambassadors, Alumni members will be engaged to speak for and on behalf of FAWE within their communities, at national and international forums, using various media and other communication tools.

6.5 Professional Development

Executive members will provide services that will help fellow alumni and new graduates enhance their career progression.

- i) Alumni members pursuing specific career fields will have opportunities to benefit from organised seminars or workshops or get invited to FAWE members' related skills training.
- ii) Alumni executive members will organise professional talks for cluster of members.
- iii) Selected Alumni members will be invited to regional or inter-chapter professional development activities.

7.0 Role of FAWE National Chapters

Like other groups that exist under the auspices of FAWE National Chapters, the FAWE Alumni will mobilise resources under the guidance of, and without competing with the Chapter. The principal role of the National Chapters, with a support from the Regional Secretariat, is therefore to manage and support the Alumni Association by undertaking the following activities:

- i) Identifying FAWE alumni members to found the alumni. Using former schools or training institutions, and known former beneficiaries, lists of former FAWE beneficiaries living in the area- town, regions or the country.
- ii) Maintaining a database of alumni members.
- iii) Guiding the alumni members' plans and execution of activities.
- iv) Liaising with FAWE RS and other National Chapters to organise inter-chapter exchanges or joint activities.
- v) Monitoring and reporting on alumni activities.

The Chapter will also assist the Alumni Forum to access sponsorship by celebrities (singer, footballer, intellectual) for a determined period of 2 or 3 years or support the fundraising actions from business houses, donor agencies of philanthropists.

The FAWE Alumni, through the National Chapter, will develop a relationship with the current beneficiaries of FAWE, through provision of relevant training in the various FAWE clubs, mentoring FAWE beneficiaries, and conducting tutoring to beneficiaries of FAWE to prepare them to succeed National qualification examinations.

The FAWE Alumni initiatives must register relationships with the strategic direction of the National Chapter and contribute to the achievement of the goals of FAWE in general.

8.0 Role of the FAWE Regional Secretariat

- 8.1 Facilitating learning and sharing of good practices: -FAWE RS will facilitate inter-country interaction of alumni representatives for the purpose of lesson learning, joint advocacy and experience sharing.
- 8.2 Creating a platform on the FAWE website to facilitate social interaction: - A facebook page in the FAWE website will open a chat window, "**young voices**" which will be a platform for young people from various countries to interact on issues of interest to young people as well as enable them to participate in intellectual discussions, organised video conferences and other e-meetings that will be moderated by FAWE RS.
- 8.3 Supporting opportunities for advocacy: - FAWE RS will provide opportunities for FAWE Africa Alumni members to participate in high level international meetings and youth forums to enable them influence positive change for girls' education in Africa.
- 8.4 Nurturing leaders that will spearhead FAWE in future.
- 8.5 Database Management: - A database of the FAWE Alumni by country will be incorporated at the level of the Regional Secretariat.

Annex 1 – Procedure for setting up the FAWE Alumnae

For effective and efficient initiation of the FAWE Alumni programme and ensure its sustainability, FAWE will mobilize financial and material resources, including internet connectivity and resource guides for use at FAWE Regional Secretariat and National Chapter level.

2. **Piloting:** - Given that this programme is a new initiative, FAWE will pilot it for two years in seven (7) Chapters - Burkina Faso, Mali and Senegal, (Francophone) Ethiopia, Ghana, Namibia and Rwanda (Anglophone) in 2013 and 2014. Based on the results of the pilot, the programme will be expanded to six other National Chapters in 2015.
3. **Managing the Alumni Association** –Both at FAWE Regional Secretariat and in each National Chapter, a FAWE member of staff will be designated, as part of her/his terms of reference, to take charge of the Alumni association. She/he will undertake the following activities:
 - i) Making arrangements for setting up the alumni forums at district and national level.
 - ii) Identifying FAWE alumni members to found the alumni. Using former schools or training institutions, and known former beneficiaries, lists of former FAWE beneficiaries living in the area- town, regions or the country, as well as their contact information will be compiled.
 - iii) Organising an inaugural event – social gathering or meeting to which identified FAWE alumni are invited. Media invitations will also be extended to those whose contact information may not be available.
 - iv) Maintain a data base of alumni members.
 - v) Guide the alumni members' plans and execution of activities.
 - vi) Liaising with corresponding personnel at FAWE RS and other National Chapters to organise inter-chapter exchanges or joint activities.
 - vii) Monitoring and reporting on alumni activities.
4. **Identify alumni willing to take up leadership** - the Inaugural meeting will serve the dual purpose of enabling alumni to reconnect with one another and setting up an Interim Alumni Executive Committee (IAEC). It will be expressed upon Alumni members who agree to serve on the IAEC that they will bear the extra responsibility of fore fronting alumni activities.
5. **Orientation of IAEC** - The IAEC will be oriented to the FAWE Alumni Operational Manual so as to familiarise themselves with its content. The manual spells out the operational procedure of the Alumni Association – the criteria for membership, the structures and their functions, how leaders will be selected and their roles, as well as the functions of the alumni association.
6. **Signing a Compliance Agreement**–The IAEC will be required to sign a Compliance Agreement with the FAWE National Chapter Secretariat to legitimatise its existence.
7. **Celebrate the formalisation of the Alumni** –In conjunction with the FAWE staff, the IAEC will identify an appropriate event to celebrate the founding of the alumni association.
8. **Alumni activities** –Once the Alumni association has been established, members will work with the FAWE National Chapter to develop work plans that are in conformity with the goals and objectives of the Chapters' Strategic plans.
9. **Inter-Chapter activities** – In conjunction with the FAWE Regional Secretariat, National Alumni Forums will develop and undertake common activities.

Annex 2 – FAWE Alumni Structures and Composition

1. Composition of FAWE Alumni Executive Committees

1.1 The Sub-national Executive Committee shall comprise:

- i. The Chairperson
- ii. The Vice Chairperson
- iii. The General Secretary
- iv. The Publicity Secretary
- v. The Treasurer, and
- vi. Two committee members

1.2 The National Executive Committee shall comprise:

- i. The Chairperson
- ii. The Vice Chairperson
- iii. The General Secretary
- iv. The Publicity Secretary
- v. The Treasurer, and
- vi. Two committee members

1.3 The FAWE Africa Alumni Committee shall comprise:

- i. The Chairperson
- ii. The Vice Chairperson
- iii. The General Secretary
- iv. The Publicity Secretary, and
- v. [The Treasurer](#)
- vi. [Regional Rep](#)

2. Functions of Executive Committee members

2.1 The Chairperson:

- i) to provide policy and organisational leadership,
- ii) to be the chief spokesperson of the Alumni Forum,
- iii) to chair meetings of the Executive Committee,
- iv) to present the Executive Committee report at FAWE Chapter or Alumni gatherings,
- v) to consult with the FAWE Chapter Executive Committee for major decision or commitments to be made.

2.2 The Vice- Chairperson

- i) The Vice-Chairperson shall perform such duties and functions as may be delegated by the chairperson.
- ii) The Vice-Chairperson shall act as Chairperson when the Chairperson is absent or otherwise unable to perform her functions and shall assume the position of Chairperson when the post is vacant.

2.3 The Treasurer

The Treasurer shall administer the finances of the Alumni and in this regard, the Treasurer shall have the following powers and functions:

- i) to maintain proper books of accounts of all of all income and expenditure and proper records in relation to all accounts,
- ii) not later than six months after the end of the financial year, to cause to be prepared a statement of income and expenditure during the financial year and a statement of

assets and liabilities of Alumni Forum and to submit such Statements to the FAWE National Chapter,

- iii) to prepare estimates of income and expenditure and to submit a draft budget to the FAWE Chapter National Executive Committee.

2.4 The General Secretary

It shall be the duty of the General Secretary to:

- i) be responsible for all communication and record keeping activities of the Alumni Forum,
- ii) take down, reproduce and distribute minutes of all meetings to Alumni Executive members,
- iii) prepare, in consultation with the Treasurer and Publicity Secretary, annual work plans and reports to be presented on behalf of the Alumni Forum,
- iv) perform any other duties as may be delegated by the Chairperson or the National Chapter.

2.5 The Publicity Secretary

It shall be the duty of the Secretary to:

- i) be responsible for public relations and publicise the activities of the Alumni Forum,
- ii) consult with the National Chapter Secretariat and Alumni Forum Chairperson to issue statements to be general public and the media,
- iii) together with the Secretariat, keep track of the Alumni Forum's media coverage,
- iv) perform any other duties as may be delegated by the Chairperson or the National Chapter.

2.6 Committee members

It shall be the duty of Committee members to:

- i) chair any ad hoc sub-committee created for a specific purpose,
- ii) fill in for any position that falls vacant on the Executive Committee,
- iii) perform any other duties as may be delegated by the Chairperson or the National Chapter.

3. Tenure of office and vacancies

3.1 A member of the Sub-national/National/Regional Executive committee:

- a) who has served a term of three (3) years from the date of election shall not be eligible for re-election for a second term but becomes eligible for re-election after the term of three years has elapsed,
- b) may resign upon giving one month's notice, in writing to the National Executive Committee,
- c) may be expelled by the Alumni National Executive Committee for gross misconduct,
- d) may be removed through an extra-ordinary general meeting convened to initiate a process of impeachment of the Executive Committee for poor performance or incompetence.

3.2 The post of a member shall become vacant:

- a) upon the member's death,
- b) if the member is absent, without reasonable excuse, from three consecutive meetings of the Executive Committee of which the member has given no notice,
- c) during the vacancy or absence for any reason by a member of the Executive Committee the vacancy shall be filled by the nomination by the Executive Committee from among the members,

- d) the member nominated to fill up any vacancies shall retain the post until the next elections.

4. Alumni Membership

4.1 Membership shall cease under the following reasons:

- a) Resignation
- b) Death
- c) Expulsion for gross misconduct
- d) De-registration of the Forum
- e) **Lack of commitment /Absenteeism/Non-payment of membership fee**

4.2 Obligations and Rights of Members

- i) Members of the FAWE Alumni shall have the following rights:
 - a) to be present at meetings and to participate in the deliberations of the Alumni Forum,
 - b) to participate in Alumni activities and to receive all documents and information concerning its activities,
 - c) to nominate candidates or be nominated for elections to any post at all levels,
 - d) to vote in all elections of the Alumni,
 - e) to represent the Alumni at international, regional, national and local level meetings.
- ii) Members of FAWE Alumni shall have the following Obligations:
 - a) to pay the prescribed annual subscription fee at the beginning of every year,
 - b) to attend meetings and other functions of the Alumni,
 - c) to execute such assignments as may be assigned by the Alumni Executive Committee,
 - d) to maintain the good name of FAWE and the FAWE Alumni,
 - e) to keep the Alumni informed of activities and other things, which are beneficial,
 - f) to promote the objectives of FAWE in every way.

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Section 9 – FAWE Alumni Value Addition

In its quest to empower young people to take up role of *agents of change* of their own situations and those of their communities, FAWE is seeking out its former beneficiaries for the purpose of providing them the necessary space to propel the gender equality campaign. This questionnaire is therefore intended to collect information on the current status of its former beneficiaries and their willingness to get involved in the work of FAWE.

1.0 National Chapter _____ **Town** _____ **Date :** _____

2.0 Personal information

Title: _____ Surname: _____ Other name(s): _____

Sex: _____ Date of birth: _____ Marital status: _____ # of children, if any: _____

e-mail add: _____ Cell #: _____ Postal add _____

Skype name _____ face book _____ twitter _____

3.0 Academic and professional Qualifications

No	Level	Qualification	Institution	Year of completion
3.1	Secondary			
3.2	Post-secondary			
3.3	Undergraduate			
3.4	Graduate			
3.5	Post graduate			
3.6	Other			

4.0 Employment/Training History

4.1 Occupation/Training Course: _____ Position/Year: _____

Station/College: _____ Date of employment/Enrolment: _____

4.2 Brief description of your work/training:

5.0 History with FAWE

4.2 Which FAWE programme did you benefit from? _____

4.2 When? _____ At which institution? _____

4.3 Did FAWE provide you with any training? _____ If yes, list the type of training

a) _____

b) _____

- c) _____
- d) _____

4.4 Have you had training in social or development work from anywhere else? If yes, list the training

- a) _____ by who? _____
- b) _____ by who? _____

4.5 Competence rating

Instructions: Please leave blank, if this section is not applicable to you. Using a competence rating of 1 to 5, please indicate your level of competence (a) how you function with those skills and (b) your ability to transfer these skills to others. For evidence of work done, please indicate whether the work was singularly or collectively done.

KEY:

Level 1 - Basic skills and knowledge

Level 2 - Complete level of knowledge with a sustained application over time

Level 3 - A higher order level of skill and knowledge sustained over time and demonstrated in a variety of situation

Level 4 - Sustained and demonstrated mastery of skills and knowledge

Level 5 - Consistently applies expertise beyond mastery of skills and knowledge to innovate and enhance results

Skill area	Description	Level of skills acquired	Competence to train others	Evidence of work done since training
Adolescent and sexual reproductive health (ASRH)	Trained as a Peer Educator in providing information to other young people in (ASRH)			
Psycho-social Life skills education	Understanding the psycho-social life skills that lead to healthy happy lives			
Community advocacy and mobilisation	Knowledge of working with communities to address common need			
Research methods	Skill in research designing, execution and report production			
Psycho-social counselling	Helping others young people to come out of injuring situation			
Resource mobilisation	Steering fundraising activities and proposal writing			
Financial management	Producing simple financial statements of income and expenditure			

Management of Youth empowerment Clubs (Tuseme, SAfE, Girls' Club) and youth leadership	Preparing young people to take up leadership in the public arena through youth empowerment clubs			
Behavioural Change Communication	Communicating effectively to bring about change to young people's perspectives			
Information and Communication Technology	Being able to use information and communication technology programmes and software effectively			
Monitoring and Evaluation	Evaluating the efficiency and effectiveness of plans, projects, programme, objectives and tasks			

5.0 A call to serve

5.1 Would you be willing to volunteer time to FAWE's social service? Yes _____ No _____.

5.2 If yes, how often would you be available? _____

5.2 Please state any three areas you would be interested to get involved in

Thank you for your time