

# SCHOLAR GUIDEBOOK



Scholars  
Program

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# WORDS OF WELCOME

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Dear Mastercard Foundation Scholar,

I am delighted to welcome you into the Mastercard Foundation Scholars Program. The Scholars Program aims to develop a cohort of ethical, entrepreneurial, and energetic young leaders who will drive and lead socio-economic transformation in Africa. It is an initiative that equips and empowers young people to realize their potential and to have a catalytic impact on their communities and countries.

The Scholars Program is part of the Foundation's effort to work with young people to address what may be the greatest issue of our time in Africa — young people and employment. The Foundation has recently launched a new strategy, Young Africa Works, which aims to enable 30 million young people, particularly young women, to secure dignified and fulfilling work by 2030. This ambitious goal will require many things: leadership, policy, technology, investment, partnership, and, perhaps most importantly, the hearts and minds and talents of its young leaders, like you.

As a Scholar, you are now part of a network of thousands of like-minded students who are forming a community of young transformative leaders unified by a common purpose and vision for change. We believe that you can play a transformative role in your family, community, and country.

We are honoured to be a part of your educational and leadership journey, and are so pleased that you are a Mastercard Foundation Scholar.

Warm regards,

Reeta Roy  
President and CEO  
Mastercard Foundation



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# GUIDEBOOK

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# A WARM WELCOME

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Welcome to your journey as a Mastercard Foundation Scholar. This is your Scholar Guidebook. It is intended to support you as you move through the Scholars Program. It includes the vision and goals of the Program and the Foundation's broader strategy, Young Africa Works. It also outlines what it means to be a Scholar, including practical information and guidance.

Becoming a Scholar means you have made an incredible commitment to the values, principles, and guidelines of the Scholars Community. It's important to take time to read through the Guidebook. Understanding the core elements of the Program will ensure that you feel equipped with the information and tools to thrive as a Scholar.

**SCHOLAR DIVINE USABASE  
IS AN ALUMNA OF MCGILL  
UNIVERSITY.**



# LEADING CHANGE

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## OUR FOUNDING STORY

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The Mastercard Foundation believes in a world where everyone can learn and prosper. The work that we do is guided by our core values, including humility, listening, kindness and respect, co-creation, and impact.

The Mastercard Foundation is a global foundation based in Toronto, Canada. We were established in 2006 through the generosity of Mastercard Corporation, though the Foundation is independent from the Corporation.

In March 2018, the Foundation launched its new strategy, Young Africa Works. The strategy sets out an ambitious goal: to enable 30 million young people in Africa, especially young women, to secure dignified and fulfilling work by 2030. We believe that youth employment in Africa will be a powerful predictor of progress out of poverty and a clear indicator of social and economic progress.

Young people will be at the forefront of Young Africa Works, driving and leading change. The Scholars Program is an investment in their potential. Through the Scholars Program, we are identifying talented young people and empowering them with a sense of purpose, mission, and commitment to improving the lives of others. We are curating opportunities for them to develop and practise ethical leadership, entrepreneurship, and other key skills. We are facilitating pathways to opportunity and connecting them to a vibrant network of transformative leaders. We are building their confidence and their ability to be lifelong learners and leaders. In doing so, we will enable these talented young people to realize a multiplier effect in their families, communities, and countries.

We are optimistic about the future of Africa. This optimism is drawn, in part, from engaging with young people like you. Africa's youth are brimming with talent and a commitment to positively shaping the continent's future. We believe that young people like you will drive and lead Africa's transformation.

**"We rise by lifting others. Giving back builds hope — and when there is hope, there is always a future."**

**Norman Mugisha,  
EARTH University**

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# A DESIRE FOR TRANSFORMATION

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**T**he Program was launched in 2012. Since then, it has become one of the largest scholarship and leadership development programs in Africa, creating 35,000 scholarships across secondary and tertiary education. In the coming years, we will expand and deepen the Program to reach many more deserving young people like you.

We believe all young people, no matter their starting point in life, should have the opportunity to receive a quality education and pursue their life's aspirations. Our goal for the Program is that you will develop into an ethical and entrepreneurial leader who will have a positive impact on the world around you.

In order to fulfil this goal, we have designed a framework that will support Scholars in achieving success.

Key elements include:

- Quality education
- Holistic financial, social, and academic supports
- Training and mentorship that reinforce the core values of transformative leadership and a commitment to improving the lives of others
- A network of like-minded young leaders committed to giving back

**SCHOLAR ABRAHAM  
TETTEH ABBY IS A  
STUDENT AT ASHESI  
UNIVERSITY.**



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# INVESTED PARTNERS

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**P**artners of the Mastercard Foundation Scholars Program are the institutions that work to support the Program. The Program is now delivered by 27 universities and NGOs across four continents. These institutions are our partners in the Scholars Program:

African Leadership Academy,  
South Africa

African Institute for Mathematical  
Sciences, South Africa, Cameroon,  
Senegal, Ghana, Tanzania,  
and Rwanda

American University of  
Beirut – Faculty of Health  
Sciences, Lebanon

Arizona State University, USA

Ashesi University, Ghana

BRAC, Uganda  
(secondary education)

CAMFED, Ghana and Malawi  
(secondary and tertiary education)

Carnegie Mellon University, Rwanda

Duke University, USA

EARTH University, Costa Rica

Equity Group Foundation, Kenya  
(secondary education)

Forum for African Women  
Educationalists (FAWE),  
Rwanda and Ethiopia  
(secondary and tertiary education)

Kwame Nkrumah University of  
Science and Technology, Ghana

Makerere University, Uganda

McGill University, Canada

Queen's University, Canada

Sciences Po, France

Stanford University, USA

University of Abomey-Calavi, Benin

University of British Columbia,  
Canada

University of California,  
Berkeley, USA

University of Cape Town,  
South Africa

University of Edinburgh, Scotland

University of Gondar, Ethiopia

University of Pretoria, South Africa

University of Toronto, Canada

Wellesley College, USA



# ACADEMIC ACHIEVEMENT

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## YOUR SCHOLAR EXPERIENCE

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### Leadership

**Y**ou have been selected as a Mastercard Foundation Scholar because of your academic achievement, your potential to exercise transformative leadership, and your commitment to giving back to your community. As such, you are an ambassador of the Scholars Program. Representing the Program in a positive light both as a student at your university and as a Program alumnus or alumna is important. You are an example for others, inspiring other young people to follow their dreams and demonstrating the potential of ethical, entrepreneurial young leaders to make meaningful change and lead lives of purpose.

**"I envision a world that actively recruits women and girls to schools and addresses barriers to their meaningful participation in society."**

**Ahmed Lugya,  
Makerere University**

# SCHOLAR SPOTLIGHT

## TAKING AN IDEA TO ACTION:

**Ritah Arishaba and Alpha Ngwenya**

"Never underestimate how much you can reach with just an idea, but how far you can go with implementing it." — Ritah Arishaba

Born and raised in Kakiika Village, Mbarara, Uganda, Ritah was raised by a handy mother who inspired her to create what she needed for herself and for others, including menstrual pads to help ensure that she would stay in school all month long.

Ritah created the Strong Women Strong Love initiative with fellow Scholar Alpha Ngwenya, an initiative that supplies feminine hygiene products to Arizona's homeless women while also teaching girls in Kakiika how to make their own safe and comfortable sanitary pads.

Strong Women Strong Love won the Resolution Social Venture Challenge in 2017, a competition that rewards compelling leadership and promising social ventures led by youth.

"I see Strong Women Strong Love as an encouraging platform and a mentorship program that will push more girls to school and teach them their value," says Ritah.

*Ritah Arishaba and Alpha Ngwenya are Scholars at Arizona State University.*



## Behaviour

MASTERCARD  
FOUNDATION SCHOLARS  
AT THE BAOBAB SUMMIT  
2017 IN ACCRA, GHANA.



**AS A SCHOLAR**, it is important that you reflect the values and behaviours consistent with both your university and the Mastercard Foundation Scholars Program. As a Scholar and a member of a community spanning university campuses and secondary schools around the world, you embody the values of transformative leadership.



**AS A STUDENT**, it is critical to follow the rules and regulations of your university. Some university partners also have specific policies and protocols for Mastercard Foundation Scholars. Make sure to learn about all the policies and protocols that support you and govern your conduct as a student and Scholar of your university.

# WE TRUST YOU TO:

- Practise the values of the Scholars Program.
  - ▶ Be kind, and respect yourself and others
  - ▶ Practise humility and self-awareness; these are sources of strength
  - ▶ Be ethical and act with integrity
  - ▶ Be courageous and build resilience
  - ▶ Listen deeply; listening is a source of insight, empathy, and innovation
  - ▶ Work together to achieve impact
- Work at your studies and remain in good academic standing.
- Seek out support services such as tutoring, mentoring, career guidance and counselling, health care, and other supports if and when you need them.
- Actively attend programs, workshops, and events offered to Scholars.
- Practise leadership in your everyday life: take on new roles and responsibilities; speak out and actively support what you believe in; learn and develop yourself; inspire and influence others to action.
- Give back to others: your family, the Scholars Community, the wider community, and society, both while a student and after you complete your education.
- Connect with one another. The Scholars Community is a powerful source of ideas, support, and strength.

SCHOLAR RUKUDZO  
MUYENGWA IS AN ALUMNA  
OF THE UNIVERSITY OF  
CALIFORNIA, BERKELEY.





## Community

**T**he Scholars Program offers a dynamic community for you to be a part of, both online and offline, and there are a variety of ways to get involved!

### THE SCHOLARS COUNCIL

The purpose of the Scholars Council is to have a member from each institution across the Scholars Program act as a leader and representative of the Program on their campus. The Scholars Council is a body made up of Scholars from each of our institutional partners, who are elected by their peers. As a member of the Scholars Council, you'd have the opportunity to:

- Act as the primary liaison between Scholars at your institution and the Foundation.
- Communicate important information to Scholars on campus.
- Foster collaboration among members of the Scholars Community.
- Provide feedback on programs and projects, e.g., the Baobab platform, and encourage the promotion of the Scholars Program's goals and values.

L-R  
A SCHOLAR IN THE PROGRAM AT ALA, ALFREDO CUMBANA IS A STUDENT AT THE UNIVERSITY OF ROCHESTER; SCHOLAR NGINA KARIUKI IS A STUDENT AT WELLESLEY COLLEGE; SCHOLAR JOHN AWIEL CHOLDIING IS A STUDENT AT EARTH UNIVERSITY; SCHOLAR ADETUTU SADIQ IS A STUDENT AT THE UNIVERSITY OF CALIFORNIA, BERKELEY; SCHOLAR JEANBAT BUSISI IS A STUDENT AT ARIZONA STATE UNIVERSITY; SCHOLAR LUCAS MANHICE IS A STUDENT AT MICHIGAN STATE UNIVERSITY.

# SCHOLAR SPOTLIGHT

## **RAISING MY VOICE:**

**Rosalinda Agana**

"There are so many vulnerable girls whose voices are not heard. They are denied justice because they have no money and no platform."  
— Rosalinda Agana

Rosalinda knew at an early age that she wasn't going to be invisible. Born in the Northern Region of Ghana, Rosalinda — who sits on the Scholars Council — saw the challenges young women face with no education and limited opportunities. Rosalinda's mother was a child when she married a man many years her senior — a common story for many vulnerable and marginalized girls. It's a story she hopes to change by empowering women and raising her voice for gender equality.

Rosalinda is pursuing her studies in law at Central University in Ghana. She is also part of Central University Student Parliament House and a member of the Tribunal for Law Students Union.

"My aspiration is to be the voice of the vulnerable, less privileged, the weak, and poor in society — in pursuit of justice for all," says Rosalinda.

*Through a partnership with CAMFED, Rosalinda Agana is a Scholar at Central University, Ghana.*

The Scholars Council meets in person twice a year and regularly through technology.

There are several committees on the Scholars Council with specific roles and responsibilities, such as the Alumni Committee, Scholars Research Fund, Foundation Strategy Committee, and others. If you are interested in being a Scholars Council representative, please reach out to your program manager or the current Scholars Council representative at your institution.

## SCHOLAR RESOURCE

### THE BAOBAB PLATFORM

The Baobab platform ([scholarsbaobab.org](http://scholarsbaobab.org)) is an online platform and app that will enable you to connect with your current and alumni Scholars Community. You will be invited to join the Baobab platform when you begin your university studies. A few of the features that the platform provides are career guidance, mentors, leadership training, and a variety of opportunities. Use it as a space to connect, share ideas and resources, discuss topics that are important to you, and offer one another support and advice. Baobab provides you with a means to continue learning, stay connected, and collaborate with one another for many years beyond your formal education.





L-R  
FAUSTINA NTOW, RUTH TAWIAH, AND  
VIVIAN KUSABYEWA TALAYAM ARE  
MASTERCARD FOUNDATION SCHOLARS  
AT CAMFED.



**"Baobab is one  
unique platform for  
networking with  
like-minded leaders  
from almost all parts  
of the world."**

**Funwako Bakhile Dlamini,  
University of Cape Town**

**"My consistent engagement on the Baobab platform helped me build my confidence, communication, and networking skills. At the Baobab Summit 2018, I felt excited to network and meet other like-minded Scholars and professionals."**

**A student at Central University in Ghana, Victorine Vondee is a Scholar in the Program at CAMFED**



**MASTERCARD  
FOUNDATION SCHOLARS  
AT THE BAOBAB SUMMIT  
2017 IN ACCRA, GHANA.**

## **BAOBAB SUMMITS**

The Baobab Summit is an annual leadership conference focused on transformative leadership where Scholars gather to network, innovate and develop their ideas to drive positive change in their communities. Each of our partners chooses Scholars to attend the Baobab Summit based on their own selection processes, which have included essay-writing contests, a random draw, highest grades, most community give-back participation, through a Scholar selection committee, etc. We expect your host institution to provide you with information about the opportunity and the selection process. Scholars Council members are invited to participate every year.

Scholars who have the opportunity to participate in the Baobab Summit are encouraged to share their learning and insight from the event with their peers on campus.

## **OTHER OPPORTUNITIES FOR IN-PERSON CONNECTIONS**

On occasion, Foundation and partner events are organized. In these instances, the Foundation will communicate the criteria for participation and the number of spots available for these events to your host institution. Your host institution will put in place a process to select Scholars to participate. Opportunities to participate in summits or events are sometimes made available on a competitive basis on the Baobab platform. Keep an eye on the Baobab platform for opportunities that may arise!

# HOLISTIC EXPERIENCE

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## RESOURCES TO SUPPORT YOU

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**T**ogether, the Foundation, its partners, and Scholars like you will work to achieve the Program's vision and live its core values. We all play a role in creating a holistic experience for you and for future Scholars.

### Our Role

The Mastercard Foundation is the Scholars Program's sole funder, giving partner universities and NGOs the ability to offer quality education, leadership development, and support services to Scholars. The Foundation also sets and drives strategy for the Program and has developed a common framework and broad parameters for the Program's core components, such as transformative leadership, transitions, and the Scholars Community. This framework informs individual program design at each partner university.

In addition, the Foundation oversees and monitors the implementation of the Program to ensure that Program quality and integrity are maintained. We also convene partners and a subset of Scholars annually to discuss strategy and share learning about and for the Program.

## **Our Partners' Role**

Our partners are responsible and accountable for the delivery of all aspects of the Scholars Program. Partners are empowered to make decisions on and lead the day-to-day implementation of the Program. Each partner and operating context is unique, which means there are differences in Program implementation across the partner network. We celebrate this diversity and learn from it.

Partners are expected to create a safe environment for Scholars, where questions, concerns, and feedback can easily and safely be raised and discussed in a respectful manner, and where matters of misconduct or abuse in any form are taken seriously and addressed swiftly.

Any questions, concerns, or suggestions you may have about the Scholars Program should be raised with program administrators at your institution.

## **Thriving as a Scholar**

Your journey as a Scholar may be filled with many ups and downs, both lessons and opportunities, all of which will be valuable to your growth and development. The Mastercard Foundation and Program partners are committed to your success. As a part of your experience, comprehensive support is offered to each Scholar. This support is designed by partner organizations to take advantage of the unique strengths and resources they can offer, while also allowing for customization of materials to the local country and on-campus context of each school.



## YOUR WELL-BEING

There are many aspects of your well-being: financial, physical, emotional, and mental health. Academic and personal goals, no matter how important, cannot be achieved without first attending to your well-being. It is important that you take the lead in ensuring that your own well-being is prioritized. This should be in part by practising healthy behaviours, as well as by seeking care and support services whenever you need them. Don't forget about your community: you can also play an important role in supporting others who may be experiencing difficulties. Encouraging them to seek care or asking your program administrator for help can go a long way. The Foundation expects its partners who interact with young people to be committed to ensuring their well-being and protection while they participate in their programs. All partners working with children and youth need to adhere to the Foundation's Child Protection and Youth Protection Guidelines.

**SCHOLAR ERNEST CHIBA  
IS A SCHOLAR AT KWAME  
NKRUMAH UNIVERSITY  
OF SCIENCE AND  
TECHNOLOGY (KNUST).**



## FINANCIAL WELL-BEING

The Scholars Program is a fully funded scholarship. In general, your Program support includes:

- Tuition and student fees, books, and other learning materials
- Accommodation and meals
- Round-trip travel to the host institution and visas for those studying abroad
- Support services such as tutoring, mentoring, counselling
- Health insurance and other well-being support
- Living stipend
- Laptop computer
- Assistive devices and accommodations for Scholars with a disability

Your specific support is determined based on the context of your institution. Various factors are considered, including location, cost of living, university facilities, and specific accommodations that may be required. As a result, there are variations in the package of support available to Scholars across the partner network.

It is important to remember that Scholars cannot hold another scholarship or bursary while studying as a Mastercard Foundation Scholar. Merit prizes and research grants are allowed.

## PHYSICAL WELL-BEING

It is important to address any health concerns immediately, before they become severe. Whatever your situation, assistance and care are always available. Health services are available at your university. The costs of these services are primarily covered by your university health insurance, but the specifics will be provided to you by your institution. It's a good practice to make regular use of health services to maintain your health. Should a health issue affect your academic studies, please seek assistance from your program administrator or Scholars Council representative.

If you become pregnant while you are pursuing your studies, your place within the Scholars Program will be held for you during your absence. Please inform your program administrator, who will encourage you to return to your studies as soon as possible and will help you plan appropriately. The Scholars Program will ensure that you have an equal opportunity to gain the knowledge and skills you need to create change that matters within your community.

### **MENTAL AND EMOTIONAL WELL-BEING**

Transitioning to a new academic environment, and for some Scholars, to a new country, can be exciting but also challenging. It is normal to experience difficulties during this transition. If you feel overwhelmed, please reach out for help. Counselling and support services are available through your university; you can inquire about these through your university's health services, your program administrators, or your Scholars Council representative.

### **ABUSE AND EXPLOITATION**

We are dedicated to providing a safe environment for young people who participate in Foundation programs. The Foundation takes its responsibility to ensure the protection and well-being of the young people who participate in our programs seriously and does not tolerate any form of abuse or exploitation.

If you experience any form of abuse or exploitation — such as physical, sexual, or emotional — during your time as a Scholar, please reach out to someone you trust for help. Your program administrator is always available to support you, should you have any such concerns.





A MASTERCARD FOUNDATION  
SCHOLAR AT THE BAOBAB SUMMIT 2018  
IN KIGALI, RWANDA.



## MENTORSHIP

Multiple forms of mentorship are available through the Scholars Program, including academic, professional, personal, and peer mentors. We encourage you to seek out and foster mentoring relationships on your campus. Sometimes this might involve asking a professor, academic counsellor, advisor, professional supervisor, colleague, or peer to serve as your mentor.

The Baobab platform also offers networking opportunities that may help you cultivate mentorship relationships. We encourage you to go onto the Baobab platform, search the mentors, and reach out to them. There is frequent platform engagement with mentors called "Ask Me Anything" where you can post questions to mentors and seek their advice.

**MASTERCARD  
FOUNDATION SCHOLARS  
AT THE BAOBAB SUMMIT,  
2017 IN JOHANNESBURG,  
SOUTH AFRICA.**



The best mentoring relationships develop over time and require investment from both sides. Asking questions, requesting advice and guidance, and seeking out opportunities to meet with your mentor at regular intervals can help foster a strong and fulfilling mentoring relationship. There are guides on the Baobab platform for how to be a good mentee, build great relationships, and ask good questions.

We hope that as you gain experience in the Program, you will, in turn, serve as a mentor to younger Scholars and other peers.

**"At college, I relied heavily on the wisdom of my faculty and staff in thinking through complex decisions, like choosing between graduate school or industry immediately after graduation. Their advice and suggestions informed the projects I did and my decision to work with Goldman Sachs."**

**Maxwell Aladago is a graduate of Ashesi University**

# SCHOLAR SPOTLIGHT

## **SPEAKING MY TRUTH:**

**Ammar Kandil**

"The first thing that people would say is Ammar is the positive guy who's always smiling. But the reality on the inside wasn't always the case." — Ammar Kandil

Ammar is shifting the conversation about mental health through Yes Theory, a movement he co-founded with three other friends, that encourages individuals to say "yes" to doing things that get them out of their comfort zone. But there is more to the group's thrill-seeking adventures.

Born and raised in Egypt, Ammar moved to South Africa to study at African Leadership Academy. Feeling disconnected from his family and culture, Ammar experienced his first episode of depression at the age of 15. Ammar is using Yes Theory to have honest conversations about his struggles with his family and mental health.

"We want it to be grounded around wellness and how people can be taking care of themselves at a time when our food is bad, our air is bad, the media is bad, social media is bad," says Ammar.

*Through a partnership with African Leadership Academy, Ammar Kandil is a Scholar at Quest University.*

# YOUR JOURNEY

## HOW THE PROGRAM WORKS

The Scholars Program is organized around four phases: Recruit, Educate, Prepare, and Transition. Each of these phases is a part of your journey as a Scholar, from acceptance to a university through to completion and next steps. This section outlines important information in each of these phases.

### RECRUIT

Partner institutions recruit Scholars to the Program

### EDUCATE

Scholars receive high-quality academic and transformative leadership training

### PREPARE

Scholars connect with networks, resources, and opportunities to prepare for the next phase of life

### TRANSITION

Scholars transition to further education, employment, or entrepreneurship

# RECRUIT:

## APPLYING TO AND BEING ADMITTED TO THE SCHOLARS PROGRAM

The role of the Foundation in this phase is to provide broad qualifying criteria for the Program and to support initiatives and activities that enable university partners to connect with potential candidates.

Here are the criteria you need to qualify for the Scholars Program:

- Academic talent
- Leadership potential
- Demonstrated commitment to giving back
- Socio-economic disadvantage<sup>1</sup>

Institutions seek to select individuals who might not otherwise have access to a quality education, but who possess great potential to serve as transformative leaders in their societies. The Program is highly competitive. While thousands of talented and deserving young people apply to be Scholars each year, only a small percentage are selected.

Each university partner manages the recruitment and selection of Mastercard Foundation Scholars at their institution. Partners make all admissions decisions for the Program, and each institution has its own admissions deadlines and fees.

### ORIENTATION

Orientation is your official welcome to your university. After being selected as a Scholar, you will have the opportunity to participate in the orientation at your university or through an NGO institution just before or during the early weeks of the new academic year. It is a chance for you to get to know your community, including other Scholars, as well as the program, policies, and services at your university. The Foundation and its partner institutions expect you to participate in the orientation activities provided for you.

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<sup>1</sup> Some institutional partners — like the University of Gondar — also include disability as one form of disadvantage within their core qualifying criteria.

# SCHOLAR SPOTLIGHT

## LEVERAGING TALENT FOR PURPOSE:

**Bior Ajak**

"My country is in flood, a flood of blood! Justice is the only way to peace." — Bior Ajak

War, bloodshed, and destruction are the topics of Bior's spoken word poems. He uses poetry to express his experiences growing up as a young refugee, in the hopes of shedding light on the atrocities of war. Born in South Sudan, Bior grew up in Kenya and is now pursuing a degree in economics and international development at McGill University.

Bior is passionate about global peace, food security, and sustainable agriculture. He aspires to stop the conflicts in South Sudan by encouraging crop production and reducing threats to nomadic pastoralism.

"I can write poems, but how do we right the wrongs in the country destroyed for long!" says Bior.

*Bior Ajak is a Scholar at McGill University.*

# **EDUCATE:** **UNDERTAKING ACADEMIC AND LEADERSHIP TRAINING**

## **ACADEMICS**

Your academic education is an experience unique to you, which is why there is a variety of academic degrees that the Scholars Program supports at the bachelor's and master's levels. Availability of degree programs and majors under the Mastercard Foundation Scholars Program varies from institution to institution. You can always check specifics with your program administrator.

It's important to note that to stay in the Scholars Program, you have to maintain good academic standing according to your institution's requirements. Make sure you check with your program administrators to see if academic requirements for Scholars are different from those applied to other students.

In addition to academic standing, it's important to understand the specific details of some of the academic situations you may encounter as a Scholar. This may include, but is not limited to, extensions, extra courses, exchange programs and other off-campus experiential learning opportunities, leave of absence, changing disciplines/programs of study, transferring universities, academic suspension and exclusion, and suspension and exclusion for other reasons.

## EXTENSIONS

The Scholars Program expects you to complete your degree in the minimum completion time. Under special circumstances, the Foundation will consider providing up to one extra year of funding support to enable graduation. To be eligible, you must:

- Consistently demonstrate the values and ethos of the Scholars Program.
- Demonstrate leadership, be actively engaged in give-back activities, and conduct yourself ethically.
- Have proactively identified that you are facing academic challenges and sought remedial assistance.
- Have no pending disciplinary issues.

Extensions are not automatic and must be discussed and approved by your program administrator.

## EXTRA COURSES

Some institutions allow Scholars to complete a double major and participate in credentialing courses. Others do not. This varies by institution, so please check with your program administrator.

# SCHOLAR SPOTLIGHT

## **DRAWING ON PERSONAL EXPERIENCE TO DRIVE CHANGE:**

**Lucia Epur Lebasha and John Awiel**

"The way of life of the Turkana community is what inspires me. I feel obliged to make a change for the betterment of others and I can only do this through dedicating myself to them."  
— Lucia Epur Lebasha

As a young girl, Lucia experienced going multiple days without food and having to rely on relief services. John, originally from South Sudan, lived for years in the Kakuma refugee camp in the Turkana area and, like Lucia, also knows firsthand the devastating effects of hunger.

Motivated to take action against the pervasive hunger and malnutrition in Kenya's northern county of Turkana, Lucia and John created Save the Pastoralist, an award-winning social entrepreneurship project centred on educating the people of Turkana on arid agricultural practices in order to increase food security.

Save the Pastoralist won the Resolution Social Venture Challenge in 2016, a competition that rewards compelling leadership and promising social ventures led by youth.

"We are trying to improve families economically and make them independent," says John.

*Lucia Epur Lebasha and John Awiel are graduates of EARTH University.*

## **EXCHANGE PROGRAMS AND OTHER OFF-CAMPUS EXPERIENTIAL LEARNING OPPORTUNITIES**

Exchange programs, co-op programs, professional experience programs, and work term opportunities are not covered through the Scholars Program. Some universities offer such opportunities to the entire student body. Should you wish to pursue an exchange program, co-op program, or work term, you will be expected to cover all associated costs through other sources of funding. You will also be expected to be in good academic standing and on schedule to graduate on time. Should participating in an exchange program extend your time to graduation, you will be expected to cover the associated costs yourself.

## **LEAVE OF ABSENCE**

If for any reason you require a leave of absence from university, you must apply through your host university's regular leave of absence protocols. If your student status remains intact during the leave of absence period, you may be entitled to continued financial and/or material support through the Scholars Program. If your student status is suspended during the leave of absence period, you will not receive any financial or material support from the Scholars Program.

## **CHANGING DISCIPLINES/PROGRAMS OF STUDY**

You are allowed to change your discipline and/or program of study within your original host institution provided you can complete your new program of study in the time period originally designated for your support by the Scholars Program.





**L-R GENEVIEVE ASALIWENA AND ANISATU ALHASSAN ARE MASTERCARD FOUNDATION SCHOLARS AT CAMFED.**



SCHOLAR RUKA YARO DELIMAN AT THE BAOBAB SUMMIT 2017 IN ACCRA, GHANA.

## TRANSFERRING UNIVERSITIES

The Scholars Program is provided to you as a student of your host university. The Program and its supports will not follow you should you wish to transfer universities. Should you wish to transfer to a university that is also a member of the Scholars Program partner network, you would be required to follow the regular transfer process, as determined by your current and new universities. Transfers are not always possible. You are not guaranteed funding through the Scholars Program at your new university, even if it is a member of the Scholars Program partner network.



### **ACADEMIC SUSPENSION AND EXCLUSION**

Academic suspension or exclusion from the Program may occur in exceptional circumstances when a Scholar has failed to follow the academic requirements of the host institution. Kindly refer to your institution's policies and protocols regarding academic suspension and exclusion. If you are suspended or excluded for academic reasons, you will also be suspended or excluded from the Scholars Program. Depending on your host institution's protocols on the subject, you may have an opportunity to apply for readmission. You can also reapply to the Scholars Program at that time. Your readmission to the Scholars Program is not guaranteed.

### **SUSPENSION AND EXCLUSION FOR OTHER REASONS**

Should you be suspended or excluded from your university for reasons associated with misconduct or criminal behaviour, you will be excluded from the Scholars Program.

You may also be suspended or excluded from the Scholars Program, regardless of your student status, should you display conduct or behaviour inappropriate for a Scholar. This includes criminal behaviour, as well as flagrant violations of the Program's values and ethos.

## TRANSFORMATIVE LEADERSHIP

### LEADERSHIP DEVELOPMENT

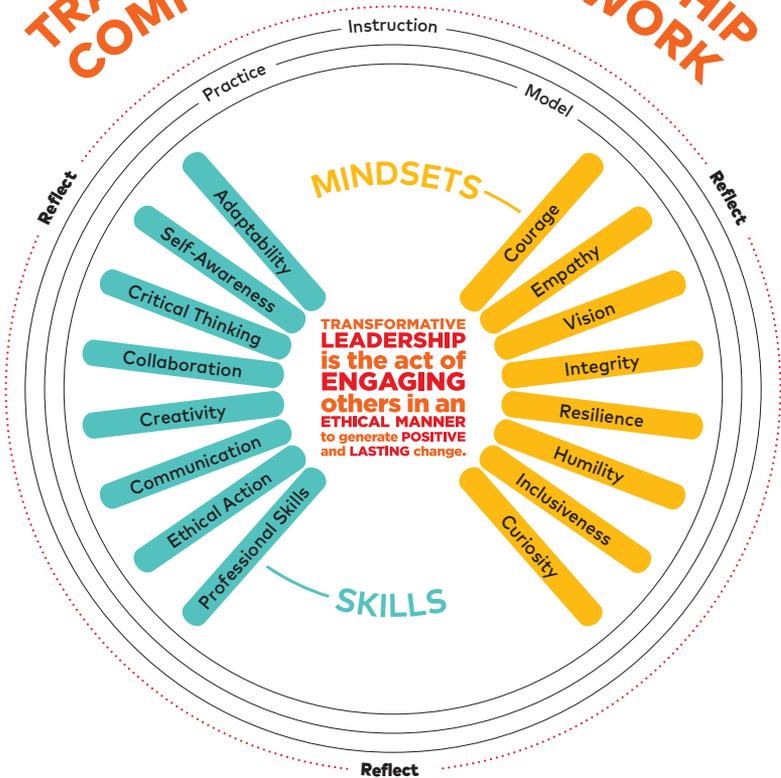
Transformative leadership is at the heart of the Scholars Program. You have been selected as a Mastercard Foundation Scholar, in part, because you demonstrate leadership potential and a commitment to improving the lives of others.

We define transformative leadership as engaging others in an ethical manner to generate positive and lasting change. Transformative leadership involves skills and mindsets developed and set into motion through instruction, modelling, practice, connection, and self-reflection. Important skills include professional skills, ethical action, communication, creativity, collaboration, critical thinking, self-awareness, and adaptability. Transformative leaders share mindsets and behaviours characterized by courage, empathy, vision, integrity, resilience, humility, inclusiveness, and curiosity. All of these skills and mindsets can be developed and enhanced over time.

Leadership development opportunities will be provided to you through a variety of methods and activities by your host institution. We encourage you to take part in leadership courses and activities that form part of the Scholars Program, to participate in extracurricular activities, and to exercise leadership in ways that interest you, whether through clubs, sports, student council, academic activities, research, philanthropy, volunteering, or other give-back activities.

In addition to the leadership development activities made available to you by your host institution, the Foundation has developed a common educational program on transformative leadership that is available on the Baobab platform. Every Scholar is expected to complete this program.

# TRANSFORMATIVE LEADERSHIP COMPETENCY FRAMEWORK





**MASTERCARD  
FOUNDATION SCHOLARS  
AT THE BAOBAB SUMMIT  
2018 IN KIGALI, RWANDA.**

## GIVING BACK

Giving back means contributing to helping others. Your commitment to making a difference in the lives of others is part of why you were selected as a Scholar. We encourage you to nurture and develop your capacity to give back through a variety of activities and experiences, from participating in leadership development activities and courses to volunteering, taking part in service learning, social entrepreneurship, and more. As a Mastercard Foundation Scholar, we believe you will continue to make a difference in ways that are important and meaningful to you.

**"My community laid the foundation on which I am solidly built. Giving back is my offering, my thank you."**

**Constancia Mavodza,  
University of Cape Town**



## **PREPARE:** **SETTING YOUR FOUNDATION FOR SUCCESS**

This phase in your academic studies is when you will take part in professional development opportunities, including mentoring, career counselling, internships, and service projects. These opportunities are intended to develop employment-readiness skills, foster an entrepreneurial mindset, and build lifelong networks. All of these activities can help you prepare for the next phase of life, whether it be continuing your education, seeking employment, or engaging in entrepreneurship.

### **CAREER GUIDANCE AND COUNSELLING**

Working with career guidance and counselling is a great way to create a path toward your future goals. These services are valuable and should be accessed as early as your first year of study, and throughout your educational journey. Your institution's program administrator will be able to support you to understand what is offered at your institution.

L-R  
ALA PROGRAM SCHOLAR  
AMMAR KANDIL IS A  
STUDENT AT QUEST  
UNIVERSITY; SCHOLAR  
RELLIKSON RELLIKA  
KISYULA IS A STUDENT  
AT MICHIGAN STATE  
UNIVERSITY; SCHOLAR  
STEVEN SAKAYROUN  
IS AN ALUMNUS OF  
WESTMINSTER COLLEGE;  
SCHOLAR MOSES  
SURUMEN IS AN ALUMNUS  
OF THE UNIVERSITY OF  
CALIFORNIA, BERKELEY.



## INTERNSHIPS

Internships help to apply academic learning to real life experience, as well as build valuable networks. You are expected to participate in at least one internship during the Program period. Internships can last between one and three months (not necessarily all at once). If you are studying outside of your home country, the Program supports the cost of one round-trip ticket home to complete your internship. In some cases, a living stipend may be included.

You are responsible for identifying and finding your own internship placements. You may seek support from your institution's career guidance centre, faculty, and Scholars Program administrators. Keep in mind that host institutions outside of your home country may have limited experience with internship placements there. It is important for you to build and maintain professional connections and networks in your home country.

Preference is given to doing an internship in your home country. If you are unable to find a meaningful internship opportunity in your home country, you are encouraged to identify opportunities elsewhere in Africa. This must be discussed and approved by your program administrator.

# SCHOLAR SPOTLIGHT

## **MOBILIZING COMMUNITY:**

**Lucas Manhice**

"As Foundation Scholars, we're dedicated to collaborating with groups on campus, as well as around the world, supporting communities and using every opportunity to give back." — Lucas Manhice

Lucas Manhice, a Mastercard Foundation Scholar studying electrical engineering at Michigan State University, started the Flint Bottled Water Campaign. Through the initiative, Scholars at MSU contributed a minimum of \$5 per person toward the purchase of cases of bottled water to be sent to the community of Flint, Michigan, which has been without safe and clean drinking water since 2014.

The Scholars Community at MSU volunteered to collect donations, helped in spreading information about the project, and assisted with the logistics of purchasing and delivering the water.

"The water bottles were received by the Sankofa Graduate Student Union (SGSU) at MSU, an organization running a larger campus-wide water collection campaign. The SGSU said the water we contributed would go a long way to address the water crisis," says Lucas.

*Lucas Manhice is a Scholar at Michigan State University.*

## **AFRICA CAREERS NETWORK**

A limited number of internships in Africa are also available to some Scholars through the Africa Careers Network (ACN). The ACN is a job placement service created by the Foundation in partnership with the African Leadership Academy (ALA). It has placed hundreds of Scholars and ALA graduates into jobs and internships in Africa since 2012. ACN's internships are only available to Scholars from some institutions. All opportunities posted on ACN are available on a competitive basis.

## **ENTREPRENEURSHIP**

Across the Scholars Community, many Scholars are exercising an entrepreneurial mindset and turning ideas into action. Scholars are starting schools, providing tutoring and mentoring services for peers, addressing blockages in agricultural value chains, empowering women and girls, improving health systems — the list goes on. In many cases, Scholars' entrepreneurial projects are improving the livelihoods of others and creating new jobs. It is impressive, inspiring, and necessary: The future of work in Africa demands that young people be job creators. The Foundation is committed to encouraging, enabling, and empowering Scholars to create economic opportunities for themselves and others.

Some of our university partners offer specific courses or opportunities that teach, model, and foster entrepreneurship. Many universities have incubators or innovation labs where you may be able to conceive and work on entrepreneurial projects or learn from more seasoned entrepreneurs. We encourage you to identify those places on your campus and engage with them.

The Foundation has also launched a pilot fund to support Scholars' social and entrepreneurial projects. From 2018–2020, funding will be available, on a competitive basis, through your university. Please ask your program manager for more information.

## NETWORKING

Networking is an important skill that will help you move through life. We encourage you to actively seek out and get to know your professors, advisors, fellow Scholars, and peers from the very beginning of your Scholar experience. Regularly keeping in touch with individuals whom you meet will help build your networks and develop meaningful relationships that can be very satisfying, affirming, and helpful as you go through your life's journey.

## TRANSITION: MOVING BEYOND UNIVERSITY

The transition from university to your next phase can seem daunting. As Scholars, you can access a variety of resources to help you take your next steps to further education, entrepreneurship, and/or employment.

### RETURNING HOME

As a Mastercard Foundation Scholar, we hope that you will choose to return to your home country or region to exercise transformative leadership and catalyze opportunity for yourself and others. The Program has been designed with this outcome in mind.

To date, a majority of Scholars who have completed their education abroad have returned to their country of origin. These Scholars are working, launching or expanding their entrepreneurial endeavours, and giving back.

The Foundation will cover the cost of your travel home. Maintaining connections with your mentor relationships, Scholars Community, Program alumni, and personal and professional networks that you have developed as a Scholar will help smooth your transition as you return.

### SCHOLAR UNDERGRADUATE ALUMNI

**60%**

were working  
approximately one  
and a half years after  
graduation

**7%**

own their own  
businesses or have  
started their own  
organizations

**1/3**

have gone on to  
further education

# SCHOLAR SPOTLIGHT

## THE INTERN:

**Retsepile Sello**

"At first, I was drawn to the technical side of the mining industry, but during my internship at Mintek, I envisioned working with communities to understand their needs from the mining industry and working together to meet those needs." — Retsepile Sello

A native of Lesotho, Retsepile Sello is a Mastercard Foundation Scholar pursuing an undergraduate degree in applied science at the University of British Columbia. Retsepile was selected for an internship at Mintek, a mineral processing and metallurgical research institution in Randburg, South Africa.

Retsepile chose to work for Mintek's Biotechnology Division, where she gained a desire to learn about biotechnology in mining. She is committed to improving the environmental outcomes of mining processes.

"My experiences while interning at Mintek helped me define my own drive, which will now construct my mining path: develop safer, cleaner mines for communities across the continent," says Retsepile.

*Retsepile Sello is a Scholar at the University of British Columbia.*

# SCHOLAR SPOTLIGHT

## CREATING ECONOMIC OPPORTUNITY FOR OTHERS:

**Azuure Celestina Ayatuure**

"It's not enough to end teenage pregnancy and early marriages, but one must also find opportunities that will support young girls to stay in school and pursue higher education."  
— Azuure Celestina Ayatuure

The first young woman to graduate university from her community, Celestina is an emerging young leader working to end teenage pregnancy. She is also an entrepreneur and the founder of Movement of Rural Entrepreneurial Women (MORE Women), an enterprise that organizes, trains, and supplies raw basket-weaving materials to rural women and teenage mothers.

MORE Women aims to create jobs for economically disadvantaged women and teenage mothers, fostering their economic independence. MORE Women also runs empowerment programs that focus on bolstering the role of women in community development.

MORE Women has trained more than 100 members and employs nearly 90 women and men.

"I wanted my business to make money, but I also wanted it to play a role in changing my community," says Celestina.

*Azuure Celestina Ayatuure is a graduate of Kwame Nkrumah University of Science and Technology (KNUST).*



**SCHOLAR FAITH CAUSEY  
KIPKEMBO IS A STUDENT  
AT MCGILL UNIVERSITY.**

## **SCHOLAR PATHWAYS**

Mastercard Foundation Scholars take a variety of paths after completing their studies. A recent survey of Scholar undergraduate alumni found that about 60 percent were working approximately one and a half years after graduation. These Scholars are in a different number of jobs — they are teachers, public servants, and staff in private-sector organizations, universities, and NGOs.

Many Scholars are also entrepreneurs. Seven percent of Scholar alumni from a survey of recent graduates own their own businesses or have started their own organizations.

About one-third of Scholar alumni have gone on to further education.

## **ALUMNI ENGAGEMENT**

It may seem far away, but once you have completed your studies through the Scholars Program, you are a part of the Community for life. There are Scholars who are living and working around the globe contributing to the positive development of their communities, countries, and the continent. Through our alumni programming, you will continue to be able to connect with other Scholars, mentors, opportunities, and the Foundation. Please make sure to check out the Baobab platform alumni page to continue to find information on how to connect.

**"When you get a job, you must have the willingness to learn and be humble. You have to aspire and be motivated in your work environment. Most importantly, follow your passion and not money."**

**Edrine Ssemwanga,  
graduate of Ashesi University**

# SCHOLAR SPOTLIGHT

## RETURNING HOME:

Patricie Uwase

"It is here in Rwanda that my dream was born: to chart a different path for my life and career, a fulfilling career where I pursue and achieve my childhood ambition to help rebuild my country." — Patricie Uwase

Raised by her grandparents in post-genocide Rwanda, Patricie was certain that she would be forced to leave school and abandon her dreams of an education. With the support of her family and a number of scholarships, Patricie pursued her studies and eventually graduated from the University of California, Berkeley as a transportation engineer.

Recently named Permanent Secretary in the Ministry of Infrastructure, Patricie says, "I contribute every day to improving the national infrastructure in my country. It is an opportunity beyond even my wildest dreams."

*Patricie Uwase is a graduate of the University of California, Berkeley.*

# SUPPORT IMPROVE

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## A LEARNING PARTNERSHIP

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**T**he Scholars Program is a learning partnership, which means that we seek to engage with Scholars and use the information we receive to evolve and make the Program better over time. As we continue to learn, we are able to better support and improve the Program for Scholars.

### Here are some useful details about our research:

We work with research and learning partners: we lean on experts to help collect data on the Scholars Program. This helps us measure, evaluate, better understand, and improve the Scholar experience and the Program's impact.

We learn best from you: to support our research and learning, the Foundation, through our research partners, may ask about your experience. This is individual and basic demographic data collected to characterize the Program and is aggregated to understand general trends and outcomes of the Program. This is anonymous unless you give permission for us to share your data. Every Scholar has a unique experience and voice, and with Scholars' permission, we endeavour to share data, learn, and inspire others.

We are conducting a major research effort: We are running a long-term, longitudinal study of Scholar outcomes. This will enable us to track and understand Scholars' impact on their families, communities, and societies. The results of this study will be available in the coming years and will help us to shape and improve the Program. This work will also inform the Foundation's Young Africa Works strategy and will be available to researchers and policymakers to contribute to the evidence base in multiple fields. We thank you in advance for your help in providing information that will allow us to better understand how to continually improve our efforts.

## SCHOLAR OPPORTUNITY

Beginning in 2019, we will also be introducing a Scholars' research fund to enable Scholars to conduct research about and for the Scholars Program. Please stay tuned for more information!

## KEEPING IN TOUCH

**W**e are in regular communication with our partner universities through phone calls, Program visits, partner reporting, working groups, and events. Our partner institutions also collaborate with our research and learning partners to advance our knowledge of the Program and its impacts.

While the Foundation interacts with you primarily through our partner institutions, we also have the opportunity to engage directly with you through the Scholars Council, the Baobab platform, at annual Baobab Summits, during Program visits, and through reviews of the Program at individual institutions.

If you have a concern regarding the Program, please reach out directly to a representative at your institution and/or to your Scholars Council representative.

# PASSIONATE PURPOSE

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## PARTING THOUGHTS

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**W**e are delighted that you have chosen to become a Mastercard Foundation Scholar. You are joining a vibrant community of thousands of passionate and purpose-driven young people like you around the world. We encourage you to make the very most of this opportunity to receive a high-quality education and to develop your skills and identity as a transformative leader. The decisions you make and the actions you take throughout your journey both during your studies and beyond can help to positively shape the future for your family, your community, and society at large. We know that you will have a catalytic impact. We feel privileged to accompany you on this journey and are excited to see what the future will bring.

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# THINGS TO WATCH

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## SCHOLAR OPPORTUNITIES

### THE SCHOLARS COUNCIL

Interested in leading as a representative of your institution? Get involved with the Scholars Council by being elected by your peers.

### CALLING ALL ENTREPRENEURS!

The Foundation has launched a pilot fund to support Scholars' social and entrepreneurial projects. From 2018–2020, funding will be available, on a competitive basis, through your university. Please ask your program manager for more information.

### CALLING ALL RESEARCHERS!

Beginning in 2019: a Scholars' research fund to enable Scholars to conduct research about and for the Scholars Program. Please stay tuned for more information!



## For More Information

 [mastercardfdn.org](https://www.mastercardfdn.org)

 [facebook.com/MastercardFoundation](https://www.facebook.com/MastercardFoundation)

 [twitter.com/MastercardFdn](https://twitter.com/MastercardFdn)

 [linkedin.com/company/the-mastercard-foundation](https://www.linkedin.com/company/the-mastercard-foundation)

L-R  
NOELLA UMURAZA  
RUTAYISIRE AND  
NORMAN MUGISHA  
PRESENT THEIR  
SOCIAL VENTURE AT  
THE BAOBAB SUMMIT  
2018 IN KIGALI,  
RWANDA TO THEIR  
FELLOW SCHOLAR  
NGONI MUGWISI,  
WHO GRADUATED  
FROM ARIZONA  
STATE UNIVERSITY.  
BOTH NOELLA  
AND NORMAN ARE  
MASTERCARD  
FOUNDATION  
SCHOLARS  
STUDYING AT EARTH  
UNIVERSITY.



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