



Transform Alliance Africa

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Membership Criteria

(Updated 8/31/2020)

Transform Alliance Africa (TAA) is a growing collective of organisations currently working across Ghana, Kenya, Rwanda, South Africa, Sudan, Tanzania, and Uganda. The Alliance's Vision is of an Africa free of orphanages, where all children belong and grow in safe and loving families. Our Mission is to be a catalyst that will end institutional care of children in Africa by bringing together our collective voices, knowledge, practice, and experience to strengthen families.

Who can Join TAA?

TAA membership is open to:

- Registered national and international non-governmental organisations engaged in programme delivery, capacity building, research and/or and advocacy on care reform in line with Alliance's vision and mission;
- Associations and coalitions of children and young people with care experience;
- Academic and research institutions and individuals with an interest in the welfare and rights of children without parental care

TAA members (Full and Associate Members) are requested be formally constituted and to operate in at least one African country.

Membership categories:

There are three membership categories within the Alliance:

1. Full Members

Full members are organisations with legal status, academic and research institutions, associations and coalitions of children and young people with care experience who can demonstrate they are able to meet the criteria laid down by the Steering Committee. Full members contribute to the work of the Alliance, have voting rights and participate in the Alliance's governance structures.

2. Associate Members

Associate members are organisations with legal status, academic and research institutions, associations and coalitions of children and young people with care experience who are willing to contribute to the work of TAA but are not fulfilling all the criteria required for full membership.

Associate Members are involved in the work of the Alliance, with a focus on capacity building and knowledge exchange, but have no voting rights and can't be elected to TAA Governance Structures. Associate members may become full members after fulfilling all the necessary requirements.

3. Friends of TAA

This category is open to individuals with an interest, knowledge or expertise in care reform who wish to support TAA's Vision and Mission by contributing to the activities of the Alliance. Individual members are involved in the work of the Alliance, but have no voting rights and can't be elected to TAA Governance Structures.

Eligibility criteria

1. Full Members

- Work in at least one African country;
- Share the Alliance's Vision of an Africa free of orphanages, where all children belong and grow up in safe and loving families. Be fully committed to the Alliance's Mission and operating principles, as reflected in its strategy;
- Be formally constituted and have a legal status according to the laws and usages of the country in which established (at least 2 years prior to the application for full membership);
- Have a child safeguarding policy as an organisation and be willing to go through a due diligence process, including sharing policies and relevant organisational documents and granting access to programme;
- Be willing to learn, strengthen their skills and work in partnership, share expertise and support others to develop their capacity to deliver the mission and vision of the Alliance;
- Demonstrate a documented track record in supporting family strengthening, gatekeeping and/or alternative family and community based care, including the transition from

institutional to family and community-based care, and/or in advocating for care reform. **Full members of the Alliance should not run or support any form of institutions¹ for children***;

- Have fulfilled all application procedures and have been approved as Full Member by the Steering Committee & the General Assembly.

* The Alliance will develop an operational definition of institutions for children in the course of 2020. New applications for membership will be reviewed on the basis of such definition.

2. Associate Members:

- Work in at least one African country;
- Share the Alliance's Vision of an Africa free of orphanages, where all children belong and grow up in safe and loving families. Be fully committed to the Alliance's Mission and operating principles, as reflected in its strategy;
- Be formally constituted and have a legal personality according to the laws and usages of the country in which established;
- Have a child safeguarding policy as an organisation and be willing to go through a due diligence process, including sharing policies and relevant organisational documents and granting access to programmes;
- Be willing to learn, strengthen their skills and work in partnership, share expertise and support others to develop their capacity to deliver the Mission and Vision of the Alliance;
- Demonstrate a documented track record in supporting family strengthening, gatekeeping and/or alternative family and community based care, including the transition from institutional to family and community-based care, and/or in advocating for care reform.
- In the exceptional case of an organisation currently running institutions for children, have a **clear commitment to transition towards a family and community-based model of care**, and be willing to go through a due diligence process, including by sharing transition plans. Associate members shall be required to demonstrate progress in implementing these plans;
- Have fulfilled all application procedures and having been approved as Associate Members by the Steering Committee & the General Assembly.

*The Alliance reserves the right to determine membership beyond the criteria enumerated in these sections.

What does membership of TAA mean in practice?

Membership benefits

By joining Transform Alliance Africa, you will be able to:

- **Join a hub of expertise, collaborate and learn from others** - the Alliance is a South-South initiative that provides members with the opportunity to network and learn

¹ TAA to define "institution care"

from others by sharing practical skills, tools, knowledge and experience on specific aspects of child protection and care reform;

- **Benefit from the power of the unified voice in advocacy**, joining a critical mass of organisations and individuals working towards an Africa free of orphanages, where all children belong and grow up in safe and loving families;
- **Access and exchange information with peers** and keep abreast of key national, regional and global developments and trends linked to children without parental care;
- Access **decision and policy making processes** of the Alliance, nominate and elect candidates for our working structures (full members);
- **Amplify your profile** by referring to your TAA membership in discussions with government, donors, media and supporters.

Membership responsibilities:

Once selected, by confirming your membership of Transform Alliance Africa you affirm that children need the love and care of a family in the community to thrive and that institutionalisation harms children. Your organisation recognises the harm of institutionalisation, adheres to the Alliance's Vision of an Africa free of orphanages, where all children belong and grow up in safe and loving families, and commits to ending institutional care in all forms.

As part of a collective group of like-minded organisations supporting each other to bring about change in the way that children are cared for, across Africa and the world, TAA Members commit to:

- Sign up and commit to promoting the vision, mission and working principles of the Alliance;
- Sign the Alliance Child Safeguarding Policy to ensure children are protected and respected in all Alliance undertakings;
- Support the work of the Alliance by contributing with technical expertise, staff time, direct and indirect funding and various forms of assistance to strengthen and expand the network;
- Actively contribute to the development and implementation of the Alliance's strategy and work plan and participate in TAA's working structures, for example the working groups and the General Assembly;
- Share knowledge and information on lessons learned, case studies, program results, country updates and advocacy approaches that help to accelerate action towards care reform;
- Contribute to resource mobilization for TAA by participating in the development of concepts and proposals;

- Contribute to Alliance newsletters by sharing innovative thinking, data, best practices and other important and relevant news related to care reform;
- Contribute to improving the Alliance's social media presence by sharing and updating the social media platforms with relevant information related to care reform;
- Keep contact information up-to-date by communicating changes to the Alliance secretariat;
- Make visible their membership to the Alliance and promote the Alliance externally;
- Not knowingly or negligently act in a way that could discredit the Alliance or bring it to disrepute.
- Demonstrate progress to transition towards a family and community-based model of care (only for associate members currently running institutions for children)
- Although currently the Alliance doesn't operate through membership fees, TAA members have expressed the wish to design a membership fees scheme. The Alliance governance structures committed to work to determine the membership fees' amount, as well as the process and mechanism for handing TAA resources.

NB: This includes adhering to Transform Alliance Africa Guidance for Members, in Annex 1.

Application Process

Step 1: Review TAA website to familiarize yourself with our Vision, Mission, approach and activities as well as the Membership Package;

Step 2: Apply online by filling in the application forms provided in the Membership Package, accompanied by a cover letter and supporting documents. The cover letter should include: a brief overview of your background and key areas of work (in the case of an organisation, your vision, mission and objectives); the reasons why you would like to join the Alliance; a recommendation from a current TAA member organization or from another organization and how you see yourself contributing to TAA's vision and mission.

Step 3: Within two months upon receiving the application package and cover letter, the TAA Membership Committee will convene and examine your application and initiate a review process. Upon review, the membership Committee will share their recommendations to the Steering Committee.

Step 4: Against the membership strategy and the Membership Team report, the Steering Committee will be given three weeks to review the recommendations. The Steering Committee can either:

- Propose the applicant as an Alliance member (Full/Associate membership) to the TAA General Assembly;
- Defer the application and seek further information; or
- Reject the application with a letter outlining the motivation for the rejection.

Step 5: Current TAA full members will be informed of the Steering Committee's recommendations on new memberships within a week, and provided background information on the applicants. They will be given 3 weeks to review the Steering Committee's request to approve/reject or defer new members. If current full members have any concerns on the applicants, these should be shared in writing with the SC. If no concerns are raised within the 3 week timeline, the Steering Committee's recommendations are considered as approved. The new members will be informed of the decision and welcomed to join relevant TAA activities, effective immediately.

NB: Review process responses of the Membership Team, Steering Committee and all full members will be kept for reference.

Cancellation of Membership:

- An individual or organization may end its membership of the Alliance at any time by writing an email to the Membership Committee, who will subsequently inform the Steering Committee.
- The Alliance requires a reasonable amount of time to process Membership cancellation requests. If you wish to cancel your membership kindly provide at least a 60-day notice.
- The General Assembly should be informed of all cancellations of membership.
- Members who fail to participate without communication in the agreed upon activities of the Alliance for a period of more than 6 months shall be deemed to have cancelled their membership.

Termination of Membership:

- Membership can be terminated for failure to comply with any of the rules, responsibilities, values and principles or for any conduct the Alliance deems to be improper.
- Proposals for termination of membership should be submitted to the Steering Committee. The Steering Committee should assess the termination and inform the party concerned of the review of their membership. Before forming a position, the Steering Committee should hear the position of the party concerned.
- Once cancellation is recommended by the Steering Committee, all membership benefits and rights will be suspended until a final decision is taken by the General Assembly. The party concerned may defend its position in the General Assembly. The General Assembly can confirm the decision of termination by a majority of two thirds of the members present or represented.
- TAA membership may be terminated by email notification or written notification mailed to the last address on TAA records.

TAA Governance Structures

Secretariat

The **Alliance Secretariat** is a multi-disciplinary team which carries out the Alliance's day-to-day activities, providing a solid and expert base for everything that the Alliance undertakes. Alliance members can contribute to the work of the Secretariat by seconding members of staff to carry out specific tasks or roles. The Secretariat is led by the Alliance Coordinator.

Steering Committee

The **Steering Committee** has policy and management responsibility for the Alliance. It meets at least quarterly to provide the Alliance with strategic direction and oversee the work of the Secretariat and the thematic working groups. It is elected by and accountable to the General Assembly.

Thematic Working Groups

The **thematic working groups** focus on the delivery of specific tasks linked to the implementation of the Alliance's work plan. They also offer a space for members to connect on a regular basis and share updates on national activities, challenges and achievements.

General Assembly

The **General Assembly** is where TAA members come together each year (either in person or virtually) to approve the Alliance's plans and activities and elect people to various key roles. Specific actions at the General Assembly include:

- Approving the strategies, plans and activity reports of the Alliance
- Approving new members' applications or cancellations
- Electing Executive Committee members for a period of 2 years.

Annex I - Guidance for Members

1. What does membership of TAA mean in practice?

TAA is a collective of like-minded organisations, working together to bring about change in the way that children are cared for across Africa and the world. Perhaps most importantly it establishes a community of like-minded people – committed to working together and supporting each other.

Members are encouraged to:

- a. Inform all staff that your organisation is now part of the Transform Alliance Africa Family and give them some background and encourage them to use technology to assist sharing information, such as Workplace.
- b. Encourage your staff to participate in TAA discussions and working groups. This can involve sharing their experience or asking for advice from TAA colleagues in overcoming challenges.
- c. Share what happens at TAA meetings with your teams.
- d. Amplify your profile by referring to your TAA membership in discussions with government, donors, media and supporters.
- e. Celebrate your successes at national level with your TAA colleagues – eg on workplace
- f. Opportunity to represent TAA at national, regional and global meetings.

2. How should I refer to membership of TAA in my organisation's materials?

- a. Place a link to the TAA web site on your organisation's web site.
- b. Use or adapt the following text – together with the TAA logo if wished - to describe your membership of TAA.

We are proud to be a member of Transform Alliance Africa - a growing collective of specialist national NGOs working across Africa. The Alliance brings together African voices, knowledge, practice, passion and experiences to strengthen families and communities; to catalyse the end of institutional care of children. We support each other in our work with communities and governments to respond to children's needs and circumstances, to replace institutions with child protection systems where all children thrive in families. Transform Alliance Africa Members have many years of experience in delivering care reform and supporting vulnerable children. We know what works. Find out more: <http://transformallianceafrica.org/>

- c. Support and share TAA's posts on social media through your own social media accounts

3. Can my organisation use the TAA logo on our materials?

- a. The TAA logo can be included with the clear addition of, "member of" on email signatures, web site, letterhead, business cards etc of any formal member organisation without any additional permission needed in the event of an organisation ceasing to be a member of TAA, all use of this logo should stop.
- b. In order to preserve a clear identity and profile, the TAA logo should not be used on your own organisation's materials without going through the procedure outlined below.

4. What is the procedure for agreeing a TAA:

a. Social media post or reaction

Social media is the responsibility of the advocacy and communications working group of TAA. TAA posts are intended to lead debates not just follow them so that TAA can become recognised and followed as a lead opinion-former. As such all posts are in line with agreed TAA content and messaging (to be made available to all members). However all members are encouraged to suggest possible posts for TAA to make on social media and to highlight any opportunities or potential controversies. The Advocacy and Communication Working Group will approach at least 1 steering committee member for approval of any content that goes beyond agreed messaging.

b. Press statement or press release

To be drafted by the Advocacy and Communications Working Group and proof read before sending to the Steering Committee for approval. 2 steering committee members are needed to approve any content.

c. TAA blog

Blogs on the TAA web site are written by individuals and clearly labelled as such – so they do not need approval by the Steering Committee. TAA blog posts should be aligned with TAA content and messaging. At least 2 members of the Advocacy and Communications Working Group should review and proof read any post before submission. In the event of controversial content, the post can be shared with the Steering Committee for advice.

d. Policy briefing or a position statement for an external audience

In normal circumstances, to be drafted by the Advocacy and Communications Working Group and proof read before sending to the Steering Committee for approval. 2 steering committee members are needed to approve any content. However, any member of TAA can propose that TAA adopts a common position or communication for an external audience. Any such request should be sent to the Advocacy and Communications Working Group in the first instance. Note that a policy briefing for an internal TAA audience requires no sign-off but it should be clearly marked as “internal”.

e. Letter on behalf of TAA

- To be drafted by the Advocacy and Communications Working Group and proof read before sending to the Steering Committee for approval. 2 steering committee members are needed to approve any content.

- The Chair of the Steering Committee can draft a letter on behalf of TAA.

f. Endorsement for use of logo in campaign coalitions

TAA is often asked to sign up to global or regional campaigns. The Advocacy and Communications working group should review any such request and provide advice to the Steering Committee. 2 members of the Steering Committee are required to approve such logo use.

5. What is expected of me if I represent TAA in a formal capacity?

If you are invited to represent TAA at a meeting or in a working group, please do write regular updates for the Steering Committee and Advocacy and Communications Group and seek advice on positioning if needed. If appropriate, please also share via workplace. Any such opportunity should be used to primarily raise the profile of Transform Alliance Africa.

6. How do I work with other TAA Members in-country?

One of the key aims of TAA is to build critical mass for successful advocacy and knowledge exchange at country level. To this end, Transform Alliance Africa's Members from the same country are strongly encouraged to set up face-to-face meetings on a regular basis (e.g. quarterly). Steering Committee members should also commit to brief other partners in country after SC meetings are held. This will ensure strong national connections, keep members abreast of on-going plans and activities and involve them in the decision-making processes of the Alliance.