DAR AL-ARQAM LEADERSHIP FELLOWSHIP

Comprehensive Implementation, Curriculum & Operations Manual

ACADEMIC YEAR

2026/27 G.C. (2019 E.C.)

PROGRAM DURATION

6 Months (November 14, 2026 – May 22, 2027)

Prepared by Arefat Mohammed, Program Executive Director

Cohort 3 (The Unified Cohort)

Organized by: Addis Ababa University Muslim Students Union (AAU-MSU)

In Strategic Partnership with: Ethiopian Muslim Youth Council (EMYC)

180 Learning Hours | 6.0 ECTS / 3.0 Credit Hours (18.0 DCU)

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- **Academic Year:** 2026/27 G.C. (2019 E.C.)
- **Program Duration:** 6 Months (November 14, 2026 [Hidar 5, 2019 E.C.] – May 22, 2027 [Ginbot 14, 2019 E.C.])
- **Academic Weight:** 180 Verified Learning Hours (3.0 Credit Hours / 6.0 ECTS / 18.0 DCU)
- **Cohort Capacity:** 70 Fellows (35 Brothers Stream + 35 Sisters Stream | 14 Capstone Teams of 5)

SECTION 0: PREFACE & HISTORICAL BACKGROUND

1. The Historical Inspiration: Dar al-Arqam

The **Dar Al-Arqam Leadership Program** takes its name and spiritual orientation from one of the foundational institutions in Islamic history: **Dār al-Arqam (دار الأرقم)**—the home of Al-Arqam ibn Abī al-Arqam (may Allah be pleased with him), located near the hill of Al-Ṣafā in Makkah.

During the early Makkan period, when believers faced intense opposition, this home became a protected gathering sanctuary where the Prophet Muhammad ﷺ and the earliest Muslims met to study the Qur'an, worship, and build collective strength. Within its walls, the Prophet ﷺ forged moral character (*Ta'dīb*), fostered unshakeable integrity (*Amānah*), and nurtured deep solidarity (*Ukhuwwah*) across diverse backgrounds.

Historically, Dār al-Arqam represents the **archetypal leadership incubator**:

- **Spiritual Alignment:** Grounding one's life mission before stepping onto the public stage.
- **Disciplined Mentorship:** Nurturing emerging youth through authentic guidance.
- **Collective Responsibility:** Preparing individuals to serve their community with competence and sincerity.

It is from this historical sanctuary that the Dar Al-Arqam Leadership Program draws its mandate.

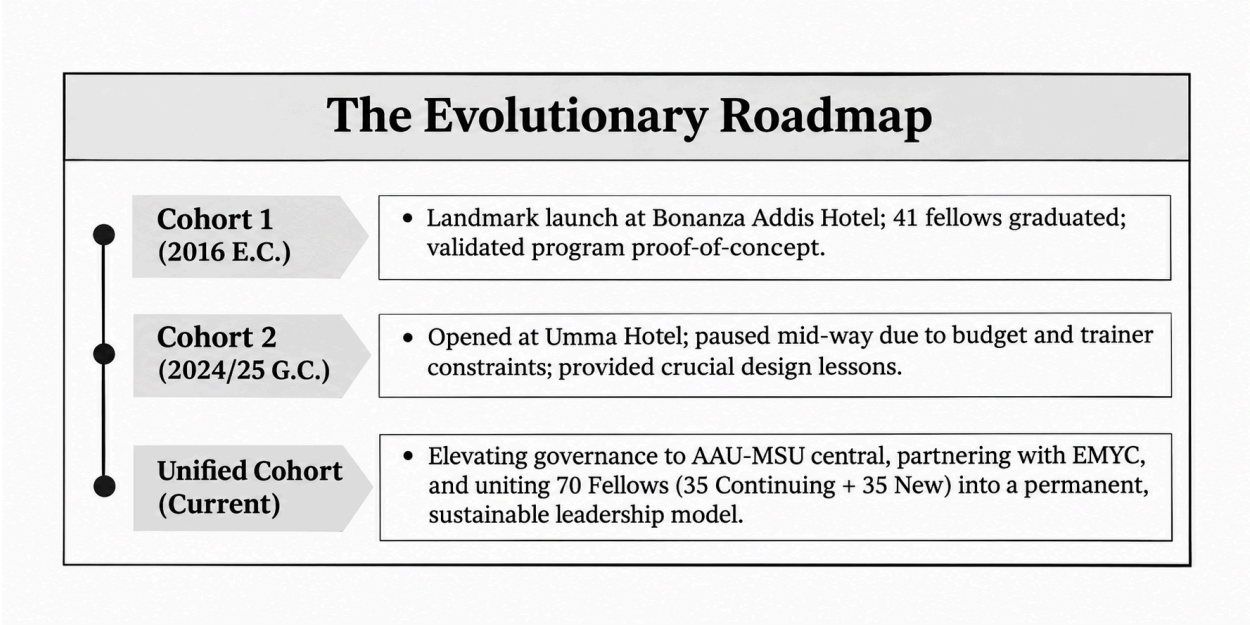
2. Institutional Origins: AAU-MSU & The 6 Kilo Jeme'a

The initiative originated within the **Addis Ababa University Muslim Students Union (AAU-MSU)** at the **6 Kilo Campus Jeme'a**, conceptualized under the **Qirat Sector** through its **Empowerment Strategic Plan (ESE)** sub-sector.

The founders recognized that while spiritual reminders nourished personal faith, a vital institutional gap remained: university students needed structured opportunities to cultivate **practical leadership, strategic communication, team governance, and root-cause problem solving**.

The program was designed to integrate Islamic ethics with executive competency, preparing graduates who are confident in their identity, intellectually rigorous, and equipped to serve their campuses and wider society. Although born at 6 Kilo, its vision was designed to unite Muslim students across all Addis Ababa University campuses.

3. The Journey Across Cohorts



Cohort 1: Proof of Concept (2016 E.C. / 2023/24 G.C.)

Launched at the **Bonanza Addis Hotel**, the inaugural cohort validated strong demand for rigorous youth leadership training:

- **Recruitment:** 110+ applied → 70 shortlisted → **41 Fellows accepted**.
- **Delivery:** A 6-month journey of full/half-day seminars, executive experience-sharing panels, institutional visits, book reviews, webinars, and a formal graduation ceremony.

- **Legacy:** Proved that university students can manage high-expectation leadership curricula alongside their degree studies.

Cohort 2: Operational Lessons (2024/25 G.C. / 2017 E.C.)

Cohort 2 commenced with an opening program at **Umma Hotel**. However, the cohort could not complete its full journey and was paused mid-stream due to operational hurdles:

- Unstable funding streams and logistics constraints.
- Uncontracted guest trainer scheduling conflicts.
- Volunteer administrative overload during university exam periods.

The Strategic Takeaway: A serious leadership academy requires institutionalized underwriting, formal partner backing, and structured operational playbooks to guarantee sustainability.

4. The Unified Phase: Governance & The EMYC Partnership

To honor the dedication of Cohort 2 and establish permanent operational stability, the fellowship enters an elevated, unified phase:

1. **Centralized Student Governance:** Ownership transitions from the 6 Kilo Jeme'a to the central, university-wide **Addis Ababa University Muslim Students Union (AAU-MSU)**, commanding university-wide campus reach and legitimacy.
2. **Strategic Alliance with EMYC:** Delivered in formal partnership with the **Ethiopian Muslim Youth Council (EMYC)**. Through this alliance, EMYC supports:
    - Program financial baseline and venue underwriting.
    - Access to senior trainers, executive guest speakers, and mentors.
    - Institutional credibility and field access for community projects.
3. **Cohort Integration:** The 35 persevering fellows from Cohort 2 resume their leadership journey, joining 35 newly recruited fellows to form a unified cohort of **70 Fellows**.

5. Cohort Demographic Matrix (70 Fellows)

The cohort capacity is set at **70 Fellows**, organized under a meritocratic formula designed to break campus insularity:

Group Category	Allocation	Headcount	Scope & Representation

Continuing Fellows (Cohort 2)	50%	**35**	Dedicated participants from Cohort 2 completing their certified leadership journey.
New Intake: Addis Ababa University	30%	**21**	Newly selected undergraduate leaders across all AAU campuses (6 Kilo, 5 Kilo, 4 Kilo, Tikur Anbessa, FBE, Commerce, EiABC, Kaliti).
New Intake: Other Higher Education Institutions	20%	**14**	Civic allocation for high-potential Muslim student leaders from other public and private colleges/universities across Addis Ababa.
TOTAL UNIFIED COHORT	100%	**70**	**Balanced into Dual Streams (35 Brothers in Hall A + 35 Sisters in Hall B) | 14 Capstone Teams of 5.**

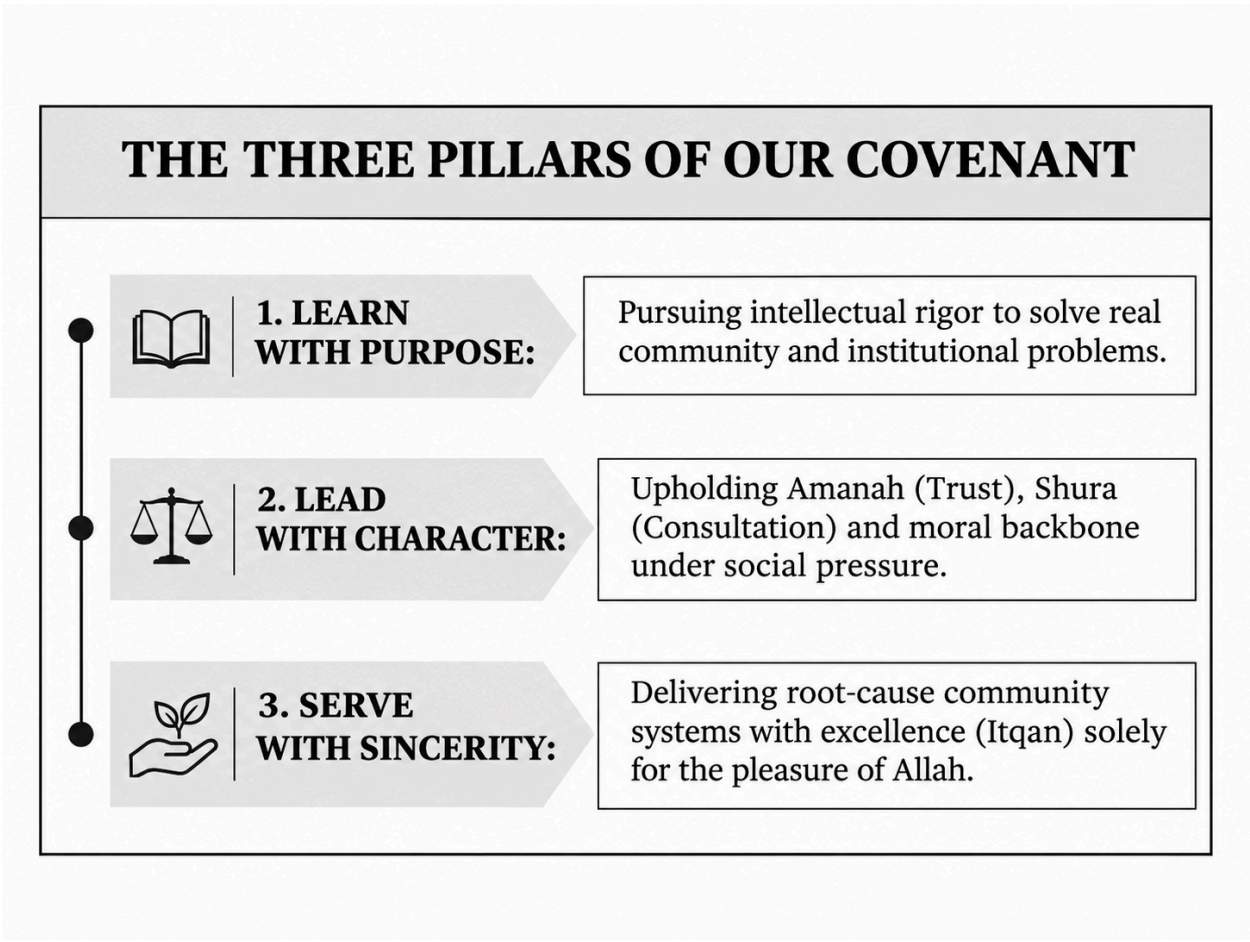
The Strategic Value of the 20% External Intake

Reserving **14 places (20%)** for students from other higher education institutions across Addis Ababa enriches classroom discourse, fosters cross-campus networks, and prepares fellows for collaborative civic leadership.

6. Strategic Horizon: A Pan-Ethiopian Model

While piloted in Addis Ababa, the long-term goal of Dar Al-Arqam is to establish a **standardized, replicable youth leadership model** across universities throughout Ethiopia.

By rigorously documenting this 180-hour curriculum, its "Write–Huddle–Debate–Present" methodology, and its project supervision frameworks, this unified cohort establishes the benchmark for an enduring national institution.



1. Executive Summary & Program Identity

1.1 Mission & Foundational Philosophy

Dar Al-Arqam is an intensive, six-month executive leadership and character formation fellowship designed for high-potential university students and emerging young leaders. Grounded in the Prophetic paradigm of stewardship and benchmarked against premier African and international leadership institutions; including the **African Leadership Academy (ALA)**, **African Leadership University (ALU)**, **Ashesi University**, the **Young African Leaders Initiative (YALI)**, **MENTOR National Standards**, and the **European Credit Transfer and Accumulation System (ECTS)**, the fellowship bridges moral formation with rigorous execution.

1.2 Core Values (The Six Pillars of Character)

1. *Amanah* **(Fiduciary Trust & Stewardship):** Treating leadership, time, data, and public resources as a sacred trust accountable before God and the community.

2. *Shura* **(Principled Consultation):** Practising participatory decision-making, active listening, and epistemic humility prior to decisive execution.
3. *Adl* **(Justice & Equity):** Upholding fairness, transparency, and meritocracy across all interpersonal and institutional dealings.
4. *Adab* **(Moral & Intellectual Discipline):** Putting knowledge, speech, and etiquette in their rightful place (*Ta'dib*), especially during disagreement (*Adab al-Ikhtilaf*).
5. *Itqan* **&** *Ihsan* **(Professional Excellence):** Delivering every project, document, budget, and community handover to the highest standard of quality.
6. *Khidmah* **(Root-Cause Service):** Moving beyond performative charity to design sustainable systems, platforms, research, and institutional solutions.

2. Academic Credit Architecture & Schedule

2.1 University Credit Hour & ECTS Specification

Under the international Bologna Process, 1.0 ECTS credit equals 30.0 hours of total verified student workload (combining classroom instruction, applied fieldwork, and independent study), and 1.0 Ethiopian University Credit Hour equals 2.0 ECTS (60.0 hours / 1.0 Credit Hour).

Program Component	Net Hours	Share	Credit Weight	Delivery & Verification Mechanism
1. Guided Training	**120.0h**	66.7%	2.0 Cr. Hr (4.0 ECTS)	**30 Training Days** (15 Full Saturdays + 12 Morning Sundays + 3 Ramadan Saturday Blocks), including 5 off-campus institutional visits and 3 live virtual sessions.
2. Community Capstone	**40.0h**	22.2%	0.67 Cr. Hr (1.33 ECTS)	Completed **outside training sessions** (40h net fieldwork) in 5-person teams across 5 stages, including 4 mandatory community site visits (12h net site time).
3. Independent Study	**20.0h**	11.1%	0.33 Cr. Hr (0.67 ECTS)	Completed **between sessions**: reading 6 core leadership books/digests and writing six 1-page Executive Book Review & *Muhasabah* Briefs (15h reading + 5h writing).

TOTAL WORKLOAD	**180.0h**	100%	**3.0 Cr. Hr (6.0 ECTS / 18.0 DCU)**	**Zero double-counting; all breaks excluded from net guided hours.**

2.2 Schedules

To incorporate a **20-minute morning coffee/tea break** without losing instructional time, the morning schedule runs from **09:00 AM to 12:20 PM** (3.0 net guided hours). Afternoon sessions on Full Saturdays (**01:30 PM to 03:30 PM**, 2.0 net guided hours) prohibit heavy lecturing and are reserved strictly for simulations, role-plays, specialist skill labs, and supervised workshops, incorporating a 10-minute stand-up stretch at 02:25 PM.

A. Full Saturday Schedule (15 Saturdays = 75.0 Net Guided Hours)

Time Block	Duration	Counted in Net Hours?	Session Block & Pedagogical Rule
08:40 – 09:00 AM	20 mins	No *(Arrival)*	Check-in, QR/sheet attendance logging, and seating in 5-person team clusters. Doors close at 09:00 AM sharp.
09:00 – 10:30 AM	90 mins	**Yes (1.5h)**	**Morning Block 1:** High-focus analytical seminar, Prophetic ethics, or Book Review Symposium.
10:30 – 10:50 AM	20 mins	No *(Excluded)*	• **Morning Coffee & Tea Break:** Refreshments served; • **Mode A Trainers swap between Hall A and Hall B.** • Warning bell at 10:47 AM.
10:50 – 12:20 PM	90 mins	**Yes (1.5h)**	**Morning Block 2:** Second seminar block (swapped trainers) or continuation of 3.0h deep-dive workshop (**Mode B**).
12:20 – 01:30 PM	70 mins	No *(Excluded)*	**Congregational Dhuhr Prayer & Lunch Break:** Dedicated 70-minute window for prayer and meal.
01:30 – 02:25 PM	55 mins	**Yes (1.0h total lab)**	**Afternoon Block 3 (Experiential Lab Part 1):** *Giving Voice to Values* (GVV) role-plays, PM labs, or Specialist Tracks A/B/C.

02:25 – 02:35 PM	10 mins	**Yes *(In-Session)***	**Afternoon Energizer & Stretch:** Brief stand-up stretch and transition (standard instructional pacing).
02:35 – 03:30 PM	65 mins	**Yes (1.0h total lab)**	**Afternoon Block 4 (Experiential Lab Part 2):** Hands-on team deliverable production, peer critique, and daily closing reflection.

B. Morning-Only Sunday Schedule (12 Sundays = 36.0 Net Guided Hours)

Time Block	Duration	Counted in Net Hours?	Session Block & Pedagogical Rule
08:40 – 09:00 AM	20 mins	No *(Arrival)*	Attendance check and collection of 1-Page Book Review Briefs.
09:00 – 10:30 AM	90 mins	**Yes (1.5h)**	**Morning Block 1:** Book Symposium, core workshop, off-campus institutional visit, or live virtual module.
10:30 – 10:50 AM	20 mins	No *(Excluded)*	**20-Minute Refreshment / Screen Break.**
10:50 – 12:20 PM	90 mins	**Yes (1.5h)**	**Morning Block 2:** Skill clinic, swapped morning seminar, or institutional Q&A debrief.

12:20 – 12:50 PM	30 mins	*Project Bucket*	**Formal Dismissal at 12:20 PM.** *(On 6 scheduled Sundays, teams hold a 30-min check-in with their Project Coach).*

2.3 Dual-Stream Cohort Architecture (30 Brothers + 30 Sisters)

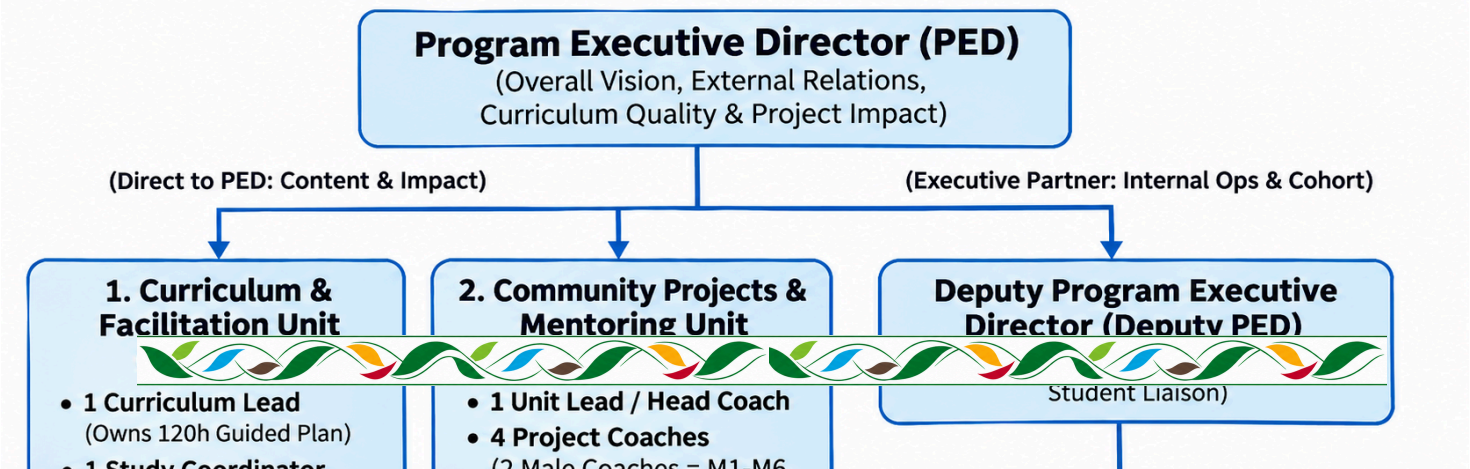
To keep classroom sizes at the optimal 35-student seminar threshold while accommodating 70 Fellows:

- **Hall A (Brothers' Stream):** 35 Male Fellows organized into **7 Capstone Teams of 5 Brothers (Teams M1–M7)**.
- **Hall B (Sisters' Stream):** 35 Female Fellows organized into **7 Capstone Teams of 5 Sisters (Teams F1–F7)**.
- **Three Stream Crossover Modes:**
    1. **Mode A (Same-Day 90-Minute Block Swap):** Trainer 1 teaches Hall A from 09:00–10:30 AM while Trainer 2 teaches Hall B. During the 10:30–10:50 AM coffee break, the two trainers swap halls and repeat their session from 10:50 AM–12:20 PM.
    2. **Mode B (Alternating-Saturday 3.0-Hour Full-Morning Swap):** For courses requiring an uninterrupted 3.0-hour morning, Trainer 1 teaches Hall A on Week A while Trainer 2 teaches Hall B. On Week B, the two trainers swap streams.
    3. **Mode C (Parallel Lab / Live Virtual / Coordinated Visit):** Afternoon labs run simultaneously in each hall; Virtual Sundays use single-gender breakout rooms; Off-Campus Visits use split-group rotation tours.

3. Leadership & Governance Structure

3.1 Split-Executive Organizational Chart (11 Core Volunteers + 2 Class Reps)

To keep governance agile and prevent bottlenecks, executive oversight is split between the **Program Executive Director (PED)** (who oversees *Curriculum Quality* and *Community Project Impact*) and the **Deputy Program Executive Director (Deputy PED)** (who oversees *Day-to-Day Operations, Attendance, Media*, and *Cohort Class Representatives*).



3.2 Roles, Functional Mandates & Weekly Time Caps

Position / Unit	count	Reports To	Core Responsibilities & Deliverables Owned	Weekly Cap
Program Executive Director (PED)	**1**	Top Executive	Chairs weekly 30-45-min Executive Sync; oversees Curriculum & Community Projects units; leads external partnerships & trainer invitations; signs off on budgets and diplomas.	12–15 hrs/wk
Deputy Program Executive Director (Deputy PED)	**1**	**PED**	Chief Operating Officer on all 30 training days; oversees Operations/Media Unit and **Male & Female Class Reps**; audits overall attendance and handles exam excuse requests.	12–15 hrs/wk
1. Curriculum & Facilitation Unit	**2**	**PED**	**Curriculum Lead (1):** Owns the 120h Guided Syllabus, trainer briefings (14 days prior), and Mode A/B hall swaps. **Study Coordinator (1):** Owns the 20h Book Reader packets and grades the six 1-page Book Briefs.	8–10 hrs/wk each
2. Community Projects & Mentoring Unit	**5**	**PED**	Owns the 40h Capstone across all 14 teams. Led by 1 Unit Lead / Head Coach; **2 Male Coaches** supervise M1–M7; **2 Female Coaches** supervise F1–F7. Conducts six 30-min bi-weekly check-ins and verifies community handovers.	6–8 hrs/wk each
3. Operations, Logistics & Media Unit	**3**	**Deputy PED**	• **Male Ops Lead (1):** Hall A setup, attendance, and 10:30 AM coffee break. • **Female Ops Lead (1):** Hall B setup, attendance, and 10:30 AM coffee break. • **Media Lead (1):** Telegram channel, slide templates, consent forms, and photo/video archive.	8–10 hrs/wk each

Cohort Class Representatives	**2** *(Fellows)*	**Deputy PED**	**1 Brother + 1 Sister** elected by peers (rotated every 2 months). Manages in-class timecards (15m, 5m, STOP), rallies peers back from coffee/prayer breaks on time, and communicates student exam needs to the Deputy PED.	Built into training days

4. Immediate 2-Week Pre-Launch Sprint

(Nov 1 – Nov 13, 2026 [Tikimt 22 – Hidar 4, 2019 E.C.])

The 13-day pre-launch preparation sprint leads directly into the official program launch on **Day 1, Saturday, November 14, 2026 (Hidar 5, 2019 E.C.)**:

Date (G.C. & E.C.)	Action Milestone	Responsible Owner
Sun, Nov 1 – Mon, Nov 2, 2026 *(Tikimt 22 – 23, 2019 E.C.)*	• Confirm the **10 Core Volunteers** and hold a 60-minute Launch Alignment Meeting. • Lock in **Hall A (Brothers)** and **Hall B (Sisters)** training venues and tea/coffee catering for Month 1. • Publish the **Online Application Form** across campus Telegram channels	PED & Deputy PED
Tue, Nov 3 – Sat, Nov 7, 2026 *(Tikimt 24 – 28, 2019 E.C.)*	• Run active campus & nomination recruitment targeting 120–150 applicants. • Send official invitations and session briefs to **Month 1 Trainers (Days 1–5)**. • Compile and print/export the **Book 1 Core Reader** (*Beekun & Badawi*) and **Cohort Honor Code**.	Curriculum Lead, Ops & Media Lead
Sun, Nov 8, 2026 *(Tikimt 29, 2019 E.C.)*	• **11:59 PM Application Deadline.** Screen applications using the rubric and shortlist **45 Brothers and 45 Sisters** (90 candidates).	PED, Deputy PED & Unit Leads
Mon, Nov 9 – Wed, Nov 11, 2026 *(Tikimt 30 – Hidar 2, 2019 E.C.)*	Run **In-Person Selection Interview Slots** (late afternoon slots during light Add/Drop week) in Hall A and Hall B.	All 10 Core Volunteers

Thu, Nov 12, 2026 *(Hidar 3, 2019 E.C.)*	• Release admission letters to the **Top 35 Brothers and Top 35 Sisters** (plus 5 Male / 5 Female Reserve List). • Add all 70 Fellows to the official **Dar Al-Arqam Telegram Channel** and send the Day 1 Welcome Pack.	Deputy PED & Media Lead
Fri, Nov 13, 2026 *(Hidar 4, 2019 E.C.)*	• Final venue walkthrough, projector/audio check, printed attendance sheets, and name badges ready.	Male Ops & Female Ops
LAUNCH: Sat, Nov 14, 2026 *(Hidar 5, 2019 E.C.)*	• **08:40 AM:** Doors open for **Day 1 of the Dar Al-Arqam Fellowship**.	Full Team

5. Official Course Catalog & 6-Module Architecture (DAA-101 to DAA-106)

5.1 Complete Module Summary (180.0 Hours = 6.0 ECTS / 18.0 DCU)

Module Code	Official Module Title	Guided Hours	Project Hours	Independent Hours	Total Hours	Credits (ECTS / DCU)
DAA-101	**Prophetic Leadership, Ethics & Personal Mastery**	18.0h	0.0h	4.0h	22.0h	0.73 ECTS (2.2 DCU)
DAA-102	**Critical Inquiry, Systems Thinking & Responsible AI**	18.0h	0.0h	4.0h	22.0h	0.73 ECTS (2.2 DCU)
DAA-103	**Communication, Book Symposia & Team Governance**	24.0h	0.0h	6.0h	30.0h	1.00 ECTS (3.0 DCU)
DAA-104	**Organizational Management, Innovation & Career**	24.0h	0.0h	6.0h	30.0h	1.00 ECTS (3.0 DCU)
DAA-105	**Specialist Skill Tracks & Institutional Immersion Visits**	30.0h	0.0h	0.0h	30.0h	1.00 ECTS (3.0 DCU)

DAA-106	**Integrated Community Service-Learning Capstone**	6.0h	40.0h	0.0h	46.0h	1.54 ECTS (4.6 DCU)
TOTAL	**6 Modules (18 Courses)**	120.0h	40.0h	20.0h	180.0h	**6.0 ECTS (18.0 DCU)**

5.2 Complete Course Breakdown (120.0 Guided Hours)

Course Code	Official Course Title	Guided Hours	Session Breakdown & Crossover Mode	Key Deliverables & Practical Outputs
DAA-101.1	**Prophetic Stewardship: *Amanah, Shura, Adl & Adab***	6.0h	4 x 1.5h Student Learning Blocks = 6.0h • **Mode A**	Prophetic leadership ethics (*Sidq, Amanah, Tabligh, Fathanah*), consultative rules, and anti-corruption frameworks.
DAA-101.2	**Spiritual Purification (*Tazkiyah*), Mission & GVV Character Labs**	6.0h	3 x 2.0h PM Labs • **Mode C**	Signed Cohort Honor Code, ALU Personal Mission Statement, 30-Day *Muhasabah* Habit Tracker, and *Giving Voice to Values* (GVV) role-plays.
DAA-101.3	**Time Mastery, Deep Work & Mental Resilience**	6.0h	1 x 3.0h AM (**Mode B**) + 1 x 3.0h **Virtual (#1)**	Weekly deep-work calendar, academic exam/stress regulation protocols (*Sabr*), and burnout prevention plan.
DAA-102.1	**Critical Thinking, Logic & Epistemic Humility (*Adab al-Ikhtilaf*)**	6.0h	4 x 1.5h Student Learning Blocks = 6.0h • **Mode A**	Fallacy detection, steel-manning opposing arguments, decision trees, and systems feedback loops.

DAA-102.2	**Systems Thinking, Root-Cause Analysis & Research Labs**	6.0h	3 x 2.0h PM Labs • **Mode C**	"5 Whys" & Iceberg mapping, PESTEL/SWOT analysis, unbiased survey design, and post-project impact analysis.
DAA-102.3	**Digital Literacy, Prompt Engineering & Responsible AI Lab**	6.0h	1 x 3.0h AM (**Mode B**) + 1 x 3.0h **Virtual (#2)**	Contextual/boundary AI prompting, live hallucination & bias verification, and digital security/privacy hygiene.
DAA-103.1	**Public Speaking, Rhetoric & Persuasive Storytelling Practicum**	6.0h	3 x 2.0h PM Labs • **Mode C**	Recorded 2-minute problem speech, 5-minute executive pitch deck rehearsal, and graduation valedictory showcase.
DAA-103.2	**Professional Writing, Active Listening & Cross-Cultural Dialogue**	4.5h	3 x 1.5h AM Seminars • **Mode A**	Crisp 1-page executive memos, Speaker–Paraphraser–Observer listening triads, and pluralistic community dialogue.
DAA-103.3	**Team Leadership, Emotional Intelligence & Conflict Negotiation**	4.5h	3 x 1.5h AM Seminars • **Mode A**	Situational delegation, emotional trigger regulation, principled negotiation, and "Stop-Start-Continue" feedback.
DAA-103.4	***Iqra* Book Review Symposia (6 Monthly Seminars)**	9.0h	6 x 1.5h AM Seminars • **Mode A**	Lead Panel oral synthesis and Socratic *Halaqah* debate on the **6 Core Program Books**.
DAA-104.1	**Project Management Bootcamp (*BUILD-in-a-Box* Labs)**	6.0h	3 x 2.0h PM Labs • **Mode C**	Work Breakdown Structure (WBS), Gantt schedule, RACI matrix, Risk Register, and final archive audit.

DAA-104.2	**Financial Stewardship, Budgeting & Resource Mobilization**	6.0h	2 x 3.0h AM Seminars • **Mode B**	Zero-based micro-budgets, dual-custody cash controls (*Amanah*), stakeholder mapping, and 2-page sponsorship proposals.
DAA-104.3	**Social Entrepreneurship & The BUILD Innovation Cycle**	4.5h	3 x 1.5h AM Seminars • **Mode A**	Opportunity recognition, rapid low-cost prototyping (*Believe, Understand, Invent, Listen, Deliver*), and Social Business Model Canvas.
DAA-104.4	**Event Management, Governance & Succession Planning**	3.0h	2 x 1.5h AM Seminars • **Mode A**	Minute-by-minute Run-of-Show sheets, registration logistics, and writing Standard Operating Procedures (SOPs) for handover.
DAA-104.5	**Career Readiness, CVs, Portfolios & Workplace Ethics**	4.5h	1 x 1.5h AM (**Mode A**) + 1 x 3.0h **Virtual (#3)**	Achievement-based CV & LinkedIn profile, STAR competency portfolio, and live mock interviews
DAA-105.A /B/C	**Role-Based Specialist Execution Tracks *(Choose 1 of 3)*:** • **Track A:** Graphic Design & Consent-Led Media Production • **Track B:** Social Media Strategy, Campaigns & PR • **Track C:** Instructional Design, Facilitation & Peer Coaching • **Track A:** Graphic Design & Consent-Led Media Production	15.0h	6 x 2.0h PM Labs + 1 x 3.0h AM Studio • **Mode C**	Every 5-person team has dedicated specialists producing its visual assets/90s video (Track A), outreach/sponsorships (Track B), and training manuals/facilitation (Track C).

	• **Track B:** Social Media Strategy, Campaigns & PR • **Track C:** Instructional Design, Facilitation & Peer Coaching • **Track A:** Graphic Design & Consent-Led Media Production • **Track B:** Social Media Strategy, Campaigns & PR • **Track C:** Instructional Design, Facilitation & Peer Coaching			
DAA-105.V	**Institutional, Museum, Corporate & Recreation Visits (*Rihlah*)**	15.0h	5 x 3.0h AM Off-Campus Visits • **Mode C**	1. Opening Nature *Rihlah* • 2. Historical Museum • 3. Civic/*Waqf* NGO • 4. Corporate/Tech Firm • 5. Closing Retreat.
DAA-106.1	**Capstone Mid-Point Pitch & Graduation Impact Showcase**	6.0h	2 x 3.0h AM Summits • **Mode C**	Day 15 Formal Project Charter & Seed Budget Defense (3.0h) + Day 28 Graduation Impact Defense & Documentary Screening (3.0h).

6. Comprehensive 30-Day Syllabus Calibrated to the AAU 2026/27 (2019 E.C.) Academic Calendar

6.1 Academic Synchronization & Holiday / Recess Policy

Executing from **November 14, 2026 (Hidar 5, 2019 E.C.)** through **May 22, 2027 (Ginbot 14, 2019 E.C.)**, the fellowship program harmonizes its 30 instructional days with two governing

timelines: the **Addis Ababa University (AAU) Academic Calendar** and the **Islamic Hijri Calendar (Ramadan & Shawwal 1448 AH)**, safeguarding fellow wellbeing and preventing academic overload.

Three foundational operational protocols govern this calendar alignment:

1. First Semester Operational Alignment & Inter-Semester Recess (Nov 14, 2026 – Feb 12, 2027 [Hidar 5 – Yekatit 5, 2019 E.C.])

- **Program Commencement:** Fellowship Day 1 launches on Saturday, November 14, 2026 (Hidar 5, 2019 E.C.)
- **Academic Exam Blackout:** Direct instruction pauses during the concluding week of university classes (ending Wednesday, January 6, 2027 [Tahsas 28, 2019 E.C.]) and throughout the official First Semester Examination Period (Monday, January 11 – Friday, January 22, 2027 [Tir 3 – 14, 2019 E.C.]).
- **Inter-Semester Travel Break:** Synchronized with AAU's institutional recess (**Jan 23 – Feb 7, 2027** [Tir 15 – 30, 2019 E.C.]), all fellowship activities pause to permit fellows unhindered family travel across regions.
- **Pre-Ramadan Spiritual Readiness:** The final session before the exam pause (Day 11, Saturday, Dec 26, 2026 [Tahsas 17, 2019 E.C.]) includes a practical *Fiqh al-Isti'dad* lab focused on spiritual discipline and time management ahead of Rajab and Sha'ban.
- **Second Semester Initiation:** Phase II opens on Saturday, February 13, 2027 (Yekatit 6, 2019 E.C.), directly following the start of AAU Second Semester instruction (Thursday, Feb 11, 2027 [Yekatit 4, 2019 E.C.]).

2. Ramadan 1448 AH & Shawwal Integration (Feb 8 – Mar 19, 2027 [Yekatit 1 – Megabit 10, 2019 E.C.])

- **Fasting Schedule Modifications (1–20 Ramadan):** Full-day sessions are suspended during early Ramadan. Direct training shifts to streamlined 3.0-hour morning blocks (**09:00 AM – 12:00 PM**) without meal services, combined with live virtual modules to reduce travel strain.
- **Special Asr-to-Iftar Gathering (20 Ramadan):** On Saturday, February 27, 2027 (Yekatit 20, 2019 E.C.), morning delivery rotates to an afternoon seminar (**03:30 PM – 06:30 PM**) on *Maximizing the Last Ten Nights (Ashr al-Awakhir)*, concluding with a communal cohort Iftar.
- **Spiritual & Eid Recess (*Ashr al-Awakhir* & Shawwal):** A 17-day operational pause runs from Sunday, February 28 through Friday, March 19, 2027 (Yekatit 21 – Megabit 10, 2019 E.C.), protecting the final nights for *Qiyam* and *I'tikaf*, honoring Eid al-Fitr (**Mar 9/10** [Yekatit 30 / Megabit 1]), and facilitating Six Days of Shawwal fasting (**Mar 11–16** [Megabit 2–7]). Regular sessions resume Saturday, March 20, 2027 (Megabit 11, 2019 E.C.).

3. Post-Shawwal Execution, Field Deployment & Early Graduation

- **Capstone Field Delivery Windows:** Guided classroom sessions pause across mid-semester weekends (April 10–11 and April 17–18, 2027 [Miyazia 2–3 and 9–10, 2019 E.C.]) surrounding AAU's course withdrawal deadline (**Apr 15**), providing dedicated field time for project deployment.
- **Career Readiness & Portfolio Assessment:** Professional development labs, STAR portfolio evaluations, and behavioral interview panels take place May 1–2, 2027 (Miyazia 23–24, 2019 E.C.), equipping fellows with verified career assets prior to graduation.
- **Graduation Synchronization:** Day 30 Graduation takes place on **Saturday, May 22, 2027 (Ginbot 14, 2019 E.C.)**, concluding fellowship obligations 6 days prior to the end of AAU Second Semester classes (Friday, May 28, 2027 [Ginbot 20, 2019 E.C.]) and 9 days before final examinations begin (Monday, May 31, 2027 [Ginbot 23, 2019 E.C.]).

6.2 Phase-by-Phase Hour & Calendar Summary

Program Phase	Calendar Window (G.C. & E.C.)	Training Days	Net Guided Hours	Project Hours	Independent Hours	Free Recess & Weekend Buffers Built In
Phase I: Foundation, Character & Discovery	**Nov 14 – Dec 27, 2026** *(Hidar 5 – Tahsas 18, 2019 E.C.)*	**Days 1–10** (6 Full Sat + 4 Morn Sun)	42.0h	8.0h *(Stage 1 & Visit 1)*	6.67h *(Books 1 & 2)*	**Nov 28–29 Free** (Field Discovery) + **6 Full Weeks Mid-Year Recess** (Jan 2 – Feb 7)
Phase II: Ramadan Light Mode & Spiritual Preparation	**Feb 13 – Feb 27, 2027** *(Yekatit 6 – Yekatit 20, 2019 E.C.)*	**Days 11–15** (4 Morn Light + 1 Asr-Iftar)	15.0h	8.0h *(Stage 2 & Visit 2)*	6.67h *(Books 3 & 4)*	**17-Day Spiritual Recess** (Feb 28 – Mar 16 [Ashr al-Awakhir, Eid al-Fitr, Shawwal])

Phase III: Post-Shawwal Field Execution, Audit & Handover	**Mar 20 – May 22, 2027** *(Megabit 11 – Ginbot 14, 2019 E.C.)*	**Days 16–30** (9 Full Sat + 6 Morn Sun)	63.0h	24.0h *(Stages 3–5 & Visits 3–5)*	6.67h *(Books 5 & 6)*	**Apr 10–11 & Apr 17–18 Free** (Field Delivery) + **Graduation May 22 (Ginbot 14)**
TOTAL	**6.0 Months (26 Weeks)**	**30 Days***(15 Sat + 12 Sun + 3 Sat Block)*	120.0 h	40.0h	20.0h	**11 Full Recess Weekends + Ramadan/Shawwal Spiritual Pause**

6.3 Date-by-Date Schedule (Day 1 to Day 30)

PHASE I: FOUNDATION, CHARACTER & PROBLEM DISCOVERY

Date: Nov 14 – Dec 27, 2026 (Hidar 5 – Tahsas 18, 2019 E.C.) | Schedule: Days 1–10 | Workload: 47.0 Guided Hours

- **Independent Study (6.67h):** Read **Book 1** (*Beekun & Badawi — due Day 5: Sun, Dec 6, 2026 [Hidar 27, 2019 E.C.]*) and **Book 2** (*Al-Attas / Al-Ghazali — due Day 11: Sat, Feb 13, 2027 [Yekatit 6, 2019 E.C.]*).
- **Community Project Stage 1 (8.0h):** Form 5-person teams (M1–M7, F1–F7), conduct **Site Visit 1 (3.0h net on-site)** during the Nov 28–29 free weekend, and submit the **Stage 1 Needs Assessment Report** on Day 8 (Sat, Dec 19, 2026 [Tahsas 10, 2019 E.C.]).

Day # & Exact Date (G.C. & E.C.)	Time Block & Net Hours	Course Code & Mode	Exact Session Title, Stream Crossover & Pedagogical Activity
DAY 1 **Sat, Nov 14, 2026** *(Hidar 5, 2019 E.C.)* **Full Sat #1 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-101.1 [1/4] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-102.1 [1/4]	• **101.1 [1/4] Prophetic Stewardship:** Leadership as *Amanah* (Sacred Trust), *Ikhlas* (Sincerity), and the Prophetic Shepherd Model (*Sidq, Amanah, Tabligh, Fathanah*). • **102.1 [1/4] Critical Thinking Foundations:** Intellectual humility (Qur'an 96:1–5), cognitive biases, and distinguishing empirical facts from assumptions. • *(Trainers swap between Hall A [Brothers] and Hall B [Sisters] at 10:30 AM).*
Day 1 Cont.	**01:30–03:30 PM** (2.0h) *(Stretch at 2:25 PM)*	DAA-101.2 [Lab 1/3] **[Mode C: Parallel Lab]**	• **Cohort Honor Code & *Giving Voice to Values* (GVV) Lab #1:** • Baseline blind ethical scenario diagnostic (15 mins). • Debating and signing the *Dar Al-Arqam Cohort Honor Code*. • GVV Role-Play #1: Scripting vocal responses to academic plagiarism and peer pressure.
DAY 2 **Sun, Nov 15, 2026** *(Hidar 6, 2019 E.C.)* **Morn Sun #1 (3.0h Net)**	**09:00–12:20 PM** (3.0h Net) *(Break 10:30–10:50)*	DAA-105.V1 [Visit 1/5] **[Mode C: Off-Campus]**	• **Visit 1: Opening Recreational & Spiritual *Rihlah* (Outdoor Park / Retreat Center):** • Outdoor team-building problem-solving challenge in separate Brother/Sister zones. • Forming the 14 Capstone Teams (M1–M7, F1–F7); appointing **Fellow 1 as Team Chair #1 (Nov–Dec)** and selecting Specialist Tracks (A, B, or C). • Nature reflection (*Tadabbur*) & **Project Coach Check-In #1** at 12:20 PM.

DAY 3 **Sat, Nov 21, 2026** *(Hidar 12, 2019 E.C.)* **Full Sat #2 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-101.1 [2/4] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-103.2 [1/3]	• **101.1 [2/4] Consultative Governance (*Shura*):** Participatory decision-making vs. autocracy and endless indecision. • **103.2 [1/3] Professional Writing ("Writing is Thinking"):** Structuring clear executive memos, official letters, and analytical briefs.
Day 3 Cont.	**01:30–03:30 PM** (2.0h)	DAA-101.2 [Lab 2/3] **[Mode C: Parallel Lab]**	• **Spiritual Purification (*Tazkiyah*) & Personal Mission Lab:** • ALU-style Personal Mission Mapping: intersecting personal talents, spiritual purpose, and societal needs. • Launching the 30-Day *Muhasabah* (self-accounting) & Daily Habit Tracker.
Sun, Nov 22, 2026 *(Hidar 13, 2019 E.C.)*	*FREE SUNDAY*	*Outside Prep*	• *Free Sunday afternoon/day for university study & reading Book 1.*
Sat, Nov 28 – Sun, Nov 29, 2026 *(Hidar 19 – 20, 2019 E.C.)*	**FREE WEEKEND #1**	**Field Discovery Window**	• **Zero Classroom Sessions:** All 14 Teams conduct **Capstone Site Visit 1 (3.0h on-site)** in their target community, campus unit, NGO, or tech user group to interview 3–5 stakeholders.
DAY 4 **Sat, Dec 5, 2026** *(Hidar 26, 2019 E.C.)* **Full Sat #3 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-101.1 [3/4] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-102.1 [2/4]	• **101.1 [3/4] *Adl* (Justice) & *Adab* (Right Action):** Fairness in leadership and Al-Attas's philosophy of *Ta'dib* (cultivating moral & intellectual discipline). • **102.1 [2/4] Ethics of Disagreement (*Adab al-Ikhtilaf*):** Steel-manning opposing views, separating ideas from ego, and Socratic rules.
Day 4 Cont.	**01:30–03:30 PM** (2.0h)	DAA-102.2 [Lab 1/3] **[Mode C: Parallel Lab]**	• **Systems Thinking & Root-Cause Mapping Lab:** • Applying the "5 Whys", Iceberg Model (Symptoms vs. Root Causes), and PESTEL

			analysis to the field interview data gathered during Site Visit 1.
DAY 5 **Sun, Dec 6, 2026** *(Hidar 27, 2019 E.C.)* **Morn Sun #2** **(3.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-103.4 [Symp 1/6] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-103.2 [2/3]	• **103.4 [1/6] *Iqra* Book Review Symposium #1:** Submission of 1-Page Brief #1; Team 1 Panel critique and Socratic debate on **Book 1** (*Beekun & Badawi*). • **103.2 [2/3] Active Listening & Empathetic Inquiry:** Practicum in Speaker–Paraphraser–Observer triads. • *12:20 PM:* **Project Coach Check-In #2** (Auditing Site Visit 1 field notes).
DAY 6 **Sat, Dec 12, 2026** *(Tahsas 3, 2019 E.C.)* **Full Sat #4** **(5.0h Net)**	**09:00–12:20 PM** (3.0h Net) *(Break 10:30–10:50)*	**Mode B Full-Morning Swap (Week A):** **• Hall A:** DAA-101.3 [1/2] **• Hall B:** DAA-102.3 [1/2]	• **101.3 [1/2] Time Mastery & Deep Work (3.0h):** Energy audits, eliminating digital distractions, and pre-exam study blocking. • **102.3 [1/2] Digital Literacy & AI Foundations (3.0h):** How LLMs work, detecting deepfakes/misinformation, data privacy, and cybersecurity. • **Hall B (Sisters) — 102.3 [1/2] Digital Literacy & AI Foundations ($3.0h$):** How LLMs work, detecting deepfakes/misinformation, data privacy, and cybersecurity.
Day 6 Cont.	**01:30–03:30 PM** (2.0h)	DAA-102.2 [Lab 2/3] **[Mode C: Parallel Lab]**	• **Applied Research, Survey Design & Problem Validation Lab:** • Designing unbiased user surveys, action-research protocols, and finalizing the **Stage 1 Community Needs Assessment Report**.
DAY 7 **Sun, Dec 13, 2026** *(Tahsas 4, 2019 E.C.)*	**09:00–12:20 PM** (3.0h Net) *(Screen Break 10:30–10:50)*	DAA-101.3 [2/2] **[Mode C: Live Virtual]**	• **Live Virtual Session #1 — Mental Resilience, *Sabr* & Exam Wellbeing (3.0h):**

Morn Sun #3 (3.0h Net) *(VIRTUAL #1)*			• Managing academic stress before January finals; cognitive reframing and Prophetic resilience (*Sabr*). • Single-gender virtual breakout rooms for peer accountability check-ins.
DAY 8 **Sat, Dec 19, 2026** *(Tahsas 10, 2019 E.C.)* **Full Sat #5 (5.0h Net)**	**09:00–12:20 PM** (3.0h Net) *(Break 10:30–10:50)*	**Mode B Full-Morning Swap (Week B):** • **Hall A:** DAA-102.3 [1/2] • **Hall B:** DAA-101.3 [1/2]	• **102.3 [1/2] Digital Literacy & AI Foundations (3.0h)***(Swapped from Day 6)*. • **101.3 [1/2] Time Mastery & Deep Work (3.0h)***(Swapped from Day 6)*. • **Hall B (Sisters) — 101.3 [1/2] Time Mastery & Deep Work (**$3.0h$**)** *(Swapped from Day 6)*.
Day 8 Cont.	**01:30–03:30 PM** (2.0h)	DAA-103.1 [Lab 1/3] **[Mode C: Parallel Lab]**	• **Public Speaking & Rhetoric Practicum Lab #1:** • Vocal projection, posture, overcoming stage fright, and delivering 2-minute recorded problem-statement speeches with peer critique. • **Milestone:** Teams submit **Stage 1 Needs Assessment Report**; **Team Chair rotates from Fellow 1 to Fellow 2**.
Sun, Dec 20, 2026 *(Tahsas 11, 2019 E.C.)*	*FREE SUNDAY*	*University Study*	• *Free Sunday for university course assignments & pre-exam preparation.*

DAY 9 **Sat, Dec 26, 2026** *(Tahsas 17, 2019 E.C.)* **Full Sat #6 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-101.1 [4/4] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-102.1 [3/4]	• **101.1 [4/4] Accountability (*Muhasabah*) & Anti-Corruption:** Institutional transparency, conflict-of-interest rules, and whistleblowing ethics. • **102.1 [3/4] Analytical Judgment (*Fathanah*):** Logical fallacies, correlation vs. causation, and structured decision trees under risk.
Day 9 Cont.	**01:30–03:30 PM** (2.0h)	DAA-101.2 [Lab 3/3] **[Mode C: Parallel Lab]**	• ***Giving Voice to Values* (GVV) Lab #2 — Organizational & Financial Integrity:** • High-pressure role-play simulations where participants script and rehearse refusing corrupt procurement kickbacks, nepotism, or falsified project metrics.

DAY 10 **Sun, Dec 27, 2026** *(Tahsas 18, 2019 E.C.)* **Morn Sun #4 (3.0h Net)**	**09:00–12:20 PM** (3.0h Net) *(Break 10:30–10:50)*	DAA-105.V2 [Visit 2/5] **[Mode C: Off-Campus]**	• **Visit 2: Historical & Cultural Museum Immersion (e.g., National / Ethnological Museum at AAU):** • Guided 90-minute historical/cultural analysis tour completing Visit Worksheet #2. • 90-minute courtyard seminar: *"Understanding Historical Context Before Designing Social Solutions"* + **Project Coach Check-In #3 (Stage 1 Sign-Off)**. • • **Phase I Concludes — 6-Week University Exam & Home Break Begins!**

AAU 1ST SEMESTER FINAL EXAMS & INTER-SEMESTER HOME BREAK RECESS

Date: Dec 28, 2026 – Feb 12, 2027 (Tahsas 19, 2019 E.C. – Yekatit 5, 2019 E.C.)

(Complete fellowship pause across 6 consecutive weeks so fellows study with zero distractions and travel home to their families during the official university break!)

- **Recess Weekend #1 (Sat Jan 2 – Sun Jan 3, 2027 [Tahsas 24–25, 2019 E.C.]):** Final week of AAU 1st Semester classes (**Classes end Wed, Jan 6, 2027 [Tahsas 28, 2019 E.C.]**).
- **Recess Weekend #2 (Sat Jan 9 – Sun Jan 10, 2027 [Tir 1–2, 2019 E.C.]):** Final exam preparation weekend (**AAU 1st Semester Exams begin Mon, Jan 11, 2027 [Tir 3, 2019 E.C.]**).
- **Recess Weekend #3 (Sat Jan 16 – Sun Jan 17, 2027 [Tir 8–9, 2019 E.C.]):** Mid-exam blackout (**AAU 1st Semester Exams conclude Fri, Jan 22, 2027 [Tir 14, 2019 E.C.]**).
- **Recess Weekend #4 (Sat Jan 23 – Sun Jan 24, 2027 [Tir 15–16, 2019 E.C.]): AAU Inter-Semester Break Begins:** Students travel home to their families and hometowns.
- **Recess Weekend #5 (Sat Jan 30 – Sun Jan 31, 2027 [Tir 22–23, 2019 E.C.]): AAU Inter-Semester Break & Sport Festival:** All students are at home; reading Book 2 at leisure.
- **Recess Weekend #6 (Sat Feb 6 – Sun Feb 7, 2027 [Tir 29–30, 2019 E.C.]): Final Days of Inter-Semester Break:** Students return to Addis Ababa and campus.

- *AAU 2nd Semester UG Registration:* **Tue Feb 9 – Wed Feb 10, 2027 [Yekatit 2–3, 2019 E.C.] | 2nd Semester Classes Begin: Thu, Feb 11, 2027 [Yekatit 4, 2019 E.C.]**.

PHASE II: APPLIED SYSTEMS, SPECIALIST TRACKS & PROJECT DESIGN

Date: Feb 13 – Feb 27, 2027 (Yekatit 6 – Yekatit 20, 2019 E.C.) | Schedule: Days 11–15 | Workload: 12.0 Guided Hours

- **Independent Study (6.67h):** Read **Book 2** (*Al-Attas / Al-Ghazali — due Day 11: Sat, Feb 13, 2027 [Yekatit 6, 2019 E.C.]*) and **Book 3** (*Malik Bennabi / Ibn Khaldun — due Day 16: Sun, Mar 7, 2027 [Yekatit 28, 2019 E.C.]*).
- **Community Project Stages 2 & 3 (16.0h):** Conduct **Site Visit 2 (3.0h on-site)** during late February to sign the Host MOU, pitch the Project Charter & Budget on Day 15 (Sat, Mar 6, 2027 [Yekatit 27, 2019 E.C.]), and test prototypes during the mid-March free weekend.

Day # & Exact Date (G.C. & E.C.)	Time Block & Net Hours	Course Code & Mode	Exact Session Title, Stream Crossover & Pedagogical Activity
DAY 11 **Sat, Feb 13, 2027** *(Yekatit 6, 2019 E.C. | 6 Ramadan)* **Ramadan Light Morning #1 (3.0h Net)**	**09:00–12:00 PM** (3.0h Net)	DAA-103.4 [Symp 2/6] **[Mode A: Light Swap]**	• **103.4 [2/6] *Iqra* Book Review Symposium #2:** Submission of Brief #2; Team 2 Panel critique and debate on **Book 2** (*Al-Attas / Al-Ghazali*). • Light Ramadan morning schedule without physical exertion.
DAY 12 **Sun, Feb 14, 2027** *(Yekatit 7, 2019 E.C. | 7 Ramadan)* **Ramadan Light Morning #2 (3.0h Net)**	**09:00–12:00 PM** (3.0h Net)	DAA-102.3 [2/2] **[Mode C: Online/Virtual]**	**Live Virtual Session #2 — Prompt Engineering & Responsible AI Verification Lab (3.0h):** • Online interactive seminar covering contextual prompting and AI hallucination checks.
DAY 13 **Sat, Feb 20, 2027** *(Yekatit 13, 2019 E.C. | 13 Ramadan)* **Ramadan Light Morning #3 (3.0h Net)**	**09:00–12:00 PM** (3.0h Net)	**Mode B Light Swap:** • **Hall A:** DAA-104.2 [1/2] • **Hall B:** DAA-104.2 [2/2]	• **104.2 [1/2] Financial Stewardship & Micro-Budgeting (3.0h):** Zero-based budgeting and financial transparency during Ramadan.

DAY 14 **Sun, Feb 21, 2027** *(Yekatit 14, 2019 E.C. | 14 Ramadan)* **Ramadan Light Morning #4 (3.0h Net)**	**09:00–12:00 PM** (3.0h Net)	**Mode B Light Swap:** • **Hall A:** DAA-104.2 [2/2] • **Hall B:** DAA-104.2 [1/2]	• **104.2 [2/2] Partnerships & Resource Mobilization (3.0h):** Community partner outreach and proposal drafting.
DAY 15 **Sat, Feb 27, 2027** *(Yekatit 20, 2019 E.C. | 20 Ramadan)* **Ashr al-Awakhir & Cohort Iftar (3.0h Net)**	**03:30 PM – Iftar** (3.0h Net)	DAA-101.2 / Ashr Special **[Mode C: Asr-to-Iftar]**	**Ashr al-Awakhir Seminar, Spiritual Reflection & Cohort Iftar:** • Asr-to-Iftar reflection seminar preparing fellows for the last ten nights of Ramadan, followed by a communal cohort Iftar. • **Spiritual Recess Begins:** 17-day pause for Ashr al-Awakhir, Eid al-Fitr, and Six Days of Shawwal.
DAY 16 **Sat, Mar 20, 2027** *(Megabit 11, 2019 E.C.)* **Full Sat #7 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-103.3 [2/3] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-104.3 [2/3]	• **103.3 [2/3] Emotional Intelligence in Leadership:** Post-Shawwal resumption, managing emotional triggers, and leading with empathy. • **104.3 [2/3] The ALA BUILD Innovation Cycle:** Rapid prototyping and user testing after Shawwal break.
Day 16 Cont.	**01:30–03:30 PM** (2.0h)	DAA-105.A/B/C [Lab 2/7] **[Mode C: 3 Track Rooms]**	**Role-Based Specialist Execution Tracks — Lab 2 of 7 (2.0h):** • Hands-on graphic design, persuasive copywriting, and group facilitation labs.
DAY 17 **Sun, Mar 21, 2027** *(Megabit 12, 2019 E.C.)* **Morn Sun #5 (3.0h Net)**	**09:00–12:20 PM (3.0h Net)**	DAA-103.3 / 104.3	**Post-Shawwal Guided Review Seminar (3.0h):** Guided cohort review and project coaching.

DAY 18 **Sat, Mar 27, 2027** *(Megabit 18, 2019 E.C.)* **Full Sat #8 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-103.3 [3/3] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-104.3 [3/3]	• **103.3 [3/3] Conflict Resolution & Principled Negotiation:** De-escalating team disputes, mediating deadlocks, and feedback. • **104.3 [3/3] The Social Business Model Canvas:** Designing sustainable value propositions and cost structures.
Day 18 Cont.	**01:30–03:30 PM** (2.0h)	DAA-105.A/B/C [Lab 3/7] **[Mode C: 3 Track Rooms]**	**Role-Based Specialist Execution Tracks — Lab 3 of 7 (2.0h):** • Media recording, partner CRM tracking, and workbook design.
DAY 19 **Sun, Mar 28, 2027** *(Megabit 19, 2019 E.C.)* **Morn Sun #6 (3.0h Net)**	**09:00–12:20 PM** (3.0h Net) *(Break 10:30–10:50)*	DAA-105.V3 [Visit 3/5] **[Mode C: Off-Campus]**	**Visit 3: Major Civic, Humanitarian or *Waqf* Institution Immersion Visit:** • Operational tour and Q&A with senior leadership on governance and donor stewardship.
DAY 20 **Sat, Apr 3, 2027** *(Megabit 25, 2019 E.C.)* **Full Sat #9 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-103.4 [Symp 4/6] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-104.4 [1/2]	• **103.4 [4/6] *Iqra* Book Review Symposium #4:** Submission of Brief #4; Team 4 Panel critique on **Book 4** (*Mary Gentile's GVV*). • **104.4 [1/2] Event Management & Logistics:** Run-of-Show sheets and registration check-in.
Day 20 Cont.	**01:30–03:30 PM** (2.0h)	DAA-105.A/B/C [Lab 4/7] **[Mode C: 3 Track Rooms]**	**Role-Based Specialist Execution Tracks — Lab 4 of 7 (2.0h):** • Video editing, campaign launch, and micro-teaching practicums.
DAY 21 **Sun, Apr 4, 2027** *(Megabit 26, 2019 E.C.)* **Morn Sun #7 (3.0h Net)**	**09:00–12:20 PM (3.0h Net)**	DAA-104.4 / 105.A/B/C	**Guided Capstone & Campaign Lab (3.0h):** Guided coaching and campaign preparation.

Sat, Apr 10 – Sun, Apr 11, 2027 *(Miyazia 2 – 3, 2019 E.C.)*	**FREE WEEKEND #7**	**Mid-Terms & Capstone Delivery A**	**Zero Classroom Sessions:** Capstone Site Visit 3 (Part A — Field Delivery).
DAY 22 Sat, Apr 17, 2027 *(Miyazia 9, 2019 E.C.)* **Full Sat #10 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-102.1 [4/4] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-103.2 [3/3]	• Systems Feedback Loops & Cross-Cultural Communication.
Day 22 Cont.	**01:30–03:30 PM** (2.0h)	DAA-105.A/B/C [Lab 5/7] **[Mode C: 3 Track Rooms]**	**Role-Based Specialist Execution Tracks — Lab 5 of 7 (2.0h):** • Captioning, campaign analytics, and peer coaching methods.
DAY 23 Sun, Apr 18, 2027 *(Miyazia 10, 2019 E.C.)* **Morn Sun #8 (3.0h Net)**	**09:00–12:20 PM** (3.0h Net)	DAA-105.V4 [Visit 4/5] **[Mode C: Off-Campus]**	**Visit 4: Corporate, Technology or Social Enterprise Company Visit.**
DAY 24 Sat, Apr 24, 2027 *(Miyazia 16, 2019 E.C.)* **Full Sat #11 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-103.4 [Symp 5/6] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-104.4 [2/2]	• Book Review Symposium #5 on Book 5 (Muhammad Yunus) & SOP Succession Planning.
Day 24 Cont.	**01:30–03:30 PM** (2.0h)	DAA-105.A/B/C [Lab 6/7] **[Mode C: 3 Track Rooms]**	**Role-Based Specialist Execution Tracks — Lab 6 of 7 (2.0h):** • Documentary editing, partnership reports, and training manual compilation.
DAY 25 Sun, Apr 25, 2027 *(Miyazia 17, 2019 E.C.)* **Morn Sun #9 (3.0h Net)**	**09:00–12:20 PM** (3.0h Net)	DAA-105.A/B/C [Lab 7/7] **[Mode C: Team Studio]**	**Specialist Track Integration Studio (Lab 7 of 7 — 2.0h):** • Team deliverable assembly and project coach check-in.

DAY 26 **Sat, May 1, 2027** *(Miyazia 23, 2019 E.C.)* **Full Sat #12 (5.0h Net)**	**09:00–10:30 AM** (1.5h) *10:30–10:50 Break* **10:50–12:20 PM** (1.5h)	DAA-103.4 [Symp 6/6] [Mode A: 10:30 AM] **Mode A Swap** [Hall Swap] DAA-104.5 [1/2]	• Book Review Symposium #6 on Book 6 (Cal Newport) & Career Readiness CVs.
Day 26 Cont.	**01:30–03:30 PM** (2.0h)	DAA-102.2 [Lab 3/3] **[Mode C: Parallel Lab]**	**Impact Evaluation & Beneficiary Data Analysis Lab.**
DAY 27 **Sun, May 2, 2027** *(Miyazia 24, 2019 E.C.)* **Morn Sun #10 (3.0h Net)** *(VIRTUAL #3)*	**09:00–12:20 PM** (3.0h Net)	DAA-104.5 [2/2] **[Mode C: Live Virtual]**	**Live Virtual Session #3 — Mock Behavioral Interviews & Workplace Ethics Panel.**
DAY 28 **Sat, May 8, 2027** *(Miyazia 30, 2019 E.C.)* **Full Sat #13 (5.0h Net)**	**09:00–12:20 PM** (3.0h Net)	DAA-105.V5 [Visit 5/5] **[Mode C: Off-Campus]**	**Visit 5: Closing Recreational Rihlah & Mentor Closure.**
Day 28 Cont.	**01:30–03:30 PM** (2.0h)	DAA-104.1 [Lab 3/3] **[Mode C: Parallel Lab]**	**Final Financial Audit & Central Archiving Lab.**
DAY 29 **Sat, May 15, 2027** *(Ginbot 7, 2019 E.C.)* **Full Sat #14 (5.0h Net)**	**09:00–03:30 PM**	DAA-106.1 [1/2]	**Capstone Impact Showcase Rehearsal & Final Project Audits.**
DAY 30 (GRADUATION) **Sat, May 22, 2027** *(Ginbot 14, 2019 E.C.)* **Full Sat #15 (5.0h Net)**	**09:00–12:20 PM** (3.0h Net)	DAA-106.1 [2/2] **[Mode C: Summit]**	**Capstone Impact Showcase & Documentary Screening (3.0h):**

			• All 14 Teams screen their 90-second documentary videos and defend their verified impact results.

7. The 40-Hour Community Capstone Playbook (DAA-106)

7.1 The Four Valid Capstone Project Archetypes

Teams are never restricted to school-only projects; any high-impact solution across these **four archetypes** qualifies:

1. **Archetype 1 — Civic Tech, Digital Platforms & Information Tools:** Building a functional digital solution to solve an information or coordination bottleneck (e.g., an emergency blood-donor matching Telegram bot, campus resource directory, or automated service tool) tested with live users.
2. **Archetype 2 — Applied Action Research & Community Policy Briefs:** Conducting primary empirical fieldwork (interviews, spatial/safety audits, surveys) on an unaddressed campus or urban challenge, culminating in a 10-page Policy Brief presented to institutional decision-makers.
3. **Archetype 3 — Institutional Capacity & Workflow Re-Engineering:** Partnering with a local clinic, charity, *Waqf*, orphan committee, or youth cooperative to replace broken paper records with digital ledgers, intake forms, and laminated Standard Operating Procedures (SOPs).
4. **Archetype 4 — Direct Civic, Environmental or Educational Initiatives:** Designing and deploying a tangible community intervention (e.g., sorted waste-management systems with local merchants, freshman survival networks, or youth skill bootcamps) with a permanent local continuation owner.

7.2 The 5-Person Team Roles & 6-Week Chair Rotation Matrix

Member	Permanent Functional Role (All 6 Months)	Specialist Track (DAA-105)	General Team Chair Window (G.C. & E.C.)	Primary Deliverable Owned
Fellow 1	**Problem Discovery & Research Lead**	**Track C** *(Facilitation)*	**Chair #1:** Nov 14 – Dec 19, 2026 *(Hidar 5 – Tahsas 10, 2019 E.C.)*	Stage 1 Needs Assessment Report & Beneficiary Survey Data.

Fellow 2	**Operations, WBS & Finance Lead (*Amanah*)**	**Track C** or **Track B**	**Chair #2:** Dec 20, 2026 – Mar 6, 2027 *(Tahsas 11 – Yekatit 27, 2019 E.C.)*	Stage 2 Project Charter, 40-Hour Timesheet & Reconciled Receipt Ledger.
Fellow 3	**Outreach, Partnerships & PR Lead**	**Track B** *(Outreach/ PR)*	**Chair #3:** Mar 7 – Apr 3, 2027 *(Yekatit 28 – Megabit 25, 2019 E.C.)*	Signed Host MOU, Local Sponsorships & Beneficiary Registration List.
Fellow 4	**Visual Design & Media Production Lead**	**Track A** *(Design/Media)*	**Chair #4:** Apr 4 – Apr 25, 2027 *(Megabit 26 – Miyazia 17, 2019 E.C.)*	Visual Assets (Posters/Manuals), Signed Consent Log & 90s Documentary Video.
Fellow 5	**Quality (*Itqan*), Handover & Evaluation Lead**	**Track A, B, or C**	**Chair #5:** Apr 26 – May 15, 2027 *(Miyazia 18 – Ginbot 7, 2019 E.C.)*	Chair #5: Apr 26 – May 22, 2027 *(Miyazia 18 – Ginbot 14, 2019 E.C.)*

7.3 Capstone Operational Templates (Templates 1 to 4)

Template 1: Stage 1 Empirical Needs Assessment & Root-Cause Worksheet (Due Day 8 — Sat, Dec 19, 2026 [Tahsas 10, 2019 E.C.])

- **1. Project Archetype:** [ ] Civic Tech [ ] Action Research [ ] Institutional Workflow [ ] Direct Civic Initiative
- **2. Host Community / Partner:** Organization name, physical location, and on-site contact person (Name, Role, Phone).
- **3. Site Visit 1 Field Log ($4.0h$ completed Nov 28–29, 2026 [Hidar 19–20, 2019 E.C.]):** List $8–10$ real stakeholders interviewed (First name/role, date, and direct quote of their pain point).
- **4. "5 Whys" Root-Cause Analysis:** Surface Symptom -> Why #1 -> Why #2 -> Why #3 -> Why #4 -> Root Cause.
- **5. Proposed 40-Hour Solution:** 100-word summary of the exact tool, research brief, system, or intervention to be built and handed over.

Template 2: Stage 2 Project Charter, Zero-Based Budget & Host MOU (Due Day 18 Pitch — Sat, Mar 27, 2027 [Megabit 18, 2019 E.C.])

- **1. SMART Deliverables:** 3 quantifiable outputs with target metrics.
- **2. Work Breakdown Structure (WBS):** Weekly task owners (Fellows 1–5) from March 28 to May 14, 2027 [Megabit 19 to Ginbot 6, 2019 E.C.].
- **3. Risk & Safeguarding Register:** 3 operational/ethical risks (e.g., data privacy, consent, power/internet backup) and mitigation steps.

- **4. Zero-Based Micro-Budget (*Amanah*):** Itemized expenses + proof that 30% or more of project value is mobilized locally via in-kind partner support (venue, printing, materials).
- **5. Host Institution MOU Signature & Stamp:** Signed during **Site Visit 2 (Feb 21–26, 2027 [Yekatit 14–19, 2019 E.C.])** confirming permission for April delivery and May handover.

Template 3: Bi-Weekly Project Coach Supervision Schedule (6 Check-Ins = 3.0 Hours Total)

Check-In #	Date (G.C. & E.C.)	Active Chair	Cumulative Project Hours Audited	Deliverable Signed Off by Project Coach
Check-In #1	Sun, Nov 15, 2026 [Hidar 6, 2019 E.C.] (Day 2)	Fellow 1	0.5h Verified	Team Charter & Site Visit 1 Safety Plan
Check-In #2	Sun, Dec 6, 2026 [Hidar 27, 2019 E.C.] (Day 5)	Fellow 1	1.0h Verified	Site Visit 1 Stakeholder Interview Notes
Check-In #3	Sun, Dec 27, 2026 [Tahsas 18, 2019 E.C.] (Day 10)	Fellow 2	1.5h Verified	**Stage 1 Needs Assessment Complete**
Check-In #4	Sat, Feb 27, 2027 [Yekatit 20, 2019 E.C.] (Day 15)	Fellow 2	2.0h Verified	**Stage 2 Charter, Budget & Signed Host MOU Complete**
Check-In #5	Sun, Mar 28, 2027 [Megabit 19, 2019 E.C.] (Day 19)	Fellow 3	2.5h Verified	**Stage 3 Prototype, Manuals & Consent Forms Complete**

Check-In #6	Sun, Apr 25, 2027 [Miyazia 17, 2019 E.C.] (Day 25)	Fellow 4 & 5	3.0h Verified *(Final 40.0h audited Day 29)*	**Stage 4 Field Delivery (6.0h on-site) & Receipts Audited**

Template 4: Stage 5 Financial Audit & Official Community Handover Certificate (Due Day 29 — Sat, May 15, 2027 [Ginbot 7, 2019 E.C.])

- **1. Assets & SOPs Transferred:** Exact list of source code/admin credentials, policy briefs, Excel databases, or training manuals handed over during **Site Visit 4 (May 10–14, 2027 [Ginbot 2–6, 2019 E.C.])**.
- **2. Local Continuation Owner Trained:** Name, title, and phone number of the permanent staff/student leader trained to maintain the system.
- **3. 100% Financial Reconciliation (*Amanah*):** Total Seed + Sponsorships Received = Total Verified Receipts + Returned Balance.
- **4. Host Partner Official Sign-Off:** Signature, official stamp, and phone verification confirming ethical completion and ongoing utility.

8. The 20-Hour *Iqra* Book Program & 15-Hour Institutional Visit Playbook

8.1 The 6 Required Books & Symposium Schedule (20.0 Independent Hours)

For books exceeding 200 pages, the Curriculum Unit distributes a **60–75 page Curated Core Digest** so every student completes the reading in 2.5 hours per book and writes their **1-Page Executive Book Brief** in 50 minutes (3.33h total per book).

Book # & Symposium Date (G.C. & E.C.)	Lead Panel Team	Primary Text (Full Text or 60–75p Core Digest)	Alternative Text Option
Book 1 — Sun, Dec 6, 2026 [Hidar 27, 2019 E.C.] (Day 5)	Teams M1 & F1	**Rafik I. Beekun & Jamal Badawi**, *Leadership: An Islamic Perspective*	**Martin Lings**, *Muhammad: His Life Based on the Earliest Sources* (Madinah chapters)
Book 2 — Sat, Feb 13, 2027 [Yekatit 6, 2019 E.C.] (Day 11)	Teams M2 & F2	**Syed Muhammad Naquib al-Attas**, *Islam and Secularism* (*Ta'dib* & Loss of *Adab*)	**Imam Al-Ghazali**, *Letter to a Disciple (Ayyuha al-Walad)* + **Covey**, *7 Habits* (Habits 1–3)

Book 3 — Sat, Feb 27, 2027 [Yekatit 20, 2019 E.C.] (Day 15)	Teams M3 & F3	**Malik Bennabi**, *The Conditions of the Renaissance (Shurut al-Nahdah)*	**Ibn Khaldun**, *The Muqaddimah* (Chapters on social cohesion [*Asabiyyah*] & governance)
Book 4 — Sat, Apr 3, 2027 [Megabit 25, 2019 E.C.] (Day 20)	Teams M4 & F4	**Mary C. Gentile**, *Giving Voice to Values* (Core chapters used at Ashesi University)	**Taha Jabir Al-Alwani**, *The Ethics of Disagreement in Islam (Adab al-Ikhtilaf)*
Book 5 — Sat, Apr 24, 2027 [Miyazia 16, 2019 E.C.] (Day 24)	Teams M5 & F5	**Muhammad Yunus**, *Building Social Business* (Core chapters + Nobel Lecture)	**Jim Collins**, *Good to Great and the Social Sectors*
Book 6 — Sat, May 1, 2027 [Miyazia 23, 2019 E.C.] (Day 26)	Teams M6 & F6	**Cal Newport**, *Deep Work: Rules for Focused Success in a Distracted World*	**Greg McKeown**, *Essentialism: The Disciplined Pursuit of Less*

8.2 Template 5: The 1-Page Executive Book Review & *Muhasabah* Brief (300–350 Words Max)

1. **Core Thesis & Architecture (75–100 Words):** Author's central argument and 2–3 supporting pillars in the student's own words.
2. **Critical Inquiry & Contextual Lens (75–100 Words):** Where you agree or respectfully disagree (*Adab al-Ikhtilaf*), and how it applies to our Ethiopian/African context and Islamic ethics.
3. **Personal *Muhasabah* (50–75 Words):** One personal blind spot or habit challenged by the text + one direct quotation.
4. **Capstone Team Action (50 Words):** One concrete practice your 5-person team will apply this month from the book.
5. **One Socratic Question (25 Words):** An open-ended question for the 90-minute *Halaqah* debate (20m Lead Panel + 30m Table Debate + 30m Open Fishbowl + 10m Habit Commitment).

8.3 Template 6: Off-Campus Institutional Visit (*Rihlah*) Worksheet (DAA-105.V — 5 Visits = 15.0 Guided Hours)

Every fellow completes a 1-page observation sheet during each of the five Sunday/Saturday morning immersions:

- **Visit 1 (Sun, Nov 15, 2026 [Hidar 6, 2019 E.C.] — Opening Nature *Rihlah*):** Team communication patterns observed, personal *Niyyah*, and 5-person *Shura* rules.
- **Visit 2 (Sun, Dec 27, 2026 [Tahsas 18, 2019 E.C.] — Historical/Cultural Museum):** Historical leadership lessons, indigenous values aligned with *Amanah/Adl*, and context of our Capstone problem.
- **Visit 3 (Sun, Mar 28, 2027 [Megabit 19, 2019 E.C.] — Civic/Humanitarian/*Waqf* Institution):** Board governance, donor auditing (*Amanah*), root-cause empowerment vs. charity, and handover lessons.
- **Visit 4 (Sun, Apr 18, 2027 [Miyazia 10, 2019 E.C.] — Corporate/Tech Enterprise):** Agile KPI tracking, workplace *Itqan*, and graduate hiring criteria.
- **Visit 5 (Sat, May 8, 2027 [Miyazia 30, 2019 E.C.] — Closing Retreat & Alumni Induction):** Retrospective growth synthesis, gratitude to mentors/peers, and commitment to Cohort 2.

9. Recruitment, 100-Point Selection Rubric, Grading System & Day-Of Run-Sheet

9.1 Stage 1 Application & Stage 2 Selection Rubric (100 Points)

Shortlisted candidates attend an **In-Person Selection Interview slot (Nov 9–11, 2026 [Tikimt 30 – Hidar 2, 2019 E.C.])**:

Selection Pillar	Max Points	Behavioral Indicators Scored by Assessors (1–5 Scale)
1. Past Ownership & Initiative	25 Points	Evidence of fixing a real problem in family, campus, or neighborhood without waiting for a title or money.
2. Consultative Humility (*Shura* & *Adab*)	20 Points	Listens actively during the live group simulation; builds on peers' ideas; invites quiet members; disagrees without ego.
3. Ethical Courage (*Amanah* & *Sidq*)	20 Points	Clear moral compass; refuses shortcuts or dishonesty during the simulation; authentic integrity example.

4. Analytical & Root-Cause Thinking (*Fathanah*)	20 Points	Separates symptoms from systemic root causes; proposes structured, realistic solutions.
5. 6-Month Reliability & Service Readiness	15 Points	Realistic semester workload; commits fully to the 180-hour schedule and Specialist Track role.
TOTAL SCORE	100 Points	**Top 35 Brothers & Top 35 Sisters Admitted** *(Balanced across Specialist Tracks A, B, and C).*

9.2 Complete Grading Table (18.0 DCU / 6.0 ECTS = 100% Grade) & Attendance Rules

- **Minimum Graduation Requirements:** (1) 85% or higher Guided Attendance (102.0h / 120.0h), (2) 65% or higher cumulative grade across the 6 modules, and (3) 100% Capstone financial receipt reconciliation and signed Community Handover Certificate.
- **Distinction & Specialist Endorsement Tier:** Awarded to fellows achieving $\ge 90\%$ attendance, $\ge 85\%$ overall grade, and $\ge 85\%$ in their Specialist Track (Track A, Track B, or Track C).

Module	Credits	Weight	Graded Outputs
DAA-101 Prophetic Leadership & Mastery	2.16 DCU (0.72 ECTS)	12%	Personal Mission Statement & 30-Day *Muhasabah* Log (5%) • GVV Role-Play Rubric (4%) • 360-Peer *Amanah/Adab* Rating (3%).
DAA-102 Critical Inquiry & Responsible AI	2.16 DCU (0.72 ECTS)	12%	Stage 1 Root-Cause Analysis Paper (6%) • Annotated AI Prompt & Hallucination Verification Log (6%).
DAA-103 Communication & Book Symposia	3.06 DCU (1.02 ECTS)	17%	Six 1-Page Executive Book Briefs (9%) • Lead Panel Symposium Presentation (3%) • Recorded Speech & Peer *Shura* Rating (5%).

DAA-104 Management, Innovation & Career	3.06 DCU (1.02 ECTS)	17%	Stage 2 Project Charter, WBS & Budget (6%) • Social Business Canvas & Sponsor Pitch (5%) • CV, Portfolio & Mock Interview (6%).
DAA-105 Specialist Tracks & Immersion Visits	3.06 DCU (1.02 ECTS)	17%	Role-Based Specialist Portfolio (Track A, B, or C deliverables = 12%) • Five 1-Page Institutional Visit Worksheets (5%).
DAA-106 Community Service-Learning Capstone	4.50 DCU (1.50 ECTS)	25%	40 Verified Field Hours & Chair Rotation (8%) • Day 15 & Day 28 Defenses (5%) • 100% Financial Audit (5%) • Signed Handover Certificate & Beneficiary Survey (7%).

9.3 Template 7: Single-Page Volunteer "Training Day Run-Sheet"

Time Block	Operational Action Item	Responsible Owner
48 Hrs Prior (Thu)	Re-confirm Trainer 1 & Trainer 2 arrival, slides, and Mode A/B swap; post pre-reading reminder on Telegram.	Curriculum Lead & Media Lead
08:20 AM	Open Hall A (Brothers) & Hall B (Sisters); set 6 table clusters of 5; test projector; prepare attendance sheet & 10:30 AM coffee/tea urns.	Male Ops, Female Ops & Duty Student Team
08:40 – 09:00 AM	Log arrival times; collect 1-Page Book Briefs (on Symposium days). **Close doors at 09:00 AM sharp.**	Stream Ops & Class Reps
10:30 – 10:50 AM	Serve 20-min coffee break; **escort Mode A Trainers between Hall A and Hall B**; ring 3-min warning bell at **10:47 AM**.	Curriculum Lead, Ops & Class Reps

12:20 – 01:30 PM	*Sundays:* Dismiss class (or hold 30-min Project Coach Check-Ins on Days 2, 5, 10, 19, 24). *Saturdays:* Congregational Dhuhr Prayer & Lunch break.	Deputy PED, Ops & Project Coaches
01:30 – 03:30 PM	*Saturdays Only:* Run experiential simulations, PM labs, or split into Specialist Track A, B, and C rooms. Stretch at **02:25 PM**. Reset room at **03:30 PM**.	Facilitators, Track Leads & Duty Team
04:00 PM	Update Central Attendance Tracker and upload 3–5 consent-approved session photos to archive.	Deputy PED & Media Lead

SECTION 10: FINANCIAL CONTROLS, BUDGET UNDERWRITING & DISBURSEMENT

10.1 Strategic Institutional Division & Underwriting

To establish long-term organizational endurance and mitigate financial risks, fiscal duties and operational mandates are divided between the **Ethiopian Muslim Youth Council (EMYC)** and the **Addis Ababa University Muslim Students Union (AAU-MSU)**:

- **Training Venues at EMYC Headquarters:** Regular weekend learning sessions take place directly within EMYC facility spaces, leveraging internal suites for **Hall A (Brothers Stream)** and **Hall B (Sisters Stream)** to eliminate commercial venue fees.
- **Combined Ceremonial Hall (Opening & Graduation):** For the Opening Convocation and Day 30 Graduation Assembly, all 70 participants gather in a grand unified auditorium—either inside EMYC facilities or a reserved external hall—structured with dedicated seating sections for each stream.
- **Hospitality & Cohort Catering (EMYC Underwriting):** EMYC directly finances and supplies weekly coffee, tea, and refreshments during morning breaks, alongside shared Saturday lunches and the Day 15 Ramadan Cohort Iftar.
- **Supplementary External Mobilization:** Beyond the baseline budget underwritten by EMYC, fellowship directors maintain the mandate to engage philanthropic partners,

alumni, and civic organizations for additional micro-grants or material support benefiting student capstones.

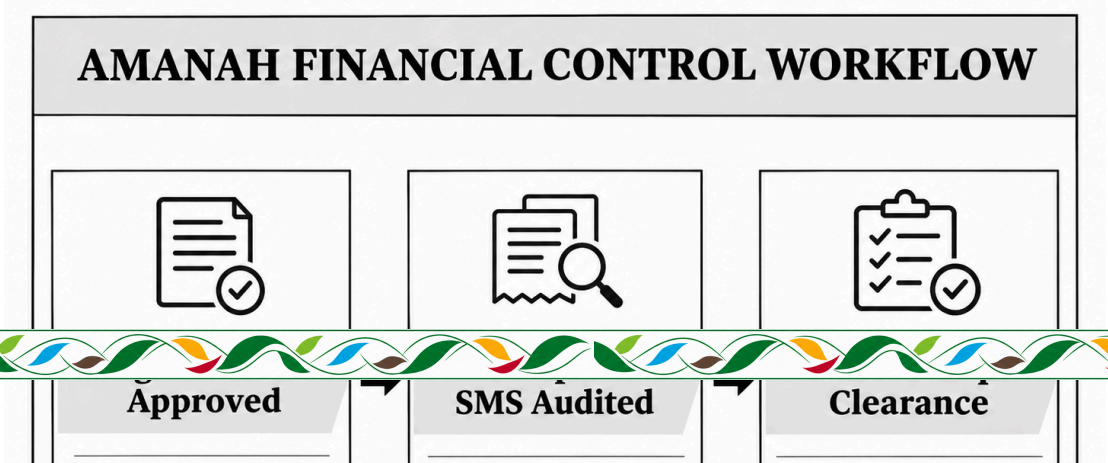
10.2 Master Expense Categories & Capstone Seed Grants

Programmatic expenditures are strictly allocation-capped into three key streams:

1. **Instructional Materials & Essential Printing (35%):** Production of physical case study packets, 1-page workshop briefs, official correspondence templates, attendance rosters, participant badges, and graduation certificates.
2. **Capstone Seed Micro-Grants (45%):** Targeted project funding capped at $3,000 to 5,000 ETB$ **per team** (across 14 Capstone Teams), disbursed in dual installments to cover field transport, project supplies, digital hosting, or community materials.
3. **Institutional Visit & Event Logistics (20%):** Coordinated transit for 5 off-campus *Rihlah* visits, appreciation tokens for guest facilitators, and final ceremony arrangements.

10.3 Cash, Telebirr & Dual-Custody Reconciliation (*Amanah* Controls)

- **Dual-Custody Approval:** Fellowship resources are never disbursed under single-person authority. Every expenditure—whether cash or digital via Telebirr/CBE—requires dual authorization from the **Deputy Program Executive Director** and the **Community Projects Unit Lead**.
- **Two-Tranche Project Release:**
    - **Tranche 1 (50%):** Transferred to the team Finance Lead following panel sign-off on the Stage 2 Project Charter, signed partner MOU, and zero-based budget.
    - **Tranche 2 (50%):** Released only after initial funds are audited and verified through valid receipts by the assigned Project Coach.
- **100% Receipt Reconciliation Policy (*Amanah*):** All expenditures must be backed by official register receipts, merchant invoices, market vouchers, or verified Telebirr transaction records. Accounts must achieve full zero-balance reconciliation prior to graduation clearance.



SECTION 11: RISK MANAGEMENT & TRANSIT SAFETY PROTOCOLS

11.1 Transit & Excursion Safety Standards (Visits 1 to 5)

Because the fellowship incorporates **5 off-campus experiential visits** (*Rihlah*)—covering nature retreats, historical museums, and corporate site tours—transit protocols are strictly institutionalized:

- **Vetted Group Transport:** Independent, uncoordinated student travel to off-site locations is prohibited. The Operations Unit arranges verified buses with experienced drivers departing from designated campus hubs for all excursions.
- **Stream-Specific Passenger Manifests:** The **Male Ops Lead** and **Female Ops Lead** maintain passenger rosters to log check-ins prior to departure and confirm headcounts before return transit.
- **Advance Route Reconnaissance:** The Operations Unit carries out a site walkthrough at least **72 hours prior** to any excursion to verify road access, facility safety, hygiene amenities, and venue permits.
- **Daylight Operational Hours:** All external visits occur strictly during daylight hours, concluding in time for participants to return safely before evening.

11.2 Venue Protocol & On-Site Participant Welfare

- **Facility Security & Etiquette:** Fellows observe institutional guidelines while utilizing EMYC headquarters and partner spaces, respecting working hours, staff areas, and venue rules.
- **Attendance Accountability & Early Leave Clearances:** To ensure participant welfare, fellows check in physically upon arrival ($08{:}\,40–09{:}\,00AM$) and remain on-site until dismissal. Early departures for academic or family needs require written approval from the Stream Ops Lead.
- **First-Aid & Health Readiness:** Each stream maintains an on-site first-aid kit managed by Stream Ops Leads, stocked with essentials for minor injuries, headaches, or hydration support during active workshops and visits.

SECTION 12: COHORT CODE OF CONDUCT, ATTENDANCE & GRIEVANCES

12.1 The Dar Al-Arqam Fellow Honor Covenant

Selection into the Dar Al-Arqam Leadership Fellowship represents both a distinguished academic achievement and a sacred fiduciary responsibility (*Amanah*). During Day 1, all 70 participants execute the **Fellow Honor Covenant**, pledging adherence to four foundational ethical principles:

1. **Sincerity of Intent (*Ikhlas*):** Participants dedicate themselves to academic rigor, moral growth, and leadership cultivation exclusively to address community needs for the sake of Allah, rejecting superficial titles, prestige, or personal vanity.
2. **Fiduciary & Operational Truthfulness (*Amanah*):** Participants maintain absolute integrity when managing Capstone budgets, receipts, survey data, and institutional information. Falsifying field research, misallocating micro-grant funds, or distorting project metrics constitutes a critical covenant breach.
3. **Intellectual Character & Consultative Civility (*Adab al-Ikhtilaf*):** Across workshops, symposia debates, and online channels, participants demonstrate active listening and epistemic humility. **Tribalism, regional bias, partisan discord, and sectarian hostility are strictly forbidden.** Discussions must address substantive ideas rather than personal attributes.
4. **Interpersonal Etiquette & Moral Discipline (*Haya & Adab*):** Participants embody Islamic decorum in language, attire, and professional interactions within both streams, according mentors, peers, guest speakers, and facility staff full honor.

12.2 Attendance, Punctuality & Leave Policies

Given that the fellowship grants $6.0 ECTS$ **(**$180.0 Verified Workload Hours$**)**, direct instructional engagement remains mandatory:

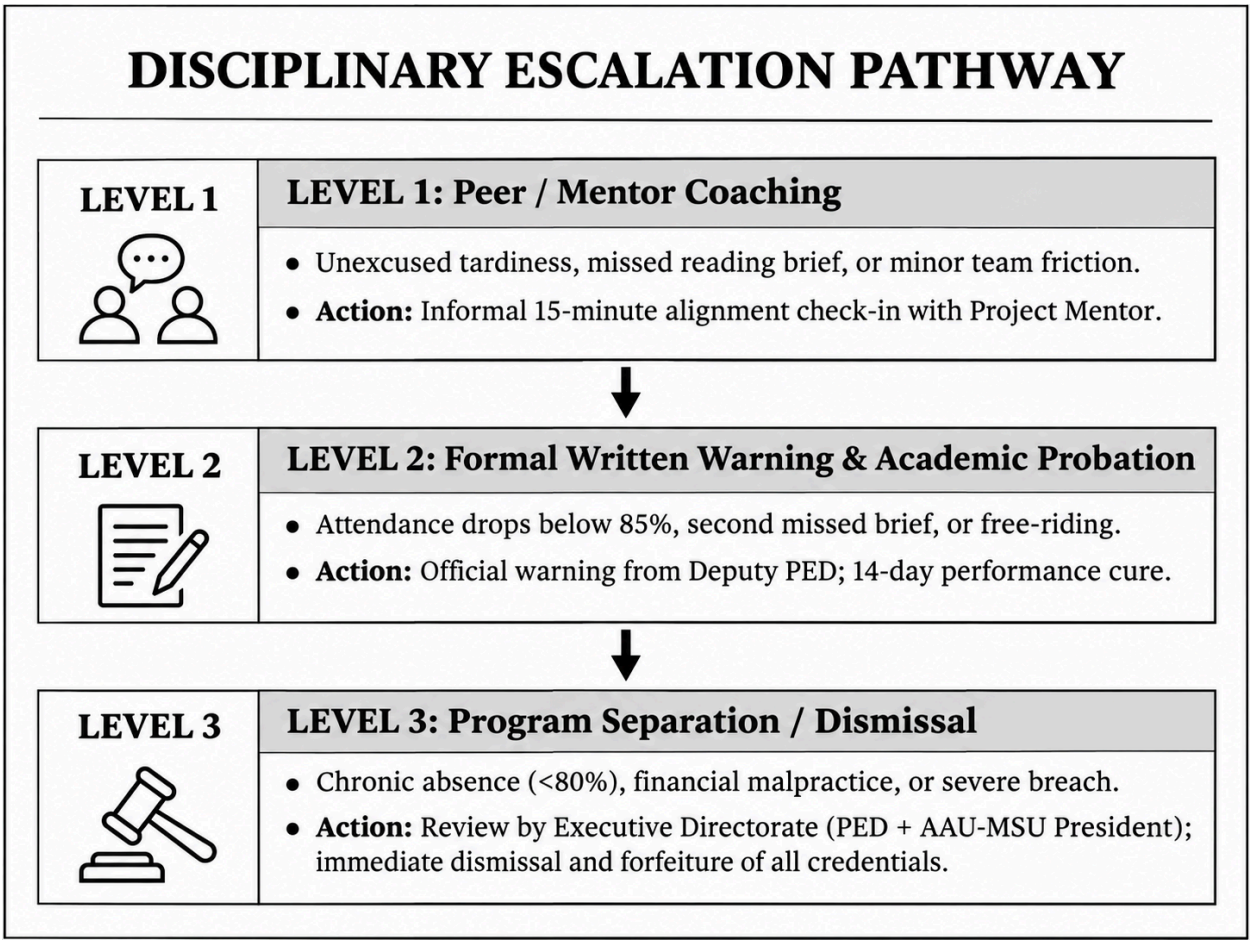
- **85% Minimum Guided Attendance Requirement:** To qualify for graduation certification, every fellow must complete at least $102.0 of the 120.0 Guided Instructional Hours$ (85%). Falling below $102.0 h$ leads to immediate diploma forfeiture.
- **Morning Arrival & Punctuality Standards:**
    - Doors open at $08:40 AM$ for attendance recording; doors lock at $09:00 AM$ precisely.
    - Arrivals recorded between $09:01 AM$ and $09:15 AM$ are designated with an official **Late Mark**.

- **Accumulating three Late Marks equals one unexcused absence ($1.5 NetHours$ deduction).**
- Entry after $09:15 AM$ incurs an absence mark for Morning Block 1.

- **University Examination & Academic Absences:**
  - Participants with conflicting university exams or mandatory academic commitments must submit a formal exemption notice through their **Cohort Class Representative** to the **Deputy PED (Operations)** at least **48 hours in advance**, backed by official verification.
  - **Compensatory Academic Deliverable:** Excused participants submit a 1-page session summary and reading digest within **7 calendar days** to restore guided credit hours.
- **Emergency Absence Protocol:** Illness or urgent family crises must be reported to the Stream Operations Lead prior to $08:30 AM$ on training mornings.

12.3 Academic Integrity, AI Usage & Disciplinary Sanctions

- **Plagiarism & Work Misrepresentation:** Submitting uncredited peer writing, reproducing published works without citations, or presenting group deliverables as individual efforts yields a zero grade and triggers Curriculum Unit review.
- **Responsible Generative AI Verification Framework:** Applying AI tools to assist conceptualization or refine arguments is supported under Module DAA-102.3. Conversely, **submitting unedited or unverified AI output as original Book Briefs or Capstone Charters violates the Honor Code.** Participants must include an annotated prompt trail confirming personal editing and factual verification.
- **Progressive Discipline Matrix:**



SECTION 13: ALUMNI INDUCTION & PAN-ETHIOPIAN REPLICATION

13.1 Graduation Credentials, Transcripts & Distinction Tiers

On **Day 30 (Saturday, May 22, 2027 [Ginbot 14, 2019 E.C.])**, successful fellows earn formal certificates issued jointly by the **Addis Ababa University Muslim Students Union (AAU-MSU)** and the **Ethiopian Muslim Youth Council (EMYC)**:

1. **Executive Leadership Diploma:** Awarded as the *Executive Certificate in Applied Leadership & Social Innovation* ($6.0 ECTS / 3.0 Cr. Hr / 18.0 DCU$).
2. **Official Performance Transcript:** An official transcript detailing verified coursework hours ($120 hGuided + 40 hCapstone + 20 hIndependent$), module marks, and capstone project completion.

3. **Fellowship Distinction Recognition:** Conferred upon participants meeting the following benchmarks:
    - Overall attendance record of $\ge 90\%$ ($108.0 + hours$).
    - Cumulative academic score of $\ge 85\%$.
    - Specialist Track capstone evaluation score of $\ge 85\%$.
    - *Distinction graduates receive an official Letter of Commendation signed by the EMYC Executive Board.*

13.2 The Dar Al-Arqam Alumni Network (DAA-AN)

Graduation transitions fellows into an organized, continuous network of practice:

- **Cohort Mentorship Infrastructure:** Exemplary graduates from Cohort 3 are selected as **Assistant Project Mentors** and **Operations Coordinators** for upcoming cohorts, maintaining peer leadership continuity.
- **Alumni Directory & Talent Registry:** AAU-MSU and EMYC maintain a verified database of alumni, bridging graduates to:
    - Executive internships, civic fellowships, and community project leadership roles.
    - Career placements with partner NGOs, tech firms, and civic institutions.
    - Professional networking halaqahs and continuing executive seminars.
- **Annual *Khidmah* Day:** Alumni gather annually to organize high-impact civic interventions across Addis Ababa.

13.3 The Pan-Ethiopian University Replication Blueprint

The strategic vision for Dar Al-Arqam extends beyond Addis Ababa to build a **standardized, replicable youth leadership model** across universities nationwide:

Institutional Replication Requirements

Regional university campuses or student unions adopting the Dar Al-Arqam framework guarantee:

- **Academic Quality:** Strict compliance with the 180-hour verified workload, balanced credit structure, and zero-double-counting policy.
- **Dual-Stream Parity:** Equal enrollment capacity, dedicated venue spaces, and equivalent instruction across both Brothers and Sisters streams.
- **Root-Cause Pedagogy:** Execution of the 40-hour Capstone and the "Write–Huddle–Debate–Present" methodology over passive lecture formats.

APPENDIX A: GLOSSARY OF INSTITUTIONAL ACRONYMS & PROPHETIC TERMS

This glossary provides standardized definitions for academic, operational, and ethical terminology used across the Dar Al-Arqam Leadership Fellowship curriculum, governance framework, and administrative playbooks.

1. Institutional, Academic & Programmatic Acronyms

Acronym	Full Form	Operational Definition in Dar Al-Arqam
AAU-MSU	Addis Ababa University Muslim Students Union	The central student governing body representing university-wide campus Jeme'as and the primary host institution of the fellowship.
EMYC	Ethiopian Muslim Youth Council	The strategic institutional partner providing program underwriting, venue facilities at EMYC headquarters, catering, and trainer mobilization.
ECTS	European Credit Transfer and Accumulation System	International standard benchmark where $1.0 ECTS = 30.0$ hours of total verified student workload. The fellowship confers **6.0 ECTS** (180 verified hours).
DCU	Dar Al-Arqam Credit Unit	Internal curriculum accounting unit where $1.0 DCU = 10.0$ verified student learning hours. The fellowship confers **18.0 DCU**.
PED	Program Executive Director	The chief executive volunteer officer responsible for strategic leadership, external partnerships, curriculum quality, and capstone impact sign-off.
Deputy PED	Deputy Program Executive Director	The chief operating officer responsible for weekend execution, attendance auditing, venue logistics, student welfare, and class representatives.
ESE	Empowerment Strategic Plan	The historical student development sub-sector within the AAU-MSU 6 Kilo Jeme'a Qirat department where Dar Al-Arqam was conceived.
GVV	Giving Voice to Values	A behavioral ethics framework pioneered by Dr. Mary Gentile (and adapted from Ashesi University) focused

		on scripting and speaking up against integrity violations rather than debating abstract ethics.
BUILD	Believe, Understand, Invent, Listen, Deliver	The 5-stage human-centered social innovation framework (adapted from the African Leadership Academy) used across Capstone stages 1 through 5.
WBS	Work Breakdown Structure	A project management framework that deconstructs a team's 40-hour capstone into discrete, measurable weekly deliverables with single-fellow ownership.
RACI	Responsible, Accountable, Consulted, Informed	A responsibility assignment matrix applied to each 5-person capstone team to eliminate diffusion of responsibility and missed deadlines.
MOU	Memorandum of Understanding	The formal, signed institutional agreement between a 5-person Capstone team, the fellowship, and an external community host partner.
SOP	Standard Operating Procedure	A step-by-step operating guide authored by fellows to ensure community projects survive and run independently after final handover.
STAR	Situation, Task, Action, Result	The behavioral interview and portfolio formatting standard fellows use to document their capstone achievements for post-university career transitions.

2. Prophetic Leadership, Ethical & Classical Terminology

Term	Arabic Script	Operational Definition in Dar Al-Arqam
Amānah	أمانة	**Fiduciary Trust & Stewardship:** The foundational principle treating time, authority, digital data, and public funds as a sacred trust accountable before Allah and the community.
Shūrā	شورى	**Principled Consultation:** The disciplined process of active listening, collective inquiry, and consensus-building within teams prior to decisive execution.

‘Adl	عدل	**Justice & Equity:** Rigorous impartiality, meritocracy, and fairness in grading, conflict mediation, resource distribution, and interpersonal relations.
Adab	أدب	**Moral & Intellectual Discipline:** Putting knowledge, speech, and action in their rightful place; maintaining proper decorum with mentors, peers, and society.
Ta’dīb	تأديب	**Character Cultivation:** The educational process of instilling moral discipline and spiritual orientation alongside technical and academic competency.
Adab al-Ikhtilāf	أدب الاختلاف	**Ethics of Disagreement:** The intellectual discipline of separating ideas from ego, steel-manning opposing viewpoints, and avoiding contempt during conflict.
Itqān	إتقان	**Professional Craftsmanship:** Demanding flawless execution, aesthetic precision, and zero sloppiness across all deliverables, reports, and budgets.
Iḥsān	إحسان	**Excellence & God-Consciousness:** Serving and building as if one sees Allah; transcending the bare minimum to deliver transformative social value.
Khidmah	خدمة	**Root-Cause Service:** Community action focused on building sustainable systems, training continuation owners, and eliminating dependencies rather than performative charity.
Tazkiyah	تزكية	**Spiritual Purification:** Systematic discipline of the self (*nafs*), mitigating arrogance, vanity (*riyā’*), and cynicism through daily spiritual accounting.
Muḥāsabah	محاسبة	**Self-Accounting & Retrospection:** Daily and weekly reflection tracking personal habits, productive time, integrity lapses, and project commitments.
Ṣidq	صدق	**Moral Courage & Authenticity:** Total congruence between one’s speech, values, and public behavior; refusing deceit, inflated metrics, or false appearances.

Tablīgh	تبليغ	**Effective, Principled Communication:** Conveying complex truths and proposals with clarity, empathy, cultural context, and persuasive eloquence.
Faṭānah	فطانة	**Analytical Acumen & Strategic Judgment:** Discerning root causes from surface symptoms, navigating political landscapes, and anticipating unintended consequences.
Ṣabr	صبر	**Resilient Endurance:** Proactive perseverance and emotional regulation under high pressure, academic deadlines, resource scarcity, and community resistance.
Niyyah	نية	**Conscious Purpose:** The deliberate alignment of internal motivation, dedicating all educational and civic output solely to the pleasure of Allah.
Riḥlah	رحلة	**Educational Immersion / Journey:** Structured off-campus site visits designed to observe institutional governance, historical memory, and workplace excellence firsthand.
Ḥalaqah	حلقة	**Interactive Dialogue Circle:** A structured, participatory learning circle that replaces hierarchical lecture halls with Socratic inquiry and collective problem analysis.

Appendix B: Master Course Catalog & Faculty Deployment Roster

Course Code	Course Title	Net Hours	Crossover Mode	Training Days & Dates	Primary Lead Trainer	Co-Trainer / Facilitator	Status / Phone
DAA-101.1	Prophetic Stewardship: *Amanah*, *Shura*, *Adl* & *Adab*	6.0h	Mode A (Hall Swap)	Days 1, 3, 4, 9	*[Trainer Name]*	*[Co-Trainer Name]*	[ ] Confirmed
DAA-101.2	Spiritual Purification (*Tazkiyah*), Mission & GVV Character Labs	6.0h	Mode C (Parallel Lab)	Days 1 (PM), 3 (PM), 9 (PM)	*[Trainer Name]*	*[Facilitator Name]*	[ ] Confirmed

DAA-101.3	Time Mastery, Deep Work & Mental Resilience	6.0h	Mode B (Swap) + Live Virtual	Day 6 (AM) & Day 7 (Virtual #1)	*[Trainer Name]*	*[Facilitator Name]*	[ ] Confirmed
DAA-102.1	Critical Thinking, Logic & *Adab al-Ikhtilaf*	6.0h	Mode A (Hall Swap)	Days 1, 4, 9, 22	*[Trainer Name]*	*[Co-Trainer Name]*	[ ] Confirmed
DAA-102.2	Systems Thinking, Root-Cause Analysis & Research Labs	6.0h	Mode C (Parallel Lab)	Days 4 (PM), 6 (PM), 26 (PM)	*[Trainer Name]*	*[Facilitator Name]*	[ ] Confirmed
DAA-102.3	Digital Literacy, Prompt Engineering & Responsible AI	6.0h	Mode B (Swap) + Live Virtual	Day 6 (AM) & Day 12 (Virtual #2)	*[Trainer Name]*	*[Tech Lead Name]*	[ ] Confirmed
DAA-103.1	Public Speaking, Rhetoric & Storytelling Practicum	6.0h	Mode C (Parallel Lab)	Days 8 (PM), 16 (PM), 20 (PM)	*[Trainer Name]*	*[Speech Coach]*	[ ] Confirmed
DAA-103.2	Professional Writing, Active Listening & Dialogue	4.5h	Mode A (Hall Swap)	Days 3 (AM), 5 (AM), 22 (AM)	*[Trainer Name]*	*[Co-Trainer Name]*	[ ] Confirmed
DAA-103.3	Team Dynamics, Emotional Intelligence & Conflict Negotiation	4.5h	Mode A (Hall Swap)	Days 16 (AM), 17 (AM), 18 (AM)	*[Trainer Name]*	*[Co-Trainer Name]*	[ ] Confirmed

DAA-103.4	*Iqra* Book Review Symposia (6 Monthly Seminars)	9.0h	Mode A (Symposia)	Days 5, 11, 15, 20, 24, 26	Study Coordinator	Student Lead Panels	[ ] Scheduled
DAA-104.1	Project Management Bootcamp (*BUILD-in-a-Box*)	6.0h	Mode C (Parallel Lab)	Days 18 (PM), 24 (PM), 28 (PM)	*[Trainer Name]*	Head Project Coach	[ ] Confirmed
DAA-104.2	Financial Stewardship, Budgeting & Resource Mobilization	6.0h	Mode B (Light Swap)	Days 13 (AM) & 14 (AM)	*[Trainer Name]*	*[Finance Lead]*	[ ] Confirmed
DAA-104.3	Social Entrepreneurship & The BUILD Cycle	4.5h	Mode A (Hall Swap)	Days 16 (AM), 18 (AM), 20 (AM)	*[Trainer Name]*	*[Co-Trainer Name]*	[ ] Confirmed
DAA-104.4	Event Management, Governance & SOP Succession	3.0h	Mode A (Hall Swap)	Days 20 (AM) & 24 (AM)	*[Trainer Name]*	*[Ops Coordinator]*	[ ] Confirmed
DAA-104.5	Career Readiness, CVs, Portfolios & Mock Interviews	4.5h	Mode A + Live Virtual	Day 26 (AM) & Day 27 (Virtual #3)	*[HR Specialist]*	*[Guest Panelists]*	[ ] Confirmed
DAA-105.A	Specialist Track A: Graphic Design & Media Production	15.0h	Mode C (Studio/Lab)	Days 16, 18, 20, 22, 24, 25	*[Media Specialist]*	Track Facilitator	[ ] Confirmed

DAA-105.B	Specialist Track B: Social Media Strategy & PR	15.0h	Mode C (Studio/Lab)	Days 16, 18, 20, 22, 24, 25	*[Comms Specialist]*	Track Facilitator	[ ] Confirmed
DAA-105.C	Specialist Track C: Instructional Design & Facilitation	15.0h	Mode C (Studio/Lab)	Days 16, 18, 20, 22, 24, 25	*[Trainer Name]*	Track Facilitator	[ ] Confirmed
DAA-105.V	Institutional, Museum & Corporate Visits (*Rihlah*)	15.0h	Mode C (Off-Campus)	Days 2, 10, 19, 23, 28	Deputy PED	Male & Female Ops	[ ] Scheduled
DAA-106.1	Capstone Pitch Defense & Graduation Impact Showcase	6.0h	Mode C (Combined Summit)	Day 18 (Pitch) & Day 30 (Grad)	PED & Unit Lead	External Judges	[ ] Scheduled

Appendix C: Capstone Team & Mentor Allocation Matrix

Team ID	Stream	Members (5 Fellows)	Project Archetype	Assigned Project Mentor	Host Community / Partner	Project Working Title
Team M1	Hall A (Brothers)	Fellows 1–5	Archetype 1: Civic Tech	Male Mentor 1 (M-M1)	*[Partner Name]*	*[Working Title]*
Team M2	Hall A (Brothers)	Fellows 6–10	Archetype 1: Civic Tech	Male Mentor 1 (M-M1)	*[Partner Name]*	*[Working Title]*
Team M3	Hall A (Brothers)	Fellows 11–15	Archetype 2: Action Research	Male Mentor 2 (M-M2)	*[Partner Name]*	*[Working Title]*

Team M4	Hall A (Brothers)	Fellows 16–20	Archetype 2: Action Research	Male Mentor 2 (M-M2)	*[Partner Name]*	*[Working Title]*
Team M5	Hall A (Brothers)	Fellows 21–25	Archetype 3: Institutional Workflow	Male Mentor 3 (M-M3)	*[Partner Name]*	*[Working Title]*
Team M6	Hall A (Brothers)	Fellows 26–30	Archetype 4: Direct Civic Initiative	Male Mentor 3 (M-M3)	*[Partner Name]*	*[Working Title]*
Team M7	Hall A (Brothers)	Fellows 31–35	Open Selection	Male Mentor 3 (M-M3)	*[Partner Name]*	*[Working Title]*
Team F1	Hall B (Sisters)	Fellows 36–40	Archetype 1: Civic Tech	Female Mentor 1 (F-M1)	*[Partner Name]*	*[Working Title]*
Team F2	Hall B (Sisters)	Fellows 41–45	Archetype 4: Educational Initiative	Female Mentor 1 (F-M1)	*[Partner Name]*	*[Working Title]*
Team F3	Hall B (Sisters)	Fellows 46–50	Archetype 2: Action Research	Female Mentor 2 (F-M2)	*[Partner Name]*	*[Working Title]*
Team F4	Hall B (Sisters)	Fellows 51–55	Archetype 2: Policy Brief	Female Mentor 2 (F-M2)	*[Partner Name]*	*[Working Title]*
Team F5	Hall B (Sisters)	Fellows 56–60	Archetype 3: Institutional Systems	Female Mentor 3 (F-M3)	*[Partner Name]*	*[Working Title]*

Team F6	Hall B (Sisters)	Fellows 61–65	Archetype 3: Capacity Building	Female Mentor 3 (F-M3)	*[Partner Name]*	*[Working Title]*
Team F7	Hall B (Sisters)	Fellows 66–70	Archetype 4: Civic/Health Initiative	Female Mentor 3 (F-M3)	*[Partner Name]*	*[Working Title]*

Appendix D: Master Milestone & Deliverable Deadlines

Milestone Code	Deliverable Name	Owning Role	Submission Deadline	Verification Authority
COV-01	Signed Cohort Honor Covenant	All 70 Fellows	Day 1 (Sat, Nov 14, 2026)	Deputy PED
BR-01	Book 1 Review Brief (Beekun & Badawi)	Individual Fellow	Day 5 (Sun, Dec 6, 2026)	Study Coordinator
CAP-01	Stage 1 Empirical Needs Assessment	Team Chair #1 (Fellow 1)	Day 8 (Sat, Dec 19, 2026)	Assigned Project Mentor
BR-02	Book 2 Review Brief (Al-Attas / Al-Ghazali)	Individual Fellow	Day 11 (Sat, Feb 13, 2027)	Study Coordinator
BR-03	Book 3 Review Brief (Bennabi / Ibn Khaldun)	Individual Fellow	Day 15 (Sat, Feb 27, 2027)	Study Coordinator
CAP-02	Stage 2 Project Charter, Budget & Signed MOU	Team Chair #2 (Fellow 2)	Day 18 (Sat, Mar 27, 2027)	Pitch Review Panel
BR-04	Book 4 Review Brief (Mary Gentile / GVV)	Individual Fellow	Day 20 (Sat, Apr 3, 2027)	Study Coordinator

CAP-03	Stage 3 Prototype, Manuals & Consent Log	Team Chair #3 (Fellow 3)	Day 21 (Sun, Apr 4, 2027)	Assigned Project Mentor
BR-05	Book 5 Review Brief (Muhammad Yunus)	Individual Fellow	Day 24 (Sat, Apr 24, 2027)	Study Coordinator
CAP-04	Stage 4 Field Delivery Audit & Receipt Ledger	Team Chair #4 (Fellow 4)	Day 25 (Sun, Apr 25, 2027)	Projects Lead & Ops
BR-06	Book 6 Review Brief (Cal Newport / Deep Work)	Individual Fellow	Day 26 (Sat, May 1, 2027)	Study Coordinator
CAP-05	100% Financial Reconciliation & Handover Certificate	Team Chair #5 (Fellow 5)	Day 29 (Sat, May 15, 2027)	Deputy PED & Mentor
GRAD-01	Final Impact Showcase & 90s Documentary Screening	Full 5-Person Team	Day 30 (Sat, May 22, 2027)	Convocation Assembly

Appendix E: Volunteer Leadership & Operations Directory

Role / Mandate	Designated Officer	Primary Responsibility	Institutional Affiliation	Phone / Telegram
Program Executive Director (PED)	*[Name]*	Overall program direction, curriculum, partnerships & diplomas	AAU-MSU Central	*[Phone / Handle]*
Deputy Program Executive Director	*[Name]*	Chief Operating Officer, attendance tracking, and student welfare	AAU-MSU Central	*[Phone / Handle]*

Curriculum & Syllabus Lead	*[Name]*	Trainer briefings, instructional quality, and hall crossover modes	AAU-MSU Curriculum	*[Phone / Handle]*
Independent Study Coordinator	*[Name]*	Digital book reader distribution and Book Review Brief grading	AAU-MSU Study Unit	*[Phone / Handle]*
Community Projects Unit Lead	*[Name]*	40-hour capstone oversight, partner MOUs, and handover audits	External Mentor	*[Phone / Handle]*
Male Project Mentor 1 (M-M1)	*[Name]*	Mentoring Teams M1 & M2 (Civic Tech)	External Mentor	*[Phone / Handle]*
Male Project Mentor 2 (M-M2)	*[Name]*	Mentoring Teams M3 & M4 (Action Research)	External Mentor	*[Phone / Handle]*
Male Project Mentor 3 (M-M3)	*[Name]*	Mentoring Teams M5, M6 & M7 (Direct Civic)	External Mentor	*[Phone / Handle]*
Female Project Mentor 1 (F-M1)	*[Name]*	Mentoring Teams F1 & F2 (Civic Tech & Education)	External Mentor	*[Phone / Handle]*
Female Project Mentor 2 (F-M2)	*[Name]*	Mentoring Teams F3 & F4 (Action Research)	EMYC Senior Mentor	*[Phone / Handle]*
Female Project Mentor 3 (F-M3)	*[Name]*	Mentoring Teams F5, F6 & F7 (Workflow Systems)	EMYC Senior Mentor	*[Phone / Handle]*
Male Operations Lead	*[Name]*	Hall A setup, morning arrival check-ins, tea/coffee logistics	Operations Unit	*[Phone / Handle]*
Female Operations Lead	*[Name]*	Hall B setup, morning arrival check-ins, tea/coffee logistics	Operations Unit	*[Phone / Handle]*

Media & Communications Lead	*[Name]*	Telegram broadcasts, slide templates, video/photo archive	Media Unit	*[Phone / Handle]*
Brothers Stream Class Representative	*[Elected Fellow]*	In-class timekeeping, student liaison, exam notices	Cohort 3 (Brothers)	*[Phone / Handle]*
Sisters Stream Class Representative	*[Elected Fellow]*	In-class timekeeping, student liaison, exam notices	Cohort 3 (Sisters)	*[Phone / Handle]*
EMYC Venue & Institutional Liaison	*[EMYC Officer]*	Headquarters hall access, security clearance, catering liaison	EMYC	*[Phone / Handle]*

Appendix F: Institutional Off-Campus Visit (*Rihlah*) Guide

Visit # & Date	Destination / Institution Type	Pedagogical Focus (Tadabbur & Inquiry)	Bus Staging Point	On-Site Contact Person	Emergency Escort Lead
Visit 1					
Sun, Nov 15, 2026	Outdoor Park / Nature Retreat (e.g., Entoto Park / Suba Forest)	Ecological *Tadabbur*, team-building challenges, forming 14 capstone groups	6 Kilo AAU Main Gate (08:15 AM)	Park Coordinator	Deputy PED & Both Ops Leads
Visit 2					
Sun, Dec 27, 2026	National or Ethnological Museum (AAU 6 Kilo)	Historical memory, indigenous heritage, grounding social problem statements	On-Campus Walk-In (08:45 AM)	Museum Curator	Curriculum Lead

Visit 3					
Sun, Mar 28, 2027	Major Humanitarian, *Waqf*, or Civic NGO	Fiduciary governance (*Amanah*), institutional systems, donor accountability	EMYC HQ Parking (08:30 AM)	Executive Director	Projects Lead
Visit 4					
Sun, Apr 18, 2027	Technology Firm, Incubator, or Enterprise	Agile workflow execution, professional standards (*Itqan*), graduate recruitment	EMYC HQ Parking (08:30 AM)	People Operations Lead	Male & Female Ops Leads
Visit 5					
Sat, May 8, 2027	Closing Spiritual & Reflective Retreat	Retrospective cohort growth, individual *Muhasabah*, mentor closure	6 Kilo AAU Main Gate (08:15 AM)	Retreat Coordinator	Full Executive Directorate