



Passion Squad Club Operations Guide

A Practical Guide to Planning, Coordinating, and Taking Action
with a Passion Squad Club in Senior High Schools in Ghana

ABOUT THIS GUIDE

Who is WAAF?

WAAF was founded in 1999 to provide sustainable social services for people living with HIV/AIDS in Ghana.

Mission: *To help battle the spread of HIV/AIDS, TB as well as other communicable and non-communicable diseases and mitigate their effects on communities by providing care and support centers and developing and implementing pragmatic intervention programs*

Vision: *To set up comprehensive health care centers in all regions of Ghana and West African sub-regions to provide quality health care and to reach out to identified target groups in collaboration with local and international organizations.*

What is the Operations Guide?

This guide was created by WAAF to help schools build self-sustaining health-related club programs that can be used by determined young people in Ghana's senior high schools to implement research-based peer education interventions in their communities. It is the belief of WAAF that, through the empowerment of young people, we can create hope and health for the future of the nation. It is not a list of lessons, but rather a guide on how to build your own projects based on your community's needs and capacity. By taking charge of their own learning, young people can begin to develop leadership skills that will carry them through their lives. It is our hope that clubs can use this guide to build on the strengths of the community and the power already within every student to change the future.

THANK YOU FOR SHARING YOUR PASSION FOR HEALTH!

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INTRODUCTION:

WHAT IS A PASSION SQUAD?

A Passion Squad is a group of strong young people with the power to change their schools and communities for the better. To do this, students participate in activities that educate others about health information related to general topics, and with a focus on HIV/AIDS and other adolescent reproductive health concerns.

Schools may choose to incorporate Passion Squad activities into an existing health-related club (such as an abstinence club, or a health awareness club), or to create a brand new club just for these activities. Each Passion Squad is different, with its own goals and its own way of reaching them. However, every club is connected by a shared mission to improve the lives of those within their schools and communities. Club activities use a Peer Education model, letting students become the teachers for themselves and others in their communities.

Passion Squads operate within schools in cooperation with the West Africa AIDS Foundation, who provides regular support to assist students in succeeding. Passion Squads are run by the students based on the interests and decisions of its members. Students select topics of interest to them, and complete research to help them decide on the best way to provide that information to others. The West Africa AIDS Foundation supports these activities by providing educational materials and regular communication that allows clubs to pursue their chosen activities.

Your Passion Squad can become the kind of club you want it to be based on the topics you choose to learn and teach about, and the activities you use to do it. In the end, every Passion Squad is about having fun while making a difference in your school or community! Make it special and have a great academic year!

HOW TO USE THIS GUIDE

This guide is intended to help you start and sustain a Passion Squad in your school. There are tools to help you start from the beginning, and ideas to help you keep going after that. Different clubs will have different needs and will be in different situations, so not everything is right for everyone. Pick and choose the things that are useful and do not bother with the things that are not. It is fine to do some things and not others, or to add your own ideas. Remember that this club is owned by the students. It is the students' ideas that should always have the most power.

The following pages provide suggestions and checklists for what activities will help start or strengthen a club program. They are in a specific order, but some steps may already be done, and others may go on at the same time rather than ending so the next one can begin. Move at the pace that makes sense to you and your club.

Most of the things mentioned here involve planning for success. While the club activities can be very fun, make sure you plan for the future so that you can meet your goals and allow the club to continue successfully in the following academic year. To assist you in this process, please utilize the specialized communication forms for requesting materials from WAAF and reporting annual progress so that the organization can be a partner in helping you to improve the health and wellbeing of your community.

If you have any questions about this guide or the program, please contact your local WAAF branch office:

WAAF Headquarters, Accra

Tel: 302960045/243362447

Email: info@waafweb.org

Volta Region, Keta

Tel: 242725192

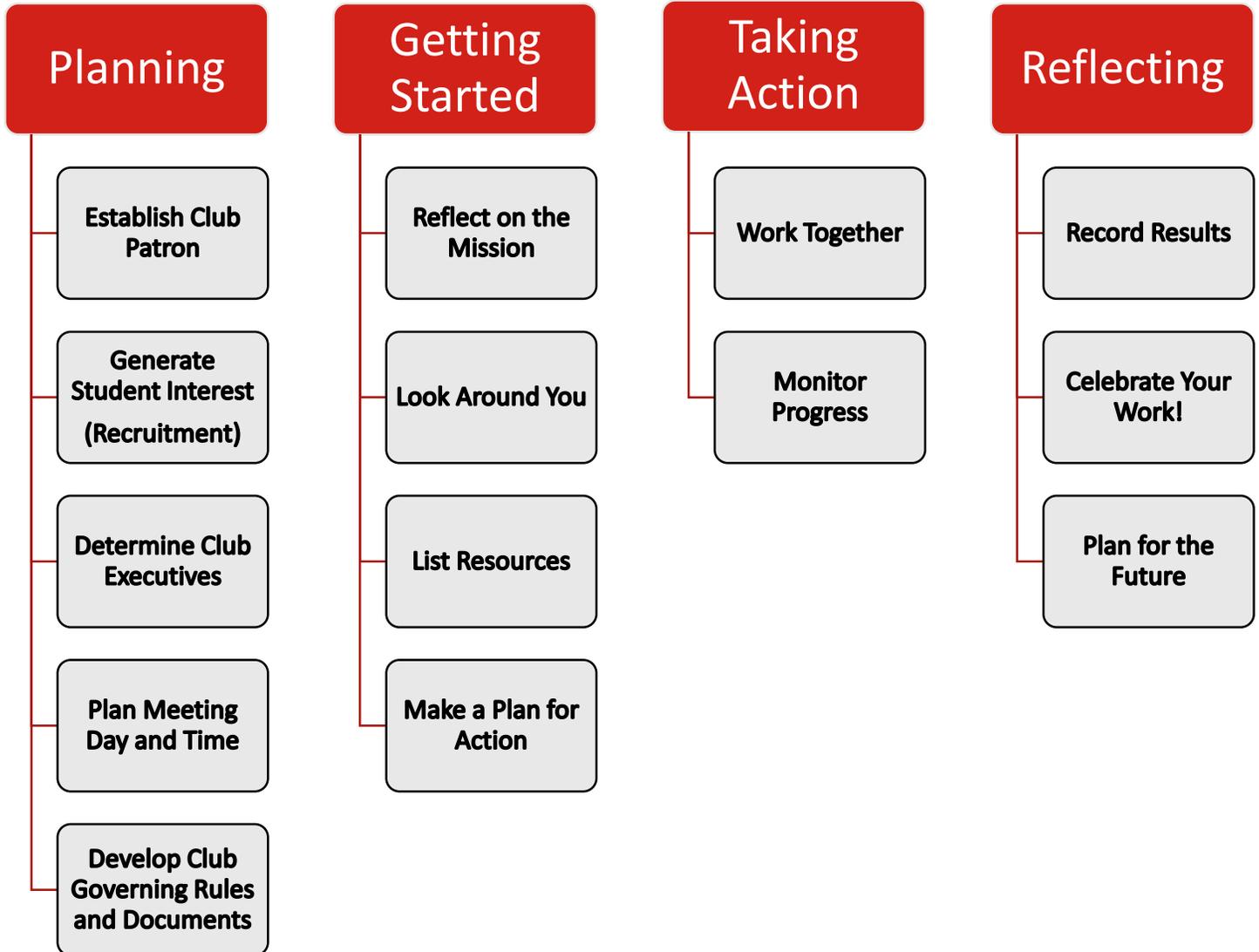
Western Region, Takoradi

Tel: 312190548

Northern Region, Tamale

Tel: 266617012/243675303

THE PASSION SQUAD PROCESS



PHASE 1: PLANNING

This section includes a lot of information on how to start a club where none exists, but also some information on how to begin club activities for the academic year. Review the section and use the material most appropriate for the needs of your particular club.

The order for these steps is a suggestion, but that does not mean one thing always has to be complete for the next to begin. Move through the steps as they make sense to you.



ESTABLISH A CLUB PATRON

A Club Patron is an adult who is passionate about the cause or activities of the club and can assist in various club activities and operations. Club Patrons may be teachers or school authorities who are willing and able to assist the club in activities.

Responsibilities include:

- Communicating at least once a month with the WAAF Branch Office
- Helping students communicate with the WAAF office about scheduling presentations or requesting materials
- Helping students find a location and a good time for meetings
- Storing the club notebook and materials, or helping students find a good place to store them
- Facilitating student communications, especially between the club and the rest of the school and school authorities
- Helping to guide students through good communication practices in meetings
- Assisting club executives in meeting planning, problem solving, and conflict resolution if needed
- Encouraging students to find their own answers by asking good questions, not providing predetermined answers

When seeking a new Club Patron, students or school authorities should clearly describe the purpose behind wanting to form or maintain the club and the responsibilities related to the position. This will help to identify a Patron who is prepared to help complete all of the work that needs to be done.

If the Club Patron already exists in the school, students or school authorities should check in with that person at the beginning of the term to make sure he or she is still prepared to fulfill the responsibilities of the position.



GENERATE STUDENT INTEREST (RECRUITMENT)

If you do not yet have students involved with the Passion Squad, or if you want new members to join, you will have to participate in recruitment activities.

Recruitment may include:

- Creating and distributing flyers or posters in your school
- Asking friends to come and encouraging other members to bring their friends
- Making announcements to student groups

People may be more excited to join if they know about some things that the club has done in the past. New clubs may need to come up with a few potential activities to share some of the possibilities with potential club members.



See the Club Activity Guide pages 6-12 for suggested activities that can be offered to students



DETERMINE CLUB EXECUTIVES

If your club does not yet have student executives, you may need to determine them using a process similar to this one.

- I. As a club, come up with a list of positions

Suggested Executive Positions

President
Vice President
Organizer
Secretary
Treasurer
Group Representatives (Year, Dorm/House, etc.)

- II. Create a brief job description for each that lists important responsibilities

Some Necessary Duties to Think About

Starting and closing meetings	Taking notes at meetings
Calling for votes and decisions	Maintaining club notebook and records
Assigning tasks to members	Managing member communication
Keeping Track of the club's Money	Communicating with the Club Patron

- III. Ask club members to volunteer for desired positions and state why they would be a good person for that job
- IV. If more than one person would like a certain position, you can take a club vote to determine the executives

Once executives have been chosen, have them review the job description and state to the club that they are committed to the job and will fulfill their duties. This can include a short ceremony and a promise created by the club.



PLAN MEETING DAY AND TIME

Clubs should meet at least once a week. If your school has a mandatory meeting time for clubs, you may skip this section and go on to the next.

To determine a meeting day and time that works for everyone, you can use a quick and simple survey on a board or piece of paper. List all potential meeting times and create a chart similar to the following:

	Monday	Tuesday	Wednesday	Thursday	Friday
2 pm – 3 pm					
3 pm – 4 pm					

On the chart, ask members to place an “x” or a mark in any section when they cannot meet.

For example, a student who has another activity from 3 – 4 pm on Wednesdays and Thursdays may add the following marks to the chart:

	Monday	Tuesday	Wednesday	Thursday	Friday
2 pm – 3 pm					
3 pm – 4 pm			x	x	

Another student may have an activity from 2 pm – 3 pm on Tuesday and would add another mark.

	Monday	Tuesday	Wednesday	Thursday	Friday
2 pm – 3 pm		x			
3 pm – 4 pm			x	x	

When everyone has had an opportunity, the club members can select from the open times. Everyone should commit to this time and be prepared to attend each weekly meeting. If the club will be distributing flyers, posters or other recruitment materials, this time should appear on those materials to prepare potential club members for meeting responsibilities.



DEVELOP CLUB GOVERNING RULES AND DOCUMENTS

Club Constitution:

All Passion Squads should have a club constitution that defines the most important structural parts of the club. It should outline the following:

- The purpose behind the club (may be added after the club defines its mission)
- Membership guidelines
- Executive positions and duties
- How meetings are conducted (including procedures such as what happens at what time, who does what at what time, how to start and finish a meeting, etc.)
- How the meeting agendas are created
- How decisions are made (vote, executives decide, etc.)
- How records of meetings are kept

The constitution may be drafted by the executives and approved by the members at a future meeting. If a constitution already exists, executives should review the constitution to make sure it fits the current club structure. Any changes should be reviewed and approved by club members at a future meeting.

Example Club Constitution

We, the members of the Senior High School Health Club, establish and maintain this club with the purpose of improving the health knowledge and promoting healthy behaviors of the staff, students and surrounding community.

I. Membership and Dues

Membership shall be open to all students regardless of age, sex, year, and membership in other clubs, who are currently attending the Senior High School. Members will be responsible for contributing dues of GH¢ 1 per term to support club activities. No member will be excluded due to inability to pay these dues. Executives will be responsible for determining exceptions on a case by case basis.

II. Executives

The club executives will include a President, Vice President, Organizer, Secretary and Treasurer. Each is responsible for the specific duties outlined in the club manual. Changes to executive positions and duties must be approved by club membership. First-year students may not serve in the offices of President or Vice President. Students may serve in any office for a maximum of one school year.

III. Meetings

Meetings will be held once a week during the academic year for a minimum of one hour. Special meetings may be called for events or presentations throughout the school term.

Topics or discussions for consideration at each meeting should be submitted at least one week in advance to the club executives, who will create the agenda for each meeting and notify members of responsibilities related to agenda items.

All decisions and votes that require member participation and approval will be presented to the club at regular meetings. Approval requires a majority of at least two-thirds of the documented club membership.

IV. Records

Documentation of club records will be maintained and stored in the club manual to be kept in the office of the club patron/matron.

Etc...

Club Rules:

Rules should be determined each year to suit the needs of the current members. Rules refer more to the expectations and behaviors of members at club meetings. Rules depend on club members, but may include things like the following:

- Attendance expectations
- Behavior expectations (such as talking and listening to others)

After they are approved by club members, document the constitution and rules in the Passion Squad notebook or file.



Important Questions to Think About

What sorts of things do you want to make permanent policies for (things that will last from year to year and will help the club complete its work)?

How do you want the club to be able to make changes to the policies and rules of the club?

Who will document the policies and rules of the club?

Who is responsible for making sure others follow the policies and rules of the club?



Activity: Creating Club Rules and a Club Constitution

The club rules and constitution all serve to help people discover and remember what the club does and how it does those things. The club rules and constitution should be written down and kept for future reference in the club notebook. When they change, it should be the responsibility of the club executives to record any changes and keep them up to date. See the club workbook for worksheets to help you organize your club rules and club constitution.



See the Club Workbook pages 3-4



PLANNING CHECKLIST

- Establish a Club Patron who is willing and able to fulfill the responsibilities of the position
- Recruit and establish club members
 - Post materials around school to advertise
 - Members bring a friend
- Determine club executives
 - Create a list of executive jobs
 - Create descriptions of each job
 - Vote on volunteers to take each position
 - Volunteers state their commitment to fulfill job duties to the club members
- Plan a Meeting Day and Time
 - Record the day and time
 - Add it to club materials or advertisements as needed
- Develop Club Governing Rules and Documents
 - Executives develop a club constitution based on member ideas and examples
 - Members review and approve the constitution
 - All club members help develop rules for expectations and conduct
 - Expectations for attendance and responsibilities are clearly communicated to members
 - Constitution and rules are documented

PHASE 2: GETTING STARTED

This is the phase that begins to set your club on a path to action. But before action comes planning. When making plans that will impact others, it is important not only to consider what you can do, but what will work for everyone involved. While the club may be made up of just a group of students or community members, remember that you are trying to create change that will help everyone. Make change more meaningful and more likely to succeed by working through the following steps before engaging in club activities.



REFLECT ON THE MISSION

The mission of the Passion Squad is a statement describing the big change that the club would like to help create in the school or community. The mission of the Passion Squad Program is:

To empower Ghana's youth through the sharing of knowledge and skills related to health, hygiene, and general wellness, especially in regard to STIs and HIV/AIDS, to ensure a future healthy adult life of informed decisions and behaviors.

Depending on the specific needs and problems within your school or community, your club may want to focus more on specific areas of the mission. The purpose behind the mission is to provide you with the bigger purpose behind founding a Passion Squad in the first place. Specific or narrow areas of focus under that mission are called objectives. They describe the ways in which you work towards your mission.

Passion Squad Objectives

- To pursue accurate and current information on health related topics important to the students of every school, as well as the surrounding community.
- To provide every student in your school with access to accurate and current information on health related topics in a way that is clear and meaningful.
- To expand club activities beyond the school and encourage the improvement of health and wellness in the larger community.

Review both the mission and objectives as a group and think about how these relate to your club and activities.



Important Questions to Ask

What areas or things do you think you can have an impact on?
What do you think the club can accomplish this term?
How are your objectives addressing your mission?



Activity: Creating a Club Pledge

Some clubs may also choose to create a club pledge to use at meetings or special gatherings. This pledge can be used to communicate the club's mission to others, or to remind the members why they are a part of the club. See the club workbook to create your own.



See the Club Workbook page 5



LOOK AROUND YOU

Looking around you can help you see if your goals and plans are realistic, achievable, and a good fit for your school or community. It can also help you figure out what tasks you can accomplish and what would make the most impact on the change you want to see.

Sometimes we think we have the solution to a problem, but our solution may not be right for others. You should try to find a solution that works for the whole school or community. To do that, try doing the following:

- Talk to people who are impacted by the problem
- Talk to people who have an impact on the problem
- Share your ideas and ask others for feedback
- Consider the potential challenges or barriers that you might face in moving forward
- Have people in your school or community complete a survey that will help you discover things that you don't yet know, or reasons behind things you already know



Important Questions to Ask

What are the boundaries of the community we are looking at?
Who are the people directly affected by the problem?
Who are the people indirectly affected by the problem?
How is the community impacted as a result?



Activity: Identifying Problems in Your Community

Identifying what problems impact your community and what problems your club is passionate about changing can help you keep everyone thinking about the same issues and the same goals. Sometimes the results may surprise you. See the Club Workbook for an activity to help you figure out what is right for you.



See the Club Workbook page 7



LIST RESOURCES

Make a list of all of the resources that can assist you in completing your work. Start by listing the resources you already have access to. Some resources are financial (money), but many are other non-financial things such as the following:

- People: club members and those willing to help, specific people by name or general people in certain positions, such as authority figures or family members
 - Information: educational resources or experts that these people know
 - Skills: special capabilities of club and community members
- Places: meeting or event spaces and when you have access to them
- Organizations: those with an interest in health, youth, community wellness

Once you know what you have access to, try to think of resources you need or want access to in order to make your project successful.



Activity: Listing and Mapping Resources and Creating a Wish List

There are a lot of things that can help you complete your club activities, but you might not always be aware of all of them. This activity will help you make a list of your resources so that you can have a quick and easy reference to look at whenever you need it. See the Club Workbook for a few worksheets to help you look at what you have and what you need to complete club activities.



See the Club Workbook pages 8-9



MAKE A PLAN FOR ACTION

When you know what you are able to do, you can begin to decide what you will do. As a club, come up with the steps that you need to take to accomplish each objective. List the steps and then the specific tasks or jobs that club members need to complete in order to be successful.

Set a date of completion for tasks whenever possible so that you can ensure tasks are completed with enough time for the other ones that come later. For example, a small group of students may be creating posters for a presentation on hygiene to be given to a classroom in two weeks. The posters must be completed before the day of the presentation so that the students in charge of giving the presentation can do so successfully. Set the completion date for the posters far enough in advance that both groups can accomplish their tasks.

Assign specific people to each task and document it in the club notebook, so that groups can hold themselves and others accountable for the tasks. If someone cannot accomplish a task, they should do one of the following:

- Ask another club member for help
- Inform the club executives so someone else can be assigned to help
- Work with the club members to find another way to accomplish the objective without that task

Every meeting should include a time for members or groups to report on their progress. Include expectations for this in the plan for action, so everyone knows from the beginning what is expected of them.

Make the tasks small and specific enough that you can see the progress you are making. For example, “Presenting to many classes of students” is not a good task, whereas “Passing out flyers at lunch on Tuesday, 19 January” is a good task for multiple people who are available at that time.

Create a whole timeline or schedule around these tasks that clearly shows what is going to be completed by what time. Be sure to include planning tasks and time at the end of the semester for a celebration!



Activity: Creating an Action Plan

An action plan incorporates both your goals and how you plan on reaching those goals. It is helpful to review progress as the academic year goes on. See the Club Workbook for worksheets to help guide you through creating a detailed plan that will help you plan your club’s activities.



See the Club Workbook page 11



GETTING STARTED CHECKLIST

- Define the Mission
 - List the reasons you wanted to join the Passion Squad
 - Develop a shared definition of the problem
 - Sum up in one or two sentences the big reason the club exists based on the change you want to create
 - List more specific changes that you would like to see in your school or community
 - Create objectives that are statements about specific changes you want to see and how they connect to club actions
 - Document the mission and objectives in the club notebook
- Look Around You
 - List the evidence you see of the problem
 - Talk to people who are impacted by the problem
 - Talk to people who are able to impact the problem
 - List potential challenges you might encounter as you move forward
- List Resources
 - List the club's current financial resources
 - List potential financial resources
 - List people who might be able to help you (including information and skills from club members and others)
 - List locations that you have access to which might be helpful
 - List organizations that you have contact with which might be helpful
 - Make a combined list of resources that you think you might need in order to be successful
 - Think about how you can access the resources you need through the resources you have
- Make a Plan for Action
 - Review the Activity Guide and identify activities that you want to complete that will help you achieve your club objectives
 - Develop a list of tasks that will help you complete the activities
 - Put those tasks on a timeline
 - Assign club members to specific tasks
 - Set up a procedure for what to do if a member cannot complete a task
 - Set up a procedure for how to report on tasks
 - Set up a procedure for how to mark tasks as complete
 - Set up a plan for celebrating your accomplishments at the end of the term
 - Document the plan in the club notebook

PHASE 3: TAKING ACTION

This phase is where you start turning your plans into actions that result in real change in your school and community. As you go through each step, be sure to take the time to think about both the steps that came before and the next steps that will come later. Remember to focus on being creative and paying attention to how your actions are impacting the world around you. This section of the guide will not provide you with exactly what actions you need to take. That is for you to decide as a group. Instead, here are some tips and tools for how to succeed in whatever activities your club chooses.



WORK TOGETHER

As the club works towards its objectives, it is important to pay attention to how the members are working together. The club executives are responsible for making sure that work is given fairly and completed on time.

They are also responsible for helping people get and stay positive about club activities. Sometimes, Conflicts arise during group work. Club members may have trouble communicating, or getting along. Club executives can help members talk through problems they might be having. Some strategies for helping a group work through conflict include the following:

- Mediating by having the people who disagree sit down with a neutral person and tell both sides of the story. Each person should take turns, without interrupting one another, to tell what they think the problem is and what they think the cause is. After both people have shared their sides, they should each suggest a solution to the problem. The mediator should help them find a compromise between their solutions and help them reach an agreement.
- If the whole group is having conflict, have every one sit down together and state individually why they believe in the club mission. When problems arise, remind the members to think about what they said.
- If individual club members are not fulfilling their responsibilities, club executives may want to talk to them alone and ask what help they need to continue their work.



Activity: Team Building

If the club's work starts to seem dull or unsatisfying, the club can decide to take some meeting time to do something fun that will remind club members why they joined the Passion Squad. Choose things that are helpful and interesting to your group.



See the Club Workbook page 10



MONITOR PROGRESS

An important part of getting work done as a group involves planning a way for club members to hold one another accountable for the tasks that each person agrees to complete. The club should agree on a procedure to report on progress and activities at every meeting, so that the whole club knows the following:

- What is done
- Who does it
- If there have been problems or delays in completing tasks
- How close the club is to completing its objectives

Progress reports by club members should be documented in meeting records. Clubs may want to celebrate or recognize accomplishments along the way. When someone reports a task that they have finished, for example, everyone may clap or thank them for their work.

If tasks are not being completed as agreed, the club should review what is keeping the task from being completed. If another club member or resources is needed to help, the assignments may be changed to make sure everyone has the help they need.

If tasks are not possible, the club should review the task and see if there is another task that will help them accomplish their objectives. Sometimes the group needs to change course as long as the group agrees that it is needed and important to do so.



TAKING ACTION CHECKLIST

- Work Together
 - Make sure tasks are assigned fairly and equally
 - Engage in fun activities if the club starts to feel unproductive
 - Solve conflicts as they occur
- Monitor Progress
 - Set a procedure for reporting progress at each meeting
 - Make sure every club members knows how, when and what to report to the group
 - Keep meeting records that show progress on tasks
 - Recognize and celebrate task completion
 - Review incomplete tasks and make changes to help the group complete them

PHASE 4: REFLECTING

This phase will not only help to wrap up the academic year, but also help you transition into the next year of projects. It is important that you take the time to think about what you have accomplished, as well as what you can accomplish in the future. Be sure to save time for these critical steps along the way or near the end of your academic year.



RECORD RESULTS

At the end of the academic term, the club should take time to reflect on their work and see how much they have completed. Recording results should include things such as the following:

- How many members you gained or lost
- Tasks and objectives that you were able to accomplish
- Resources you were able to get
- Activities your club completed

You should record your results in the club notebook, and also in the reporting form provided by WAAF. This form should be sent by the Club Patron to the WAAF Branch Coordinator prior to the final club celebration.

Results from past years can be helpful to review at the beginning of each term to see what past groups were able to accomplish, and what work can be completed or built upon for the following term.

The club should take time at the end of the term to review where they started and what they completed, so that they can clearly see how much work they did over the term.



Activity: Reporting Results to WAAF

In order to help make club activities as successful as possible in the future, WAAF needs to know how clubs are being successful right now. Club reports also allow WAAF to share in celebrating club accomplishments. See the Club Workbook for the reporting worksheet outlining the information that WAAF needs from you to make the Passion Squad program even better next year!



See the Club Workbook pages 14-15



PLAN FOR THE FUTURE

Even if some of the members are leaving at the end of the term, planning for the next term's club members can help the club grow and accomplish more over time. For example, the next club will save a lot of time if they do not have to come up with new rules, or a new mission.

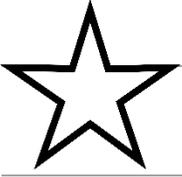
Start by having a group discussion about what worked well and why it was successful. Then talk about what did not work as well. This can help you provide helpful advice to the future club members to help their work go more easily.

The club may also want to suggest a timeline for future club activities. For example, if they learned that it takes four weeks to set up a presentation in a classroom, they can suggest a good time for next term's club to start making a schedule and preparing materials. If there is something that the club planned, but was unable to complete, they may also want to suggest that the future club members pick up where they left off and can suggest a starting point, so that the new members do not have to start all the way at the beginning.



Important Questions to Ask

- What went well and why did it go well?
- What did not go very well and why did not go as well?
- What were some of the challenges we faced that we didn't think of before?
- Who helped the club make progress?
- What do you hope the club will accomplish in the next term?
- How can you successfully hand off the position to the next year's members and executives?



CELEBRATE YOUR WORK

Make sure that you celebrate the end of the term and everything that the group has accomplished! This can be done with a special meeting, party, or event for the whole club.

Prior to this celebration, the Club Patron should report to the WAAF Branch Coordinator how many of the club members are leaving, so that the club can use this opportunity to present those students with certificates to recognize their contributions.

If community members helped your Passion Squad to accomplish its goals along the way, you may also want to invite them to your celebration and recognize them.

Be sure to share your successes with any community or school partners who are aware of your efforts. This may be done through a newsletter, a letter of thanks, or personal contact.



REFLECTING CHECKLIST

- Record Results
 - Review the starting points for the club and compare to the current state of the club
 - Record important changes or accomplishments of the club
 - Document your results in the club notebook
 - Use the Activity Reporting Form (see the Club Workbook p. 12) to share your work and results with the WAAF Branch
 - Report your results to any important people who may want to see what you have done (for example, school authorities, official organizations, or community members)
- Plan for the Future
 - Have a group discussion about what went well and what did not, and why
 - Record any suggestions or advice you have for the future club members
 - Create a suggested timeline for future club activities
 - Organize the club notebook to make it easy for future club members to find things
 - Give the notebook and any important information to the Club Patron or future club executives to keep for the following term
- Celebrate Your Work
 - Determine what kind of celebration you want to have
 - Plan where and when to hold your event
 - Notify the WAAF Branch Coordinator in advance of your event and tell him or her how many students will be leaving the club so that certificates can be provided
 - List the resources you need to hold your celebration and where you will get or purchase them
 - Formally invite anyone you think should be there
 - At the celebration, recognize the accomplishments of the whole group, individual members, and possibly others who were important to the club's success

