

CALL FOR APPLICATIONS

The Innocent Chukwuma African NGO Leadership Transition Fellowship Program (ICLTFP) 2022

The Association for Research on Civil Society in Africa (AROCSA) in partnership with the Centre on African Philanthropy and Social Investment (CAPSI) is pleased to announce this call for applications to the Innocent Chukwuma African NGO Leadership Transition Fellowship Program (ICLTFP), formerly known as the African NGO Leadership Transition Fellowship Program (LTFP). The Fellowship is funded by the Ford Foundation.

The decision to rename the program after Innocent Chukwuma, who until his death in April this year, was the regional director of the Ford Foundation West Africa office, arose from the combination of the significant role he played in setting up AROCSA and establishing the LTFP; AROCSA's consideration of the best way to honour his legacy; and from suggestions from some of the members of the last cohort of the LTFP which took place for the first time on African soil in Ghana from 1st March to 30th May, 2021.

At AROCSA's last quarterly board meeting which took place in September 2021, a unanimous decision was made to rename the program after Innocent Chukwuma. The decision was subsequently communicated to his family through his wife; Mrs. Josephine Chukwuma, who was deeply appreciative of the consideration, and happy to give her blessings to AROCSA's request. Her personal statement on the role Innocent Chukwuma played in the birthing of AROCSA and the establishment of its key programs is appended to this Call. We pray that his soul continues to rest in perfect peace and that the Almighty continues to give his family the strength to bear his loss.

As part of efforts to further ground the program in the realities of the African experience, AROCSA is partnering with the Centre on African Philanthropy and Social Investment (CAPSI) at the Wits Business School in Johannesburg, South Africa to deliver the next couple of iterations of the program.

About the program

The Africa Leadership Transition Fellowship Program (LTFP) began in 2018 under the moniker of the Nonprofit Leadership Transition Fellowship Program (NLTF Program), with support from the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) and the Ford Foundation. It was started in recognition of the urgent need for an NGO leadership transition program to aid sector leaders – civil society and NGO leaders – who are considering transitioning out of their positions by creating a supportive infrastructure.

The program's chief purpose is to help sector leaders prepare and position their NGOs to be sustainable, vibrant, and continue to thrive after their exit from the organization. The program enables both the leaders and organizations to successfully make the shift, and in so doing create spaces for a new generation of leaders in the social sector to not only emerge but also have platforms to apply their creative and youthful energies. Transitioning leaders would develop succession plans within their own organizations, contemplate their personal transition plans, and document their knowledge and experience.

Objectives of the program.

The objectives of the ICLTFP are to:

1. Contribute to the process of establishing a **supportive infrastructure** for **leadership transition** within the NGO/CSO movement in Africa.
2. Promote the creation of **leadership spaces** for the next generation of leaders in African civil society to grow and strive.
3. Increase the documentation of **leadership experiences/reflections** and renewal processes within civil society in Africa.

Timeframe

This iteration of the program will run for three months between March and June, 2022.

Activities

- I. Pre-Fellowship Interviews: As part of the candidate prequalification process, AROCSA, together with CAPSI will undertake a series of interviews with shortlisted candidates in December 2021 to enable better understanding of the following: 1) each fellow's transition needs; 2) what stage they and their organizations are, in thinking and planning for their transition; and 3) agreement on the outputs of the fellowship.
- II. 1-month in-person fellowship placements with CAPSI, Wits Business School at the University of the Witwatersrand, South Africa, which will serve as the host institution followed by 2-months remote facilitated career transition planning and chapter writing. The facilitation will continuously be provided by the Wits staff. Fellows will work with faculty mentors at the host university to provide guidance on fellows' book chapters, documentation of leadership experience, and networking. The engagement of the fellows while on the ICLTFP would include:
 1. Reflections on leadership experiences and what they plan to do after the fellowship
 2. Writing of a book chapter on a topic of their choice - giving their perspectives on topical issues in the sector; developing a personal career transition plan, and leadership succession plan for their NGOs
 3. Organizing of seminars where necessary, on a topic of their choice with students and faculties of the host institution, where they would share their experience amongst others
 4. Participation in certifiable masterclasses offered by the host university.

The one-month retreat in South Africa would also enable creation of a peer learning and mentoring community within each ICLTFP cohort that will enable them to support one another through challenging times in the development and implementation of their transition plans.

- III. Presentation of the book chapters. Fellows will be invited to present their learning experiences in panels and take questions from an intergenerational and cross-sector audience in Africa comprising leaders, researchers and scholars in the social sector. The presentations would highlight their perspectives captured in their book chapters and will take place in the

final week of the fellowship. The panel sessions and publication of their written pieces would mark the end of each cycle of the fellowship program.

- IV. Regional report-back seminar: At the end of the fellowship program and after returning to their countries, each fellow will organize a feedback and experience-sharing seminar, involving the fellow's organization, other CSOs leaders, and institutions. This will create awareness of the Fellowship program and serve as a medium to give back.
- V. Mentorship: For a year after the fellowship, the Fellow will commit to adopting a mentee, or serve a CSO in an advisory capacity so that there is transference of knowledge and provision of support. This structured mentorship program can be applied to an existing mentorship relationship or CSO advisory role.

Program Support

- I. Stipend: \$3,000 covering living support and associated expenses for one month in South Africa.
- II. Accommodation: one single furnished bedroom either in a studio/one bedroom, or shared apartment with other fellows for one month in South Africa.
- III. Economy class return ticket from home country to South Africa for in-person placements at CAPSI
- IV. Visa application fees.
- V. Travel Health Insurance

Eligibility

- I. Founder/Executive Director of an NGO in Africa, and from Africa, '**actively**' seeking to transition away from their NGO/CSO.
- II. Approval from the board to take a sabbatical from work from March – May 2022
- III. Candidate must be above forty (40) years of age
- IV. Candidate must have been in the executive leadership position for at least ten (10) years
- V. Candidate must be a full-time paid staff of the NGO
- VI. Medical fitness certified by qualified medical doctor

Notes

1. *Transition for the program is defined in the context of "an NGO leader exiting the NGO in which he/she has been in its full employment and paid staff leadership position for at least 10 years, and moving into a different NGO, academia, business, government, or going into retirement.*
2. *Once an offer is made, participation may not be deferred.*

Required Deliverables

- I. Written Personal Transition Plan
- II. Written Leadership Succession Plan for the NGO
- III. A book chapter on a topic of choice reflecting topical issues in the nonprofit sector in Africa; the chapter must be between 5,000 – 7,500 words including references

Application Process

Applicants are required to apply for the Fellowship through the electronic application [portal](#) on the AROCSA website. Applications must include the following:

- I. Completed electronic application forms
- II. Copy of valid international passport (must be valid for six months from March 2022)
- III. Curriculum Vitae
- IV. Two letters of recommendation (including one from the NGO Board Chair indicating that the board is aware and approves of the applicant's participation in the fellowship)
- V. 3-5 page (double space, 12pt font with one-inch margins) personal statement that includes, but not limited to, the reason for participating in the fellowship and anticipated fellowship objectives that the applicant seeks to achieve

*If selected, you will be required to complete and document a comprehensive assessment of your health status. To view the medical form and familiarize yourself with required medical examinations, please click [here](#).

Program Timeline

October 11th, 2021	Applications open
November 15th, 2021 5:00 PM WAT	Application deadline (all materials must be submitted by this time)
December 5, 2021	Selection process begins (reviews and Zoom interviews)
January 15, 2022	Awardee Notification
March 14 – April 14, 2022	One month placement at CAPSI
April 14 – June 14, 2022	Remote facilitated career planning and documentation
June 6 – 10, 2022	Fellow chapter presentations
June 13, 2022	Fellowship group debrief session
June 14, 2022	Program ends

For any questions or enquiries, please email programs@arocsa.org with the subject 'ICLTFP 2022'

To apply click [here](#)

The AROCSA Story & Innocent Chukwuemeka Chukwuma

In 2010, 12 years after Innocent Chukwuemeka Chukwuma founded CLEEN Foundation (in January 1998), he became restless on what next to do. He felt he had set CLEEN on a solid foundation and needed to move on to something. What it was, he didn't know. He wasn't sure. He had discussions with his friend Prof Chris Stone, a criminal justice expert who he had met six years earlier when he was Director Vera Institute and together, they had formed the Altus Global Alliance with members spanning five (5) continents, promoting safety and security from a multicultural perspective and encouraging comparative analysis across various countries.

In 2010, Prof Stone was Professor of Practice of Criminal Justice & Faculty Chair of the Criminal Justice & Policy & Management program at the Harvard Kennedy School. He invited Innocent to come over and join the Faculty as visiting Professor of Practice for 4 months, teaching NGOs in the Global South. Innocent was there between August – December 2010. That period gave Innocent time and space away from daily running CLEEN, to reflect on the journey thus far, and what next. He returned to the country in December 2010 and commenced putting in place a transition plan in 2011. In December 2012, he disengaged from CLEEN as Founding Executive Director and joined Ford Foundation as Regional Director for West Africa.

In 2014, just one year after he joined FORD, recognizing how the 4 months away in an academic institution (Harvard) helped him in reflecting on the work he had done so far; think about next steps; put in place a transition plan; and realize the importance of collaboration between academics & practitioners, Innocent initiated discussions with Association for Research on Non-Profit Organizations & Voluntary Action (ARNOVA). Shariq Siddiqui was the Executive Director. The idea was to see how a similar association of academics and civil society organizations could be set up in West Africa in particular, and Africa in general.

The discussions between Innocent and Shariq representing their respective organizations, metamorphosed to the very first meeting of academics and civil society leaders in West Africa in September 2015 in Accra-Ghana. There AROCSA was birthed. There it was decided that the flag programmes will include annual conferences that would bring academics and practitioners together, fellowships for civil society professionals and academics etc. This gave birth to the Executive Leadership Transition Fellowship Programme that has been going on for four (4) years now.

The ELTFP has given birth to almost 30 fellows who are currently at various stages of planning and implementing their transition plans.

Innocent passed on Saturday April 3rd, 2021 after a very brief illness. I am glad the Board of AROCSA has deemed it fit to name the fellowship after him. On behalf of the children, I would like to thank the Board and pledge the family support in any way we can towards ensuring this legacy continues.

Yours Sincerely,

Josephine Effah-Chukwuma

Organizational/Institutional Profiles

AROCSA

The Association for Research on Civil Society in Africa (AROCSA) is a platform for meaningful engagement of scholars and researchers, practitioners in civil society, business and policy makers, and other stakeholders, with the goal of knowledge generation and dissemination on civil society by African scholars and practitioners, reflecting global excellence standards and propelling development on the continent.

AROCSA was founded in September 2015 in Accra, Ghana, under the auspices of the Association for Research on Non-Profit Organizations and Voluntary Action (ARNOVA) and with support from Ford Foundation, to promote and advance a community of excellence in research and practice on civil society in the service of African development.

There had been multiple, stand-alone efforts to encourage research and knowledge-sharing on the 'third sector' globally, and this is evident in the existence of various organizations, conferences, academic journals etc. in various parts of the world. In Africa, the contemporary complexities of governance and relationships between sectors – public, private, non-profit, and academia -- has led to the rise in the relevance of civil society and the citizen sector in general. It is therefore crucial to have a continent-wide organization that will serve as the bedrock of advancing knowledge and practice in the area of civil societies in Africa.

AROCSA operates in the five areas listed below:

- Training for scholars and civil society organization (CSO) staff on applied research methods and evidence-based work.
- An annual conference bringing together scholars and practitioners for networking, learning, and skills-building
- Fellowships for doctoral students and civil society professionals
- The creation of a fund to support research and scholarship on civil society in Africa
- A regional academic journal focused on African civil society

CAPSI

The Centre on African Philanthropy and Social Investment (CAPSI), the first of its kind in Africa, has been structured to promote social change by building a culture of effective giving and corporate social and civic responsibility.

It serves as a source of knowledge, a cultivator of partnerships, and a catalyst for innovation and community engagement. The Centre aspires to build a new cadre of African experts, researchers and academics in African Philanthropy, Social Investment and related disciplines.

The Chair on African Philanthropy was the first step in the journey towards setting up the Centre on African Philanthropy and Social Investment. The Centre has been established among other things to teach, research and train on philanthropy in Africa in general and African Philanthropy in particular. CAPSI houses several initiatives such as research fellowships, executive courses, PhD seminars, an annual conference and summer school among others.

Wits Business School

Established in 1968, the Wits Business School is the graduate school of business administration of the University of the Witwatersrand, one of the top tertiary institutes in Africa.

The school offers a variety of postgraduate academic programs and executive education programs as well as weekly public seminars. WBS also designs tailor-made, in-company programs, partnering with client organizations to develop management capacity. With a full suite of programs on offer, WBS delivers innovative, transformative, and immersive learning experiences using generative thinking methodologies.

The school's aim is to deliver leaders who can fashion the future of Africa and raise the values-bar on how business is done on the continent. Learning is therefore relevant to the challenges and opportunities that we face on this continent, providing students with a deep understanding of the complexities of doing business in Africa within a global context.