

## CALL FOR APPLICATIONS

### The Innocent Chukwuma African NGO Leadership Transition Fellowship Program (ICLTFP) 2023

The Association for Research on Civil Society in Africa (AROCSA) in partnership with the Centre on African Philanthropy and Social Investment (CAPSI), and support from Ford Foundation, is pleased to announce the 2023 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 decision to rename the program after Innocent Chukwuma, who until his death in April 2021, was the Regional Director of the Ford Foundation West Africa office, arose from the combination of the significant role he played in the birthing of AROCSA and the establishment of the LTFP; the secretariat and board of AROCSA's consideration of how best to honour his legacy; and suggestions from some of the members of the 2021 cohort of the LTFP which took place for the first time on African soil in Ghana from 1st March to 30th May, 2021.

At the AROCSA quarterly board meeting which took place in September 2021, a unanimous decision was made by members present to rename the program after him. 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 for applications. 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.

And as part of efforts to further ground the program in the realities of the African experience, this will be the second of 3 planned cohorts of AROCSA's partnership with the Centre on African Philanthropy and Social Investment (CAPSI) at the Wits Business School in Johannesburg, who will be delivering the content of the program up till 2024.

#### 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 due to the 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 in creating a supportive infrastructure.

The program's chief purpose is thus to help sector leaders prepare and position their NGOs to be sustainable, vibrant, and continue to thrive after their exit from the organisation. It would enable both the leaders and organisations 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 organisations, contemplate their personal transition plans, and preserve 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 May, 2023.

## 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 2022 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-month 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 their transition plan.

- 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 during the AROCSA Annual Conference which is typically held in July in Africa. 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.
- II. Accommodation: one single furnished bedroom either in a studio/one bedroom, or shared apartment with other fellows for one month.
- III. Economy class return ticket from home country to host country for in-person learning sessions.
- 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 2023
- 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 on the AROCSA website. Applications must include the following:

- I. Completed electronic application forms
- II. Copy of current passport
- 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.

## Application Timeline

September 23rd, 2022	Applications open
November 11th, 2022, 5:00 PM WAT	Application deadline (all materials must be submitted by this time)
November 27, 2022	Selection process begins (reviews and Zoom interviews)
December 16, 2022	Awardee Notification
March 1 – 31, 2023	In-person Fellowship
April 1 – May 20, 2023	Remote facilitated career planning and documentation
May 23 – 27, 2023	Fellow presentations
May 30, 2023	Fellowship debriefs

## 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 programme at the Havard 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 (Havard) helped him in reflecting on the work he had done so far; think about next steps; put in place a transition plan; and realise 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 on Saturday April 3<sup>rd</sup>, 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:

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

### 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 will serve 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.

In the early 2000s, various African philanthropy foundations, that included TrustAfrica, the Southern Africa Trust, Kenya Community Development Foundation (KCDF) and the African Women Development Fund (AWDF) identified a need for the generation of knowledge in order to effectively promote the teaching, research and practice of philanthropy in Africa. This led to the establishment of the Africa

Philanthropy Network (APN) in 2009 and its subsequent promotion of African philanthropy through convenings, publications and advocacy initiatives.

In 2014, the Southern Africa Trust -a member of APN and the University of the Witwatersrand collaborated to establish the first Chair on African Philanthropy drawing insights and lessons from researchers, think tanks, academics, foundations, NGOs and private sector practitioners from across Africa and beyond. Consultative meetings were held with various stakeholders resulting in a curriculum and research agenda that are shaped by various pan African and international perspectives.

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. ACPSI houses several initiatives such as research fellowships, executive courses, PhD seminars, an annual conference and summer school among others.