

THE AFRICA-AMERICA INSTITUTE

***TRANSFORMATIONAL LEADERSHIP PROGRAM
(TLP)***

PROGRAM DESCRIPTION



THE AFRICA-AMERICA INSTITUTE
Educating People • Connecting Worlds

TRANSFORMATIONAL LEADERSHIP PROGRAM (TLP)

Administered by
The AFRICA-AMERICA INSTITUTE

Funded by
The Coca-Cola Africa Foundation

PROGRAM DESCRIPTION

I. OVERVIEW

The Africa-America Institute (AAI), in partnership with The Coca Cola Africa Foundation (TCCAF), has launched the Transformational Leadership Program (TLP) to enhance professional management skills and leadership in Africa. This multi-year program offers non-degree professional development and business degree training programs to African managers in Africa-based NGOs working in the fields of health, education, environment and entrepreneurship. TLP currently involves the following organizations (Program Partners):

- **The Coca-Cola Africa Foundation** – As the TLP sponsor and lead private sector Program Partner, TCCAF leverages its industry contacts to position the TLP as a “best-in-class” executive management and leadership skills development program designed not merely to provide training and credentials to individual participants but also to confer far-reaching benefits to the organizations and communities in which they function.
- The Aresty Institute of Executive Education at **The Wharton School** of the University of Pennsylvania (Philadelphia, USA), offers year-round executive management courses in management, leadership, marketing and finance.
- **United States International University** (Nairobi, Kenya), offers a One-Year Executive Masters of Science in Management and Organizational Development (EMOD) designed to provide advanced skills in selected business and management disciplines, including practical experience in the application of those skills in the context of the overall dynamics of organizations.
- The **Center for Enterprise Development Services (EDS)** of Pan-African University (Lagos, Nigeria) offers a Certificate of Entrepreneurial Management (CEM) designed to develop productive and sustainable SMEs. The Center also offers an NGO variant of the certificate program titled Social Sector Management (SSM).
- **The Africa-America Institute (AAI)** – Working in close consultation with the Program Partners, AAI administers the program: advertising, selecting and enrolling the participants, facilitating regular communication between the program partners and participants; coordinating the orientation and enrichment components; providing logistical support; managing the program funding; serving as the clearinghouse for program information; monitoring each program participant's progress; and overseeing program evaluations and assessments.

Goals of TLP:

- Provide a wider cross-section of African private and independent sector executives with the requisite knowledge, training, management and leadership skills and access to networks for professional development and success.
- Help to increase the profile and augment the offerings of African business school and other management training programs;
- Prepare and orient a pool of successful African leaders and managers who can be recruited by private sector companies, the independent non-profit sector *and* by the public sector in Africa; and
- Help to overcome the lack of capacity that is at the heart of the poor service delivery, weak productive capacity, slow economic growth and poor service delivery in many African countries.

II. GENERAL ELIGIBILITY CRITERIA

The eligibility criteria for NGO managers are:

- Applicants must be current employees of Non-governmental Organizations (NGOs)
- Applicants must be citizens and residents of an African country
- Applicants must have significant professional work experience (i.e. 8-25 years) working in NGOs
- NGOs must be doing work in the critical areas of health, education, environment (including water conservation) or entrepreneurship in Africa
- Applicants must be proficient in English
- Applicants must agree to return to their countries immediately upon completion of their training program and abide by the 2-year Home Residency requirement (US-based training) requiring them to remain in their home country for a period of two years after the completion of the program
- TOEFL scores or IELTS scores are required for non-native English speakers
- GMAT scores are required for degree programs
- Undergraduate degree is required for degree programs
- Applicants cannot be previous TLP recipients (with the exception of Regional NGO Management Workshops)

III. GENERAL SELECTION CRITERIA

Applications for the scholarship will be evaluated based on their strength in the following areas:

- A. Demonstrated Leadership and impact potential:** drive, initiative, maturity and self-confidence
 - Statement of Objectives on applicant's training objectives and expected impact in leadership and community
 - Recommendations (2)
 - Scope of affiliated entity's work (NGO Profile)
- B. Professional achievement:** career progression, with a strong preference for depth and breadth of experiences, interests and responsibility
 - Position in the organization or company, reporting relationship
 - Curriculum Vitae (CV)
- C. Academic performance** (for MBA and EMOD degrees only)
 - Copy of Diploma
 - Transcript & course listings

The evaluation of applications and selection of finalists will take into consideration gender, ethnicity, country of origin, sectoral distribution in line with program objectives.

Candidates will be required to submit applications for the TLP scholarship to the Africa-America Institute (AAI) in addition to completing applications for the training institutions.

The **application deadline** for Wharton Executive Education Short-Courses 2011 selection is **Monday, November 29, 2010**.

Placement will be limited therefore we expect the application process to be competitive. Please refer to the individual sections detailing each training program and its application instructions.

IV. FINANCIAL CONSIDERATIONS

For US-based programs, the TLP scholarship will cover all training expenses including tuition and fees, accommodation and living allowance (as appropriate), books and materials, travel (round-trip ticket), visa fees, health insurance and enrichment program allowance. AAI will be responsible for making payments directly to the training provider institutions, participants and service providers (travel agents, insurance providers, etc.), as appropriate.

Participants should be aware that the TLP does not cover any expenses for participants' dependents (spouses, children, etc).

THE AFRICA-AMERICA INSTITUTE

***TRANSFORMATIONAL LEADERSHIP PROGRAM
(TLP)***

***WHARTON EXECUTIVE
EDUCATION PROGRAM***

THE AFRICA-AMERICA INSTITUTE:

TRANSFORMATIONAL LEADERSHIP PROGRAM (TLP)

***WHARTON EXECUTIVE
EDUCATION PROGRAM***

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THE AFRICA-AMERICA INSTITUTE
Educating People • Connecting Worlds

TRANSFORMATIONAL LEADERSHIP PROGRAM (TLP)

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Funded by
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EXECUTIVE EDUCATION TRAINING – SHORT COURSES **WHARTON'S ARESTY INSTITUTE OF EXECUTIVE EDUCATION – UNIVERSITY OF PENNSYLVANIA** **PHILADELPHIA, PENNSYLVANIA (USA)**

Program Dates: Courses offered March 2011 – December 2011 – Dates vary

Application Deadline: Monday, November 29, 2010

Wharton is dedicated to delivering Impact Through Education™. Open-enrollment programs are designed to leave a lasting impact on executives and their organizations. Wharton offers a unique, multi-month process that helps reinforce the classroom learning — and achieve maximum impact back at the office. This is called the Wharton Learning Continuum.

Wharton's program designers leverage multiple educational approaches when creating a curriculum. Case studies to stimulate analysis and discussion of issues, interactive lectures, field learning, simulations, and peer-to-peer information sharing are just some of the approaches that the institution leverages to optimize your learning experience. As part of the TLP, Wharton will offer various course combinations to participants to maximize on time and meet the program training objectives.

COURSE COMBINATION OPTIONS: FEBRUARY – JUNE 2011:

More options will be announced by Wharton for July 2011 through December 2011

Options/Type	Course Title	Course dates	Total # of days
Option 1/Combination	Executive Development Program	March 13-25	20
	Implementing Strategy: Leading Effective Execution	March 28-April 1	
Option 2/Combination	Executive Development Program	May 8-20	20
	The Leadership Journey: Creating and Developing Your Leadership	May 22-27	
Option 3/Single course	Advanced Management Program (only for senior managers with 17-25 years experience)	June 5 – July 8	34

CONTACTS FOR SHORT COURSES:

Robin Salaman, Associate Director
Wharton Executive Education
University of Pennsylvania
255 S. 38th Street
Philadelphia, PA 19104-9959
salamanr@wharton.upenn.edu
Tel. 215-898-1179 • Fax. 215-386-4304

Tahnia Charles-Belle
Program Officer
The Africa-America Institute
420 Lexington Avenue, Suite 1706
New York, NY 10170
programs@aaionline.org
Tel. 212-739-7882 • Fax. 212-682-6174

Please refer to attached course descriptions for course content information. For further details on each course, please go to the Wharton Executive Education website at:
<http://executiveeducation.wharton.upenn.edu/oe/>

SCHOLARSHIP APPLICATION DEADLINE: **Monday, November 29, 2010**

After review of TLP scholarship application short listed applicants only will be instructed to submit an application for each Wharton Executive Education Course included in the combination option directly to the Wharton School online at:
<http://executiveeducation.wharton.upenn.edu/open-enrollment/index.cfm>

***To apply to the Wharton *Advanced Management Program*:**

- You must be nominated by the chief executive officer, division president, or senior corporate human resources officer. All nominators must provide a candid evaluation of the candidate's capabilities, professional potential, and planned career track.
- All candidates must convey a genuine understanding of their developmental needs and the ways in which the program meets those needs.

QUALIFICATIONS:

Wharton Executive Education carefully monitors the balance of industries, regions, functions, and companies in each program session. By doing so, the school lays the foundation for a strong peer learning environment. The University of Pennsylvania values diversity and seeks talented students, faculty, and staff from diverse backgrounds.

The typical participant has 8-15 years of professional experience (17-25 years for the Advanced Management Program). Selection is based in part on the applicant's years of experience and reporting relationship.

All participants must be able to comprehend and converse in English. Candidates are notified of the admissions decision within 3 weeks of submitting a completed application to the Wharton School.



THE AFRICA-AMERICA INSTITUTE

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PROFESSIONAL DEVELOPMENT TRAINING – SHORT COURSES WHARTON'S ARESTY INSTITUTE OF EXECUTIVE EDUCATION – UNIVERSITY OF PENNSYLVANIA PHILADELPHIA, PENNSYLVANIA (USA)

SHORT COURSE DESCRIPTIONS (Listed alphabetically by course title)

ADVANCED MANAGEMENT PROGRAM JUNE 5, 2011 – JULY 8, 2011

Every organization needs leadership, but visionary leadership is in short supply. If you are ready to strengthen your strategic prowess and acquire a multidimensional context from which to engage challenges and opportunities, you are ready for Wharton's Advanced Management Program.

Prepare for the challenges of a changing world. With the increasing complexity and pressure of business today, the space between a customer and a choice, a deal and a disaster, an idea and an invention, has been reduced to the width of a light beam. Technology, globalization, and constant organizational transformation have made the job of leading a business more exciting, yet more complex and demanding. Despite the distraction of the details, you must maintain a critical focus and open mind to have a clear vision of the ever-widening, ever-changing big picture. Decide for yourself...listen to the participants, faculty, and administrators of Wharton's AMP in Nine Stories.

Program Themes

- **Challenging outdated assumptions** – The Advanced Management Program encourages you to think systemically and metaphorically, calling into question traditional thought processes and exploring business challenges from new vantage points.
- **Building on core functional competencies** – You will be exposed to information and perspectives on the key business drivers of success: understanding financial levers, creating shareholder value, becoming market driven, assessing the impact of information and technology, and sustaining competitive advantage.
- **Shifting to new leadership paradigms and behaviors** – Investigate unfamiliar contexts, and calibrate your risk-taking profile. From exploring the evolution of a city, to engaging in role-plays that simulate organizational dynamics, these experiences are designed to provide insights into how organizational systems and processes influence performance.
- **Understanding and contributing to a discussion of emerging business issues in key parts of the world** – At the Advanced Management Program, you will interact with experts who offer regional profiles on the culture, market dynamics, and business challenges and opportunities in the emerging economies of the world: China, Southeast Asia, Eastern Europe, Latin America, and Africa. The global perspectives and experiences of the diverse body of participants in the class accent the journeys into these regions.

- **Assessing your leadership advantage and planning your future** – With an unmatched focus on you as an individual, the Advanced Management Program creates a risk-free environment for exploring one's attitudes, strengths, and blind spots. Participants hear from successful CEOs who divulge the ingredients of their success, and reflection and peer consultation result in the development of a long-term life/career plan. For those who choose it, executive coaching is a way for participants to clarify their learning objectives and align their personal, professional, and organizational goals.
- **Developing a global network of peers and experts** – Advanced Management Program class sessions are designed to optimize the years of experience in the room. Knowledge exchanges are built into the curriculum, learning groups provide opportunities for exploring issues across business and cultural boundaries, and social activities promote a spirited camaraderie that leads to deep and lasting connections. Graduation from the program leads to an even larger and broader network as Advanced Management Program alumni join the ranks of over 75,000 Wharton alumni throughout the world.
- **Strategic execution** – Ultimately, what matters is what you do with the learning. This is why every Advanced Management Program session focuses on the relevance of theory to practice. Faculty relate their research in the field to the pressing business challenges you face, and the content includes processes that can be applied when you return to work, such as scenario planning, negotiation techniques, and discovery-driven planning. You are also encouraged to develop an implementation plan for your return. All of this is to ensure that your learning goals are translated into attainable results.

The benefits of the Wharton *Advanced Management Program* will continue to add value throughout your professional and personal life. Past participants of the Wharton AMP continually tell us about the distinct and unique skills, discoveries, and knowledge that have influenced their lives since the program. They tell us it is an experience without equal, and one that continues to affect them deeply, with a multitude of benefits. You will:

- Challenge outdated assumptions and explore business challenges from new vantage points.
- Build on core functional competencies: understanding financial levers, creating shareholder value, becoming market driven, assessing the impact of information and technology, and sustaining competitive advantage.
- Shift to new leadership paradigms and behaviors.
- Understand and contribute to a discussion of emerging business issues in key parts of the world.
- Assess your leadership advantage and plan your future in a risk-free environment.
- Develop a global network of peers and experts and join the ranks of more than 75,000 Wharton alumni throughout the world.
- Develop an implementation plan for your return.

EXECUTIVE DEVELOPMENT PROGRAM

MARCH 13 - 25, 2011

MAY 8 - 20, 2011

In a tough and uncertain environment, leadership is more important than ever in giving your company a competitive edge. Organizational restructuring and career advancement place managers in more demanding roles, requiring skills beyond their areas of disciplinary training or expertise.

Wharton's 2-week *Executive Development Program* gives managers the core business knowledge and organizational understanding to take on broader leadership responsibilities and add more value to their organizations. Wharton's faculty present and apply key knowledge in areas such as finance, marketing, leadership, and strategy based on current research and best practice. Executives in the program also gain an appreciation of the complexities of organizational dynamics, effective communication strategies, and leadership. Finally, a hands-on strategy simulation draws it all together by exploring different management styles, tools, and organization-wide strategic approaches.

Wharton's *Executive Development Program* uses a multidimensional approach of lectures, an organizational dynamics workshop, and a strategy simulation to provide new insights and give participants opportunities to apply them. A team of faculty, experts in diverse business disciplines, provides in-depth knowledge in core business areas. Participants are encouraged to apply these insights from the program to their own organizations in daily application sessions.

Key Session Topics

Please note that these are core faculty and may not be in every program.

- Finance
 - Creating Shareholder Value – John Percival
 - Value-Driven Decision Making – Zehavit Cohen
- Marketing
 - Marketing Strategy – Barbara Kahn
 - Customer Relationship Management – Barbara Kahn
- Global Leadership
 - Local Adaptation in Global Markets – Mauro Guillén
 - Faces of Globalization – Kenwyn Smith
- Strategy
 - Thinking Strategically – Harbir Singh
 - Mergers & Acquisitions – Harbir Singh
 - Business Strategy Simulation
- Leadership and Organization
 - Executive Negotiations Workshop – Richard Shell
 - Decision Making and Leadership – Mike Useem
 - Organizational Dynamics – Kenwyn Smith

The *Executive Development Program* is designed to increase the business skills and leadership capabilities of managers who lead key parts of the business and form the pool of future top leadership of the organization. You will:

- Improve the capacity for strategic decision making to think faster and more creatively about current competitive strategies and solutions.
- Deepen understanding of organizational dynamics to improve the design and implementation of new initiatives and avoid destructive conflicts.
- Build capabilities for leading cross-border teams across functions and countries.
- Develop knowledge in core areas of business, including finance, marketing, management, and strategy based on current research and best practice.

IMPLEMENTING STRATEGY: LEADING EFFECTIVE EXECUTION
MARCH 28 - APRIL 1, 2011

Even a great strategic plan can be destroyed by poor implementation. Successful implementation requires an understanding of the "big picture," as well as all the sequential steps that lead to it.

Implementing Strategy gives you a broad view of implementation and a thorough understanding of each piece of the implementation process so you can make more informed decisions on efficiency and effectiveness. You will learn how to properly align corporate structure with corporate strategies and how to integrate strategy formulation and implementation by focusing on five core areas:

1. **Strategy Implementation Model:** Equip your organization to adapt to change by developing a model of appropriate structures, objectives, controls, integration mechanisms, and incentives for implementing your strategy.
2. **Strategic Change:** Understand the stages of implementation, forces for and against change, and ways to overcome resistance to change; and develop structures and tactics to implement change.
3. **Human Resources and Strategy Implementation:** Integrate HR policies with strategy implementation needs.
4. **Strategy and Structure:** Understand how strategy affects structure and how the choice of structure affects efficiency and effectiveness.
5. **Incentives and Controls:** Discuss ways to motivate and control performance, including methods to achieve effective coordination.

You will gain a framework in which to effectively develop and execute your next strategic plan. With this wider overview of strategy, you will be better prepared to ask the right questions as you build and implement future strategies.

THE LEADERSHIP JOURNEY: CREATING AND DEVELOPING YOUR LEADERSHIP
MAY 22 - 27, 2011

When does leadership matter most? How can you use your personal leadership skills to tackle organizational challenges? How can you inspire employees to assume more responsibility for leading themselves?

With the simultaneous rise in mergers and acquisitions and the creation of startups and more autonomous divisions within established companies, the demand for exceptional leadership has never been greater. This course will enhance your ability to lead and build good leadership skills — not only in your current position but throughout your career. You will examine the role of the leader and your fit within it. As Co-Director Gregory Shea says, “Arguably the most important part of being a leader is deciding if you truly want to be one.”

The program is designed to develop your leadership skills both during the week at Wharton and the journey beyond, and we will do so with a combination of learning methods. They include team exercises, case discussions, computer simulations, physical challenges, Shakespearean drama, and a battlefield visit.

Faculty draw upon a variety of sources, including academic research, business cases, history, politics, and literature, to explore the role of the leader and the qualities of leadership. Though we draw many of our illustrations from the U.S., we seek to include other national experiences as well. In the words of academic co-director and leadership author Professor Michael Useem, “Everyone can improve their ability to lead through self-determination and self-discipline.”

A strategic self-development exercise, this course will prepare you for current and increased leadership responsibilities by examining your definition of leadership and of yourself as a leader. You will participate in simulations, give and receive feedback, and study leadership moments — moments that challenged leadership, yours and others. You will identify your strengths and weaknesses as a leader, develop your leadership skills, and review your handling of key leadership moments.

Session Topics

- Seizing Leadership Opportunities
- Thinking, Depicting, and Enacting Leadership
- Leadership in Practice
- A Leadership Dialogue
- Leadership and History

Understand the leadership function — and its demands — in sessions such as Leadership in Practice and Seizing Leadership Opportunities. You will:

- Strengthen your leadership skills as well as your effectiveness in building key leader/follower relations and outstanding teams.
- Increase your ability to navigate through and learn from great leadership moments.
- Build a network of fellow leaders for sharing challenges, insights, and perspectives.

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APPLICATION PACKET

THE AFRICA-AMERICA INSTITUTE:

TRANSFORMATIONAL LEADERSHIP PROGRAM (TLP)

APPLICATION PACKET

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SCHOLARSHIP APPLICATION INSTRUCTIONS

DEADLINE: Monday, November 29, 2010

Executive Education Short Courses – The Wharton School, University of Pennsylvania

This is a two-tier application process. The above listed training program requires its own application, which must be submitted in addition to the TLP scholarship application:

- I. All applicants must submit the TLP scholarship application to The Africa America Institute (AAI).
- II. Admission applications for the **Executive Education Short Courses** must be submitted directly to The Wharton School for selected applicants only. AAI will instruct short listed applicants to apply for Wharton admission after review of the TLP application.

Components of TLP Scholarship Application:

1. A five-page application form completed and signed by the applicant, including a photograph.
2. A "Statement of Objectives" which carefully details the applicant's academic objectives, professional goals, and scope of organization's work.
3. Two letters of recommendation, one must be completed by your employer or supervisor. Referees should not be related to you. Letters of recommendation should preferably be sent directly to AAI by the referee. If the letters are sent along with the application dossier they must be in a sealed envelope with the referee's signature across the seal.
4. NGO Profile.
5. Curriculum Vitae (CV).

Applicants should expect to receive a decision regarding their application up to six weeks after the training program application deadline.

TLP application and supporting documents should be sent by email or fax to:

Attention: TLP Wharton Scholarship
Fax: 212-682-6174
Email: programs@aaionline.org

The Africa-America Institute
420 Lexington Avenue, Suite 1706
New York, NY 10170-0002
Tel: 212-949-5666



THE AFRICA-AMERICA INSTITUTE

EDUCATING PEOPLE • CONNECTING WORLDS

TRANSFORMATIONAL LEADERSHIP PROGRAM (TLP)

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SCHOLARSHIP APPLICATION FORM

All entries should be completed electronically, typewritten or legibly printed.

Attach here signed
passport photograph
taken within the past
year

PERSONAL DATA:

Mr. ()
Mrs. ()
Ms. () _____
(first name) (family names)

Permanent home
address: _____
(street and number) (town or city) (province) (country)

Present address: _____
(street and number) (town or city) (province) (country)

Current Mailing address: _____
(street and number or PO Box) (town or city) (province) (country)

Email Address(es): _____

Home Tel.: _____ Mobile: _____

Work Tel.: _____ Fax: _____

Place of birth: _____ Date of birth: _____
(town or city) (country) (month) (day) (year)

Country of
citizenship: _____ Marital status: Single () Married ()
Divorced () Widowed ()

Passport No.: _____ Passport Expiration
Date: _____

Do you currently hold a US visa? _____ If yes, what type? _____ US Visa Expiration Date: _____

Have you ever been rejected for a US visa? _____

If yes, please specify when and for what reason? _____

TRAINING PLANS:

The TLP is a high quality competition designed to enhance capacity of professional management skills and leadership in Africa by providing non-degree professional development and business degree training programs to African managers in Africa-based NGOs and SMEs working in the fields of health, education, environment and entrepreneurship. Both graduate study and professional development training must be justified in terms of specific priority tasks for which you will be considered for employment upon completion of the proposed training program.

Please review the qualifications for admission to the Wharton Executive Education courses and indicate which course option you prefer: (first, second, third choice.) AAI will attempt to accommodate selected preferences, however, due to the competitiveness of this scholarship, first preferences cannot be guaranteed.

Options (indicate first, second, third preference in the respective box):	Option 1	Option 2	Option 3
	Option 4	Option 5	

EDUCATIONAL RECORD:

1. List in chronological order all educational institutions you have attended beginning with secondary school. Applicants should enclose a record, certified by university authorities, of university examinations passed and subjects studies. Holders of degrees, diplomas, professional qualifications, etc. should enclose certified copies of authorized statements and not the original documents.

School, College or University	Major Field of Study	Dates of Attendance	Degrees with Class or Division & Date	Distinction, class rank or order of merit

2. Books, articles and theses published by you, especially in proposed field of study:

Title	Place	Date of Publication

3. Please list professional societies or student organizations of which you are a member or in which you have been active:

4. If you have traveled or lived in any country other than your own, indicate purposes, places and dates:

LANGUAGE APTITUDE:

1. Number of years you have studied the English language (give dates):

In secondary or middle school

From _____ To _____

In university

From _____ To _____

Under private auspices

From _____ To _____

N.B. Applicants may be required to sit for the TOEFL, IELTS or other examination regardless of the language used in their country of residence.

2. Knowledge of other languages and proficiency in each: (Rate yourself Excellent, Good, Fair or Poor)

Language	Reading	Writing	Speaking

EMPLOYMENT HISTORY:

1. Please describe your current employer status:

- ☐ Small and Medium-sized Enterprise (SME)
- ☐ Non-Governmental Organization (NGO)
- ☐ Self-Employed
- ☐ Other
- ☐ Please indicate total number of employees: _____

2. Please list your employment and contact information:

	Title of position	Employer Contact (Name, address, Telephone and Email)	Dates	
			From	To
Present:				
Previous:				

4. If applicable, please indicate which of the following best describes your current and/or future job responsibilities (check all that apply):

	CURRENT JOB	POST- TRAINING JOB
Policy-Making.....	()	()
Managerial/Directorship.....	()	()
Administrative/Supervisory.....	()	()
Administrative/Clerical.....	()	()
Technical.....	()	()
Teaching.....	()	()
Research.....	()	()
Other.....	()	()
Don't know.....	()	()

- | Name | Address and Contact | Position or Title |
|------|---------------------|-------------------|
| | | |
| | | |

- | | | (name) | (address, tel., email) | (relationship) |
|-----|---------------------|--------|------------------------|----------------|
| (a) | In country of study | | | |
| (b) | In home country | | | |

PLEASE SUBMIT WITH APPLICATION

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STATEMENT OF OBJECTIVES

(to be completed electronically, typewritten or printed)

NAME OF APPLICANT _____

In the space below, please write a statement of your training objectives, indicating your special areas of interest and your reasons for wishing to pursue a graduate degree/professional development short course. These should be explained in the context of your academic and professional background and future employment prospects. Describe the expected impact that this training will have on your management and leadership skills and what you will contribute to the community as a result. Please also include information on the scope of your organization's work.

(Use additional pages as necessary)

Signature _____ Date _____

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LETTER OF RECOMMENDATION

(to be completed electronically, typewritten or legibly printed)

NAME OF APPLICANT _____

The above-named person is applying for the TLP scholarship. This is a high quality competition designed to enhance capacity of professional management skills and leadership in Africa by providing non-degree professional development and business degree training programs to African managers in Africa-based SMEs and NGOs working in the fields of health, education, environment and entrepreneurship. Please provide a realistic evaluation of the applicant's demonstrated leadership potential, academic performance and intellectual potential. **As the applicant's reference, please assess his or her leadership potential based on past performance, indicating particularly strong or weak characteristics, intellectual ability, emotional stability and seriousness of purpose. Please cite examples wherever possible.**

(Use additional pages as necessary)

Signature _____
Name (please print) _____ Position or title _____
Address _____ Date _____

PLEASE RETURN THIS FORM DIRECTLY TO:

Attention: TLP Wharton Scholarship
The Africa-America Institute
420 Lexington Avenue, Suite 1706
New York, NY 10170-0002
programs@aaionline.org

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LETTER OF RECOMMENDATION

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NAME OF APPLICANT _____

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(Use additional pages as necessary)

Signature _____
Name (please print) _____ Position or title _____
Address _____ Date _____

PLEASE RETURN THIS FORM DIRECTLY TO:

**Attention: TLP Wharton Scholarship
The Africa-America Institute
420 Lexington Avenue, Suite 1706
New York, NY 10170-0002
programs@aaionline.org**

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NON-GOVERNMENTAL ORGANIZATION (NGO)

PROFILE

A. GENERAL INFORMATION

Organization

Name: _____

Mailing Address: _____ City/State: _____ Country: _____

Telephone: _____ Fax: _____ Web Address: _____

Email Address (Main): _____ Year Founded: _____

Primary Contact: _____ Title: _____

Worldwide # of Staff: _____

B. MISSION STATEMENT

Note: Please limit to 100 words.

C. ACTIVITIES Please provide a brief description of your organization's activities.Program Categories: Please check all program categories applicable to your organization's work.☐

Health

☐

Education

☐

Environment

☐

Entrepreneurship

Please list **staff information**. You may use general categories such as "clerical staff" indicating number of staff within the category. Please make copies of this page as required.

[illegible]

Please return your completed questionnaire to:
TLP Wharton Scholarship, The Africa-America Institute, 420 Lexington Avenue, Suite 1706, New York NY 10170-0002
Tel: 212-949-5666, Fax: 212-682-6174, Email: programs@aaionline.org