



MANDELA WASHINGTON
FELLOWSHIP

FOR YOUNG AFRICAN LEADERS

2023 Leadership Institute: Narrative Template

The Institute Narrative should provide IREX and the U.S. Department of State with a clear concept of how the structure and content of the proposed Leadership Institute will meet **identified strategic priorities and requirements of the 2023 Mandela Washington Fellowship**. This component of the application should walk readers through a Fellow's experience in the program and clearly outline the proposed approach for key program components and learning objectives. The Institute Narrative should not exceed 10 pages single-spaced (please retain the section headings as included but delete all descriptive text in italics). Refer to the 2023 Request for Leadership Institute Applications for details on strategic priorities and requirements.

All joint applications must designate one official entity as the lead administrator on the subaward and should delineate how responsibilities will be shared.

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2023 Leadership Institute: Narrative Template

Leadership Institute Narrative

[Educational Institution or Organization Name]

Leadership in [Business/Civic Engagement/Public Management] Institute

Institute Overview

[This section will offer a broad summary of the Leadership Institute at your U.S.-based educational institution or non-governmental organization. Here, you will demonstrate which of the three themes (tracks) your Leadership Institute will follow (Business, Civic Engagement, or Public Management) and share key strengths your institution will bring to the Fellowship. Please highlight previous experience with exchange programming, areas of institutional specialization, anticipated benefits the Fellowship can provide to your campus and community, and examples of how you will engage Fellows in learning experiences to promote critical thinking, creativity, problem solving, and leadership. If you are proposing a Leadership Institute in partnership with another institution, please provide a general outline of the assigned responsibilities.]

Institute Objectives and Goals

[The objective of the Mandela Washington Fellowship is to build mutual understanding by empowering leaders through leadership development and cross-cultural exchange, with the goal of strengthening democratic institutions and good governance, spurring economic growth and prosperity, and enhancing peace and security across the African continent while cementing stronger ties between Sub-Saharan Africa and the United States. Use this section to highlight how your institution will achieve this objective through the six-week Leadership Institute and detail any outcomes your Institute will achieve through the planned activities.]

ECA Strategic Priorities

[Please use this section to demonstrate how your Leadership Institute goals, objectives, and programming will further support ECA priorities and expectations.]

- Programming incorporates key U.S.-Africa strategic policies and topics
- Academic programming reflects track subthemes and prioritizes practical skills and applications
- Programming prioritizes diversity, equity, inclusion, and access for Fellows of all abilities
- Programming internationalizes U.S. campuses and communities
- Programming prioritizes leadership development and critical thinking
- Programming reflects diverse viewpoints and aspects of U.S. culture
- Fellow health, safety, and welfare are prioritized
- Communications reflect [U.S. Department of State brand equities](#)



(See Section IV of the 2023 Request for Leadership Institute Applications for details.)

Weekly or Thematic Unit Overview

[This section should outline the topics to be covered under your Institute theme (Business, Civic Engagement, or Public Management) including detailed descriptions of the sub-themes that will be addressed. This section can be structured using a week-by-week model or a thematic outline. Where applicable, please provide context for any sessions or activities that are directly tied to accomplishing Institute objectives and/or track subthemes.]

Institute Activities and Approach

[Outline the approach you will take to implement the core Leadership Institute activities described below.]

Orientation

[The Institute Orientation provides Fellows a concise overview of the program and includes both an academic and administrative focus, highlighting the Institute's principal objectives, major themes, and important logistical information. Orientation should also provide a thorough introduction to the community and cover key topics such as safety and security; respect for diversity (including issues of race and racial diversity in the United States); health and well-being, including the host institution's public health policies and protocols; and sexual harassment. Partners are encouraged to continue providing orienting information to Fellows at the beginning of each week as needed. Describe how the Institute will orient Fellows both at the beginning of the program and throughout the Institute.]

(See Section IV: Orientation in the 2023 Request for Leadership Institute Applications for additional details.)

Practical Academic Sessions

[Practical academic sessions explore Institute topics, prioritizing U.S.-based examples that are transferable to sub-Saharan African contexts. Academic sessions should expose Fellows to diverse sources of information and challenge them to think critically, ask questions, and speak for themselves. Individual sessions should allow ample time for the exchange of views among Fellows and presenters, allow Fellows to share international perspectives with local audiences, and, where relevant, give Fellows space to consider how they can address the issues raised when they return to their home countries. Discuss how the Institute will integrate a series of highly interactive learning experiences targeting adult learners, including seminars, case studies, group discussions, skill-building exercises, experiential activities, and assignments that reflect diverse viewpoints.]

As described in Section IV of the 2023 Request for Leadership Institute Applications, all Institutes should include academic content and/or practical engagement opportunities that draw from the noted priority topics where possible. To ensure a common experience for all Fellows, academic sessions should also include the subthemes described in Section V: Institute Track Guidance in the 2023 Request for Leadership Institute Applications. Sessions should have discernable learning objectives related to track

and Institute themes. Institutes should emphasize both theoretical and practical academic sessions with opportunities to relate the experiential content to Fellows' work at home.

(See Section IV: Practical Academic Sessions and Section V: Institute Track Guidance in the 2023 Request for Leadership Institute Applications for additional details.)]

Site Visits

[An important form of experiential learning, site visits are most successful when they are complementary to the Institute's thematic structure and/or preceded by a session that provides background and context. These visits offer Fellows critical insight into how their U.S. counterparts deal with challenges, both successfully and unsuccessfully. They also serve as introductions to a broad network of U.S. counterparts whose work may be applicable to Fellows' interests or home contexts. Provide an overview of Institute site visits and how they will complement and build on the Institute themes.

(See Section IV: Site Visits in the 2023 Request for Leadership Institute Applications for additional details.)]

Leadership Training

[The [Common Leadership Curriculum \(CLC\)](#) and [Leadership Development and Action Plan \(LDAP\)](#) will provide a central framework for all Leadership Institutes and will be complemented by Institute-identified supplementary leadership activities. IREX will provide the CLC to Institutes as an "off-the-shelf" training comprised of a detailed facilitation guide with accompanying resources and supplies to facilitate all CLC session activities.

Provide an overview of how the Institute will offer academic and skill-building activities to complement the CLC, including the examination of other leadership theories/approaches, in addition to dedicating up to three hours each week, as determined by IREX, to implementing the required CLC sessions. Describe how the Institute will connect leadership programming throughout the six weeks.

(See Section IV: Leadership Training in the 2023 Request for Leadership Institute Applications for additional details.)]

Community Service

[Providing community service opportunities throughout the Leadership Institute exposes Fellows to the United States' service and volunteer culture while providing opportunities for Fellows to meaningfully participate in practical learning opportunities, cultural exchange, and dialogue with diverse members of their local communities. Please provide an overview of the proposed 10 to 15 hours of community service activities that will take place during the Institute. Include how these activities will relate to the overall program themes and objectives and allow Fellows to engage directly with U.S. citizens from a variety of backgrounds in pursuit of a common goal. Applicants are encouraged to include community service activities tied to Nelson Mandela International Day ("Mandela Day") on July 18, if possible. An organizational briefing on each community service partner should be included prior to each proposed community service activity and can count toward the 10- to 15-hour service requirement outlined in the RFA. Virtual community service activities are allowable with compelling justification.

(See Section IV: Community Service in the 2023 Request for Leadership Institute Applications for additional details.)

Cultural Exchange

[Cultural exchange promotes a primary goal of the Mandela Washington Fellowship: increasing mutual understanding between the United States and the countries of Sub-Saharan Africa. While practical academic and leadership activities form the basis of the program, scheduled cultural, civic, and social interactions with local communities play an important role in ensuring a robust experience. Institute programming should provide U.S. citizens with exposure to and knowledge of foreign cultures through a range of interactions with Fellows. Describe the Institute's plan for cultural exchange and community engagement, including opportunities for Fellows to attend both structured and informal gatherings to interact with ordinary community members from a variety of ethnic, social, and professional backgrounds and to visit local sites that celebrate the history of diverse communities in the United States. Institutes must include at least one structured opportunity for Fellows to share their cultures with the local community through a cultural fair, community dinner, panel discussion, or other cultural activity.]

(See Section IV: Cultural Exchange in the 2023 Request for Leadership Institute Applications for additional details.)

Organized Networking Opportunities

[An important component of the Fellowship, networking creates additional linkages for Fellows to interact and network with U.S. professionals through a diverse set of organized group activities and one-on-one collaborative relationships. Networking offers the potential to foster long-term relationships and collaboration between Fellows and their U.S. counterparts. This component should be incorporated throughout the six weeks through organized group networking events and receptions hosted by the Institute, opportunities for one-on-one collaborations with professionals, and invitations to pre-existing networking opportunities in the local community. Weekly unstructured time should be provided to allow Fellows to network independently and pursue personal interests. Provide an overview of networking opportunities, including how the Institute will engage and connect Fellows to local community leaders and professional peers or mentors from diverse backgrounds.]

(See Section IV: Organized Networking Opportunities and Unstructured Time for Individual Networking in the 2023 Request for Leadership Institute Applications for additional details.)

Focus Project & Coaching

[The Focus Project will provide an opportunity for Fellows to connect Fellowship learning to their own specific professional pursuits through independent exercises and three one-on-one coaching sessions. As part of their pre-Fellowship preparation, Fellows will complete a [Focus Project Worksheet](#), provided by IREX, to identify a topic to guide their action planning and coaching discussions. During the Institute, Fellows will work through a [Focus Project Toolkit](#) of independent exercises meant to help advance their work after the Fellowship. Focus Project Coaches will meet with Fellows individually to provide feedback on these exercises. Institutes may choose to share the IREX-provided [Focus Project Coaching Overview](#) to

assist with the Focus Project Coach recruitment process. Describe your Institute's approach to selecting coaches from your network and share how Fellows will coordinate scheduling their time with their coach for the three one-on-one coaching sessions, each of which will be approximately 60 minutes long.

(See Section IV: Institute Overview & Guidelines, Focus Project & Coaching in the 2023 Request for Leadership Institute Applications for additional details.)]

Ignite Talks

[An opportunity for Fellows to develop and present a three- to five-minute presentation to develop their public speaking skills, Ignite Talks are focused on discussing the work Fellows are doing/plan to do in their home countries, sharing about an issue that is important to them, or addressing something they have learned at their Institute that has impacted their work. While all Fellows should be given the opportunity to develop and present an Ignite Talk at their Institute, Institutes must also build time in their calendars for Fellows to select one representative from the cohort to present their Ignite Talk at the 2023 Mandela Washington Fellowship Summit. Ignite Talk speakers must be selected by July 12. Describe your Institute's approach to selecting a designated Ignite Talk speaker.

(See Section IV: Ignite Talks in the 2023 Request for Leadership Institute Applications for additional details.)]

Fellow Feedback Activities

[Institutes must provide opportunities for Fellows to give feedback throughout the Institute to ensure that any academic, administrative, or personal concerns can be addressed in a timely manner. Detail how the Institute will gather and incorporate feedback, where possible, from Fellows throughout the program.

(See Section IV: Fellow Feedback in the 2023 Request for Leadership Institute Applications for additional details.)]

Summit Preparation

[A 60-minute session should be scheduled at the beginning of week six for group discussions and preparation for Mandela Washington Fellowship Summit activities, according to guidance provided by IREX.

(See Section IV: Summit Preparation in the 2023 Request for Leadership Institute Applications for additional details.)]

Institute Staffing & Administration

[An effective staffing plan will ensure appropriate management of the major programmatic components of the Leadership Institute, including but not limited to administrative and program logistics, academics, community engagement, and leadership development. The program model should include identification of the Academic Director, an Administrative Director, and a Leadership Manager, as well as

the approach to supplementary support staff to oversee these components and the Focus Project coaching plan. Key roles may be shared between Co-Directors.

The staffing plan should also note how you will be prepared, with IREX support, to provide reasonable accommodations for Fellows with various types of disabilities; provide 24/7 support for Fellow health and safety issues, as needed; incorporate institutional protocols for COVID-19 prevention and response; and adjust plans as needed in response to COVID-19 and other public health emergencies that may affect programming. If you are proposing a Leadership Institute in partnership with another institution, please provide a general outline of how responsibilities will be shared.

(See Section IV: Institute Staffing in the 2023 Request for Leadership Institute Applications for additional details.)]

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