



The Fellowship
for Transformational
Leadership

35 George Sowemimo Street
Asokoro, Abuja, Nigeria

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ANNEX 1: FELLOW SELECTION CRITERIA

FTL–Africa applies a rigorous, values-centred selection process. The criteria below guide the assessment of all fellowship applicants.

A. Experience Working with Public or Private Institutions

- Candidates should have some experience working in, with, or around public or private institutions — whether in government, civil society, the private sector, traditional institutions, or community organisations.
- They should be able to point to at least one example of contributing to how a system, service, programme, or organisation works, however big or small that contribution may have been.
- They should show some familiarity with how institutions actually function in practice, including the realities, constraints, and dynamics that make change difficult.

B. Systems Thinking and Ability to Drive Reform

- Candidates should show an ability to look beyond surface problems and ask why things are the way they are.
- They should demonstrate some awareness of the real-world barriers to change — whether financial, political, legal, or organisational.
- They should be able to think through how change could happen in a practical, step-by-step way, not just describe what needs to change.
- They should reflect honestly on past efforts, including lessons from failure.

C. Demonstrated Leadership and Results

- Evidence of leading teams, projects, or initiatives within institutions or communities.
- Clear, measurable results such as policy changes, improved services, operational improvements, or other governance outcomes.
- Ability to influence others beyond formal authority.

D. Performance and Commitment

- Consistent strong performance, supported by reviews or measurable outputs.



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- Clear commitment to public service and strengthening institutions.
- Willingness and ability to fully participate in all fellowship components, including institutional placements.

E. Integrity and Ethical Conduct

- Strong professional reputation confirmed through structured reference checks.
- Evidence of making principled decisions under pressure.
- Full transparency regarding conflicts of interest.
- Completion of appropriate background and verification checks.

F. Alignment and Contribution to the Cohort

- Clear motivation to reform institutions from within, not solely for personal advancement.
- Willingness to share experiences and learn from peers.
- Commitment to contributing to a diverse and high-performing cohort across sectors and regions.

G. Appetite for Risk and Courage to Lead Change

- Demonstrated appetite for taking calculated risks in the service of institutional change.
- Candidates should demonstrate at least one instance where they took a significant professional or institutional risk in pursuit of a better outcome.