



W.K. KELLOGG FOUNDATION

SELECTION and APPLICATION PROCESS



Selection Process

I. Introduction

The W.K. Kellogg Foundation launched a new strategy in select areas of Latin America and the Caribbean in 2010 with the aim of helping to interweave healthy and self-dependent communities where children can have better opportunities now and in the future. The new strategy focuses on micro-regions, defined as rural or semi-urban areas clustering around 200,000 people that have high levels of poverty, but also good potential for improvement. As part of this new strategy, the Kellogg Foundation is in the process of designing a leadership development program for young leaders in the social, public and private sectors, located in these micro-regions to join efforts and collaborate as change agents in their communities by strengthening their ties, knowledge and skills.

We require that the participants be women and men who have a clear desire to transform the reality of their communities and the motivation of finding new ideas to solve the challenges facing those communities.

Therefore, the W.K. Kellogg Foundation invites potential candidates to participate in a Leadership Development Program which will take place over one year and consists of approximately eight sessions, each session lasting four days. The sessions will take place in different locations within the country where the program takes place. In addition, there will be 1-2 international trips, each lasting 7-9 days (including travel time), and include relevant dialogues, field visits and classes. For more in-depth information regarding this program, please refer to the [Academic Program Proposal](#) document.

The Leadership Development Program covers the following subjects:

- Building self-knowledge, individual empowerment and self-esteem
- Fostering critical analysis, planning, problem solving and project management capacities
- Developing skills in communication, negotiation, consensus and partnership building and conflict and change management
- Developing community engagement and purpose-driven networking
- Building awareness to indigenous cultures and rural community development best practices



II. Mandatory criteria to submit application

The Leadership Development Program is aimed at community leaders who have become key actors in their region's development. The program is open to individuals of all races, ethnic origins, genders, and religions who meet the basic eligibility requirements. All participants should have the motivation and commitment to face their community's challenges.

Therefore, the participants in the Leadership Development Program should have the following profile:

- Young and/or developing leaders between 20-30 years of age;
- From public, private and social sectors and capable of effecting change in the community;
- Currently be engaged, and have plans to continue working, in community development or other community work in rural areas, preferably with native populations;
- In a leadership position with an organization serving the community or the potential to be in such a position in the near future; and
- Preferably be living or working in the micro-regions where the W.K. Kellogg Foundation makes grants. These areas are typically among the poorest regions in the countries where the Kellogg Foundation invests in Latin America and the Caribbean.

Selection Process

The program aims to identify ideal candidates through a nomination process where public and private organizations (including, for example, non-profit organizations, academic institutions, companies, and government units) can present the candidacy of qualified individuals who will have institutional support to participate during and following this program. The call for nominations will be distributed widely among the W.K. Kellogg Foundation's network of grantees and, published on the W.K. Kellogg Foundation website, disseminated to local philanthropic sector networks and published in local newspapers within the countries and specific geographies in which the Kellogg Foundation works.

Applications are available both hard copy and electronically and should preferably be submitted online; however, should online submission not be possible, applications can be sent to the W.K. Kellogg Foundation office in Mexico City (see Selection and Application Process document for specific contact information and additional information required).

A team of consultants familiar with the Kellogg Foundation's work in the region will prescreen all of the applications to ensure there is a match with the publicly-described criteria. This team will then present a group of candidates (estimated to be approximately 40-50 candidates) to a program selection committee for further review and interviews. Candidates will be reimbursed for travel

expenses to participate in the selection process for the program. The program selection committee will consist of the program supervisor, two representatives from the W.K. Kellogg Foundation, two representatives from prior Kellogg Foundation leadership programs, and two leadership development experts with a proven track record in selection processes.

The program selection committee members will be required to disclose any affiliations with potential program applicants. A committee member cannot participate in the selection process if he or she serves as an employee or Board member of a sponsoring organization that is nominating candidates for the program. In addition, family members of individuals serving on the selection committee or of persons otherwise involved in the selection process will not be eligible to participate in the program. Relatives of Kellogg Foundation officers, directors and substantial contributors also are not eligible.

The program selection committee members are expected to review the submitted applications and materials and interview each candidate (with the committee breaking into smaller groups to conduct interviews). After the interviews, the entire selection committee will meet, compare data, and make the final selection.

The members of the prescreening team and the program selection committee reserve the right to disqualify every postulation that does not meet with the established requirements or if falsehood is proven in any of the information given. The ruling will be uncontestable.

Ideally, the program will have approximately 30 participants per year, per country in which the W.K. Kellogg Foundation has designated micro-regions. The group should reflect a balance in gender, background, ethnicity and geography. An objective is to attract as broad a group of applicants as possible who meet the program criteria, including individuals from indigenous/native origins due to their connection to Kellogg Foundation priorities and because native communities have been traditionally disadvantaged in Latin American and the Caribbean countries.

Specifically, following final selection, the resulting Leadership Development Program participant groups will have approximately the following characteristics: 80 percent are young people, 20-30 years of age; the proportion of male to female participants is equitable; and at least 50 percent of the participants are of indigenous origin.

The W.K. Kellogg Foundation is seeking to promote a wide participation of leaders from select micro-regions where it will focus its efforts in future years. Therefore, we seek a wide percentage of participants to come from the states of Chiapas, Campeche and Yucatan in Mexico; the central and southern corridors in Haiti, and any micro-regions selected in the future. Regardless of the aforementioned, this does not mean that the participation of other young leaders located in any of the micro-region areas will be limited.

In addition to the previously stated graduation profile, it is anticipated at the end of the program the participant will be capable of:

- Designing and implementing practical solutions for the problems facing his/her community;
- Using dialogue and negotiating skills to interact with greater confidence and effectiveness, not only with people in their immediate social environment, but also with members of other key sectors in their community's development; and
- Becoming facilitators of lasting economic and social changes and promoting the social participation in their community in a more effective manner.

III. Postulation Term

Applications and other required documents will be received from March 28 – April 30 of the present year

Applications and other required materials should be sent electronically to Daniel Tapia at the following e-mail address: dtapia@gcgenera.com

If electronic submission of the application/materials is not possible, the application and other required documents should be mailed to the following address:

W.K. Kellogg Foundation
c/o Leadership Development Program
Monte Antuco # 145
Col. Lomas de Chapultepec
Delegación Miguel Hidalgo
11000 México, D.F.
Mexico

IV. Candidate pre-selection

Once the applicants and documents are received, they will be reviewed and evaluated based on the Selection Process described above. The program selection committee will evaluate candidates based on the following criteria:

- Prospective Statement – an essay explaining where the candidate sees himself/herself in five years and how the candidate expects to contribute to the community (20 percent)
- Personal Statement – a two-page essay explaining his/her interests, motivations, qualifications and commitment (20 percent)



- Letters of Recommendation – two letters from organizations or individuals, not including letters from the applicant’s current employer (20 percent)
- Interview (40 percent)

Once the selection process is finished, the W.K Kellogg Foundation will send an e-mail to the candidates selected, providing additional information regarding the specifics of their Leadership Development Program.

V. Financing

Transportation, lodging, and food costs will be paid by a third party administrator for selected participants. See the Academic Program Proposal for more information.

VI. Participant Obligations

- The selected participant shall confirm his/her express acceptance in writing to Daniel Tapia at the following e-mail address: dtapia@gcgenera.com no longer than 10 calendar days from the notification of the resolution.
- To successfully complete the Leadership Development Program, participation in meetings and completion of all plans/materials is necessary. For extraordinary reasons, participants can miss no more than 20 percent of the total program days and will be asked for a justifiable cause (for example, personal, family or community emergency). Candidates will be dismissed from the program beyond these limits.
- Participants must maintain impeccable personal behavior during the program.
- When the program requires international travel, the participant will be responsible for passport processing fees and any other appropriate documentation that is required.
- Participants who cancel his/her participation without justifiable cause when the process to receive him/her has been initiated, will not be able to apply or participate again in the program.
- The selected participants are bound to participate and collaborate actively in the program’s activities, evaluation and follow up.



VII. Application Process

Candidates interested in participating in the Leadership Development Program should submit the following documents:

- Completed application (form begins on next page)
- Prospective Statement – an essay explaining where the candidate sees himself/herself in five years and how the candidate expects to contribute to the community (maximum one page)
- Personal Statement – a two-page essay explaining his/her interests, motivations, qualifications and commitment (maximum one page)
- Letters of Recommendation – two letters from organizations or individuals, not including letters from the applicant's current employer (20 percent)

The attached application will determine the main preferences and concerns of the applicants -- leaders having experience in the social, leadership, community and rural development areas. The information provided will allow us to improve the pedagogic and experiential content of the Leadership Development Program so it can be adapted to the needs and interests of the participants, identify the deficiencies and/or needs and provide qualitative information to improve the services to be provided by this initiative. All the information provided will be used in a confidential manner and will only serve to influence the design of this program. We thank you for your kind participation.



W.K. Kellogg Foundation Leadership Development Program Application

Personal Data

| Father's Last Name | Mother's Last Name | Name(s) | |
|---------------------------------------|-----------------------------------|-------------------------|---------------|
| | | | |
| State | Municipality | Age | Date of Birth |
| | | | |
| Civil Status | Ethnic Group or Indigenous People | Last Grade of Schooling | |
| | | | |
| Organization in which you collaborate | Organization Type | E-mail | |
| | | | |

Do you collaborate in your organization as a volunteer or is it a paid job?

State the main three challenges of the leaders in your community or organization.

Are you developing or have you developed some project in your community? If your answer is affirmative, briefly describe the project.

1. Content

1.1 In which of the following areas would you rather see the Leadership Development Program include? Prioritize the 10 most important where 1 represents the highest value and 10 the lowest value.

| Subject | Numerical Value |
|---------------------------------------------------------------|-----------------|
| 1. Social, economic and political environment analysis | |
| 2. Project planning | |
| 3. Crisis handling and risk management | |
| 4. Social innovation | |
| 5. Community organization | |
| 6. Citizen participation | |
| 7. Fund raising | |
| 8. Financial management | |
| 9. Regional economy and development | |
| 10. Negotiating and building agreements | |
| 11. Human resources management and organizational development | |
| 12. Marketing and sales | |
| 13. Information technologies -- use and handling | |
| 14. Conflict resolution | |
| 15. Teamwork | |
| 16. Business development and productive options | |
| 17. Project drafting with philanthropic funds | |
| 18. Project drafting with public funds | |
| 19. Legal framework for civil society organizations | |
| 20. Spoken and written communication | |
| 21. Effective leadership | |
| 22. Evaluation of results | |
| 23. Information search and analysis | |
| 24. Analysis and links with communications media | |
| 25. Environment | |



2. Knowledge

2.1 What knowledge would you rather see included in the Leadership Development Program? Prioritize the 10 most important where 1 represents the highest value and 10 the lowest value.

| Subject | Numerical Value |
|------------------------------------------------------------------|-----------------|
| 1. Environment and sustainable development | |
| 2. Rural development | |
| 3. Maternal and neonatal health | |
| 4. Indigenous peoples leadership | |
| 5. Savings and access to financial services | |
| 6. Risk management | |
| 7. Economic development | |
| 8. Public policies | |
| 9. Equality and gender | |
| 10. Effective community | |
| 11. Organization, identity and community inclusion | |
| 12. Early child development (0-3 years) | |
| 13. Evaluation | |
| 14. Child nutrition and health | |
| 15. Access to quality medical services | |
| 16. Effective government | |
| 17. Intra-family violence prevention | |
| 18. Volunteerism | |
| 19. Information technologies | |
| 20. Basic education access and quality | |
| 21. Medium to high education access and quality | |
| 22. Higher education access and quality | |
| 23. Literacy campaign for families | |
| 24. Creating and strengthening micro, small and medium companies | |
| 25. Young people and women's social participation | |



3. Links to public, private and social sectors

3.1 State in each one of the spaces the name of a distinguished person(s) that you would like to invite to the Leadership Development Program

| Private Sector | |
|-------------------------------------------------------------------------------------|--|
| Businessmen and/or general directors of companies with international presence. | |
| Businessmen and/or general directors of micro, small and medium companies | |
| Chairmen and/or members of cooperatives and/or social enterprises. | |
| Management of financial services companies (banks, micro-financial companies, etc.) | |
| Other | |

| Public Sector | |
|---------------------|--|
| Federal officials | |
| Federal legislators | |
| State officials | |
| State legislators | |
| Other | |

| Social Sector | |
|-----------------------------------------------------|--|
| Foundation chairmen | |
| Academic and research members | |
| Communications media members | |
| Opinion leaders (sportsmen, artists, writers, etc.) | |
| Indian leaders | |
| Other | |

4. Format

4.1 State which mode for the Leadership Development Program classroom environment modules would you prefer

Meet 4 days each month – Thursday to Sunday

Meet 8 days every two months – Sunday to Sunday

4.2 During the days in which the Leadership Development Program will take place, indicate if you will be able to travel out of your state

Yes No

4.3 During the days in which the Leadership Development Program will take place, indicate if you will be able to travel out of the country

Yes No

4.4 With the purpose of defining the Leadership Development Program location(s), indicate which option would you prefer

A single location

Indicate specific geographic location _____

Several locations (visits to micro-regions and/or successful communities)

Indicate specific geographic micro-regions and/or successful communities if you have a preference



4.5 Indicate how you would prefer the Leadership Development Program participant group to be formed

Indigenous people from your community or state ()

Indigenous people from different communities and/or states ()

Indigenous people from different communities and/or states
and people coming from urban cities ()

Other ()

4.6 Prioritize from 1 to 6 the qualities you would prefer for the teachers who will participate in the Leadership Development Program to have, 1 being the most important and 6 the least important

Practical ()

Technical ()

Experience in his/her area of knowledge ()

Technical and quantitative skills ()

Use and handling of technology during his/her classes ()

Facilitator ()

4.7 Indicate if you would agree for the following initiatives to be implemented during the Leadership Development Program.

Preparation of your own project Yes () No ()

Preparation of a community development
Project, working as a team Yes () No ()

Having a mentor Yes () No ()

Serve as organization's consultant Yes () No ()

Make an internship in another community Yes () No ()

Other _____



4.8 In the event of having your own project approved, would you prefer that it be developed:

during the Leadership Development Program term

at the end of the Leadership Development Program

4.9 In the event an internship is approved in another community, would you prefer it be:

Held in or out of your state In Out

Specify the duration of your preference _____

4.10 Indicate the format in which you would like to receive the class materials

In a CD

In photocopies

By e-mail

5. Costs

5.1 Approximately, how much do you think the cost per participant should be for this program?

5.2 What is the likelihood you or your organization can pay 500 pesos for each program module?

6. Additional Suggestions

6.1 Do you have any other suggestions which might complement the Leadership Development Program curricular content and activities?


