



**AFLI** AFRICAN  
LEADERSHIP  
INSTITUTE

# IMPACT REPORT

*Highlighting the 2019 Tutu Fellowship Class*

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## Message from the Chair

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Having undergone the Archbishop Tutu Leadership Programme in 2006, it is with immense pride that I have had the opportunity to serve as Chair of the Board of Directors of the African Leadership Institute (AFLI) over the past few years. Since the inaugural class of 2006, AFLI's flagship programme, the Archbishop Tutu Leadership Programme, has continued to grow from strength to strength. As a fervent believer in pan-Africanism, the work of the Institute is commendable in that it continues to nurture a new generation of self-aware African leaders. In turn, we are already witnessing these committed Africans making great contributions to their organisations, countries and regions as they drive the continent's transformation agenda across borders.

AFLI is under the stewardship and management of a talented and committed team and, in the period under review, there was a keen focus on ensuring the Institute's resilience and sustainability over the long term. As was the case over the years, the Class of 2019 was a formidable one and it is gratifying to see that since completing the programme, a number of these individuals have been promoted to even higher positions of influence.

For the important contribution that it makes in helping to secure Africa's future, I consider AFLI to be a vital institution. As its Chairman, I am confident that the Alumni will continue to execute on their diverse mandates and that, as they exercise their influence and leadership, they do so firmly anchored within the values of our beloved Patron, Archbishop Emeritus Desmond Tutu, and drawing on the collective Fellowship network for peer support, inspiration and collaborations.

If we can achieve this, then our work would have been worthwhile!



**Ronnie Ntuli**  
*Chairman, The African Leadership Institute*

## CEO's Message

It gives me great pleasure to present AFLI's 2020 Annual Impact Report. The Archbishop Tutu Leadership Programme Class of 2019 was fortunate to have been able to convene in person prior to the pandemic which impacted the world and altered our ways of being and interacting.

In this report, we capture the impact of the programme on that cohort bearing, in mind that impact is not always readily assessable. Sometimes, the programme triggers a growth process, having provided the fertile environment for reflection, introspection and self-awareness, amongst peers.

I wish to convey my gratitude to our sponsors – BMZ, the German Federal Ministry for Economic Cooperation and Development and GIZ, Investec, Centum and the Mastercard Foundation who supported the 2019 programme. Investec has been an anchor sponsor with us from 2006 and continues to stand with us. I am grateful to the Fellows – including the newly-graduated 2019 cohort – who paid it forward with their contributions, a testament of the value they derived from the programme.

A highlight of the year was an alumni gathering in Mombasa, Kenya under the theme, "Collaborating for Good." Alumni gatherings are a vital aspect of post-programme management to promote connectivity between alumni and to foster collaborations, in keeping with the vision of the Founders to nurture new leaders who will, together, transform the continent.

During the period under review, and in addition to running the Archbishop Tutu Leadership Programme, AFLI continued with the roll-out of Project Pakati which seeks to shift young Africans to the centre of Africa's development narrative. Despite Africa being the world's youngest continent, young leaders are woefully missing at decision-making tables. This

project is being managed by AFLI, as the grantee, under a Ford Foundation grant. It marks AFLI's consolidation of its position as a thought leader on issues relating to new emerging leadership on the continent.

A new strategy for the Institute relates to the development of external leadership programmes. This allows the Institute to leverage its 14 years of expertise and its strong brand in the market to expand its impact beyond its flagship programme. To that end, during the period under review, engagements commenced to develop a leadership development offering for Afreximbank.

Internally, there continued to be a strong focus on institutionalization and putting in place systems and processes to ensure the sustainability of the Institute and its work.



**Dr Jacqueline Chimhanzi**  
CEO, The African Leadership Institute

## The Governance of the African Leadership Institute

AFLI was registered in the United Kingdom as a Charity in 2003 and in South Africa, in 2006, as a Non-Profit Company (NPC). The work of AFLI is overseen by a board of trustees in the UK and a board of directors in South Africa both with fiduciary responsibilities and to ensure the Institute is well governed.

### AFLI UK Board

<b>Sean P Lance</b> South Africa	<i>Chairman and Co-Founder of AFLI</i>	<b>John MT Greensmith</b> South Africa	<i>former CEO Plan International</i>
<b>Lord David Hacking</b> UK	<i>International Arbitrator</i>	<b>Michael S Stone</b> (UK)	<i>Lawyer; Zimbabwe Rhodes Scholar</i>
<b>Dr Allen Zimble</b> South Africa	<i>former Executive Director, Investec Bank plc</i>		

### AFLI SA Board

#### Non-Executive Board Members

<b>Mr Ronnie Ntuli (Chairman)</b> South Africa	<i>2006 Tutu Fellow, Founder and Executive Chairman of Thelo Group</i>	<b>Dr Olugbenga Adesida</b> Nigeria	<i>Partner and Founder of Ihaba</i>
<b>Sean Lance</b> South Africa	<i>AFLI Co-Founder</i>	<b>Lai Yahaya</b> Nigeria	<i>2009 Tutu Fellow. Senior Special Assistant to the Nigerian President (Planning &amp; Strategy)</i>
<b>Dr Terence Sibiyi</b> Swaziland	<i>2007 Tutu Fellow, Managing Executive: Rest of Africa &amp; Subsidiaries, Nedbank</i>		
<b>Aidan Eyakuze</b> Tanzania	<i>2006 Tutu Fellow. ED of Twaweza</i>		
<b>Swaady Martin</b> Ivory Coast	<i>2012 Tutu Fellow. Founder &amp; CEO of YSWARA</i>		
<b>Lorna Irungu-Macharia</b> Kenya	<i>2010 Tutu Fellow. CEO of Gina Din Group</i>		

#### Executive Board Members

<b>Dr Jackie Chimhanzi</b> Zimbabwe	<i>2010 Tutu Fellow. CEO of AFLI</i>
<b>Peter Wilson South</b> Africa	<i>Co-Founder of AFLI and Programme Director</i>

### AFLI Global Advisory Board

In addition to its fiduciary board responsibilities, AFLI has a Global Advisory Board with esteemed leaders from different parts of the world to help AFLI reimagine what it could be.

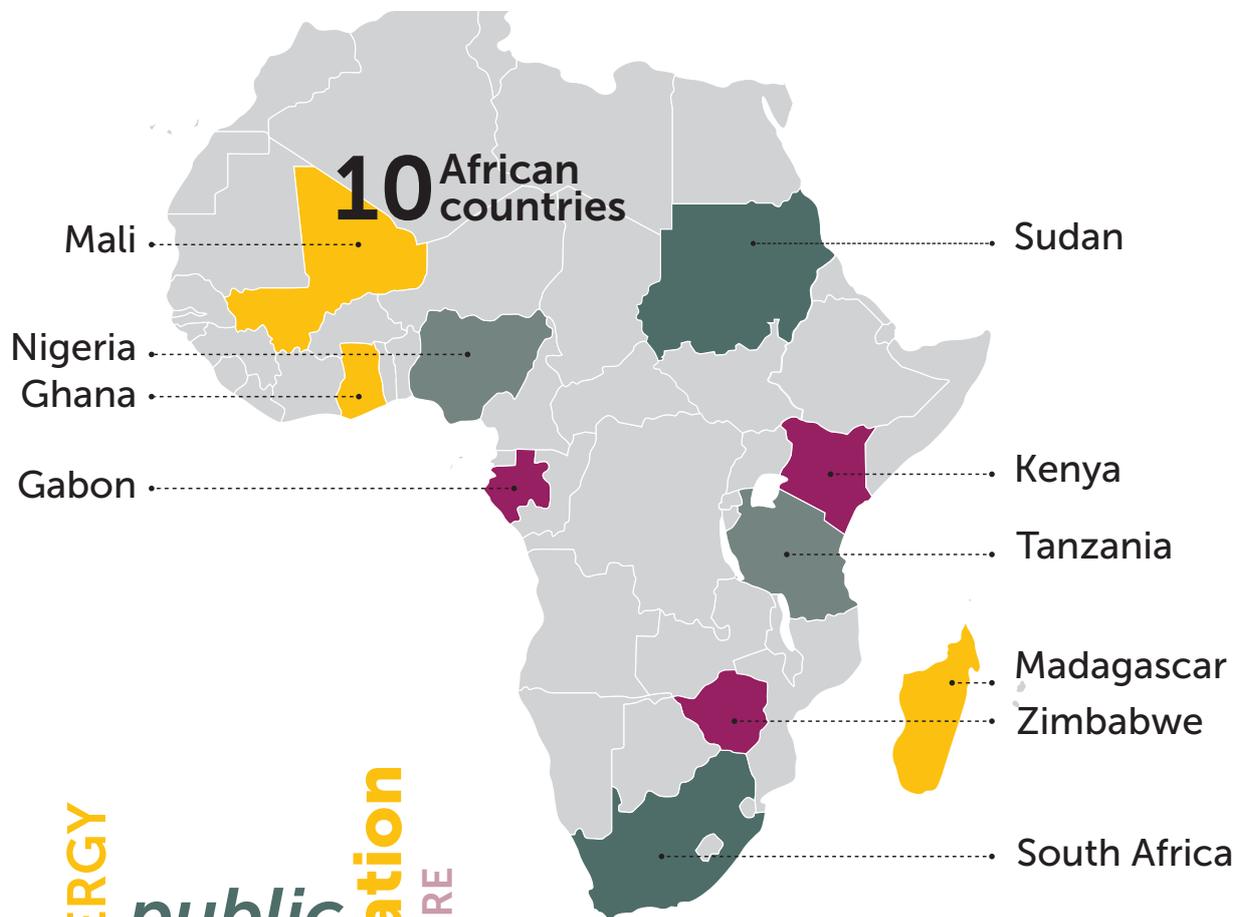
<b>Dr Donald Kaberuka</b>	<i>Chairman and Managing Partner of SouthBridge; former President of the African Development Bank</i>	<b>Prof Carlos Lopes</b>	<i>Professor at the Mandela School of Public Governance, University of Cape Town. Former Executive Secretary of UNECA.</i>
<b>Maureen Erasmus</b>	<i>Independent Non-Executive Director, Standard Bank Group</i>	<b>Dr Oby Ezekwesili</b>	<i>Senior Economic Advisor, Africa Economic Development Policy Initiative (AEDPI)</i>
<b>Prof Ngaire Woods</b>	<i>Founding Dean of the Blavatnik School of Government and Professor of Global Economic Governance at Oxford University</i>	<b>Ambassador Reuben Brigety</b>	<i>Former US Ambassador to Ethiopia. Vice-Chancellor and President of the University of the South, in Sewanee, Tennessee.</i>
		<b>Dr Vivienne Cox</b>	<i>Independent Non-Executive Director, GSK</i>

## Class of 2019 – An Overview



**21** Fellows

**21** of Africa’s highest-potential **young leaders** were selected from various industries to take part in AFLI’s 2019 programme. These young leaders range in age from 25 to 39 years and represent **10 African countries** and **11 Sectors**.



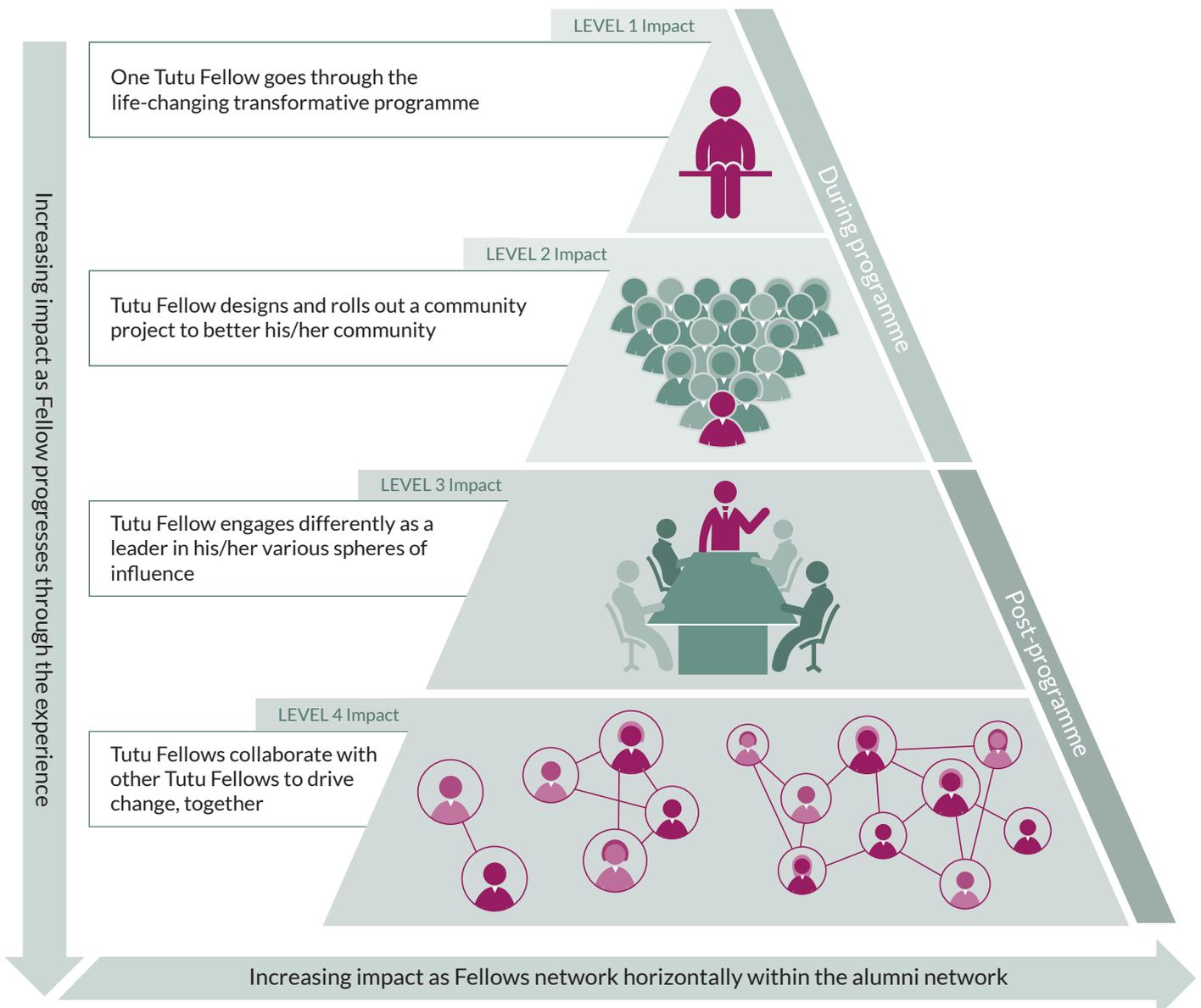
ENERGY *public service* **Finance** *education* **AGRICULTURE** *technology* **LEGAL** *Civil Society* **DEVELOPMENT CONSULTING** *climate change* **health**

**11** Sectors Represented

## Multiplier Impact Model

Our Multiplier Impact Model recognises that the programme impacts on the Tutu Fellows in a number of ways. Firstly, there is the transformation that occurs internally as one goes through the programme. Second, is the impact the Fellows make in their community on completing their Community Project in keeping with the servant leadership tenet that underpins the programme. This is a mandatory requirement in order to be conferred the Fellowship. Thirdly, is the impact

they make as they leverage their newly-acquired self-awareness and other tools in their work environments. The final impact is the impact when they graduate and become part of the broader network of alumni and explore the limitless possibilities of what can be achieved as they interact and collaborate. The model shown below underpins our approach to impact assessment with demonstrable impact at each level.



# The 2019 Fellows

## How They Found the Programme...

### Mical Agina - Kenya

Group Head of Tax at Centum Investment Company Plc



“I immensely enjoyed the experience and learnt so much about myself in this journey. The Tutu Fellowship programme is unique because it has not only equipped me with the courage and tools to look within myself as a leader but has also called me to participate in changing the African narrative in my very own way and within my personal space, step by step. I am very much in awe of the quality of the content and methodology. The speakers were top notch and freely gave themselves to impact us. I absolutely loved the London experience! The experiential exercises were fun and very useful for a practical understanding of my leadership style and how others experience me.”

### Debisi Araba, PhD - Nigeria

Managing Director for the Africa Green Revolution Forum (AGRF)  
Africa Region Director at the International Center for Tropical Agriculture (CIAT)



“The programme helped me view myself—strengths and inadequacies alike—in high resolution and it is through this realistic lens and consciousness that I now evaluate my hopes and aspirations for a thriving Africa. I am committed to be a driver for a prosperous Africa and the experience has provided me a useful framework to become better at exercising leadership.”

### Marcia Ashong - Ghana

Founder and CEO of The Boardroom Africa (TBR Africa)  
Founder and Executive Director at Brace Energy  
Advisory Committee of Mastercard Foundation in Ghana



“The most striking feature of the workshop was the focus on self-awareness, reflection and self-leadership. This was important because I have come to the realization that leadership is not necessarily a set of skills one acquires, but rather the ability to understand how impactful you can be in the world, and what this workshop offered were tools to realizing that potential and measures on how to effectively utilize them.”

## Where are they now in their leadership journey?...

The aim of the programme is to influence decisions and actions that impact the continent's trajectory. As the Fellows rise in their careers and influence, we see the vision of the Founders to curate an influential network of values-based leaders coming to pass. Following completion of the programme in 2019, we witnessed a number of appointments and are pleased to share where the Fellows are in their leadership journeys.

## Key/Legend

↪ Change in main professional role

⊞ Acquired a new supplementary role. E.g. a board position or an advisory board role.



### **Edwine Barasa, PhD - Kenya**

- ▮ Director of the KEMRI-Wellcome Trust programme in Kenya
- ▮ Visiting Professor of Health Economics at the University of Oxford

“A highly impactful leadership Programme that challenges you and takes you on a journey of reflection and self-discovery that is necessary to unlock your leadership potential. Three things stood out for me: 1) The opportunity to step out our comfort zone and engage with a diverse group of individuals from sectors/backgrounds that are different from mine. This pushed me to think beyond my experience/expertise and adapt a broader view of Africa’s problems 2) The opportunity to pause and reflect on my leadership journey and what I need to do to be a better leader. We rarely get the chance to pause and reflect. 3) The opportunity to get to hear from and engage with an excellent assortment of experienced leaders across Africa (the facilitators/presenters).”



### **Issam Chleuh - Mali**

- ▮ Mastercard Advisors, Director of West Africa
- ▮ Co-Founder and Managing Director at Suguba

“This is the best African leadership programme ever, hands down! It changed me into a better person for my family, my company, my continent and the world, and I am so grateful for that. The words of Sean Lance, the AFLI co-founder, will remain with me: “Be analytical about the past but emotional about the future.”



### **Akim Daouda - Gabon**

- ▮ Chief Executive Officer of the Gabonese Sovereign Wealth Fund
- ▮ Chief Investment Officer of the Gabonese Sovereign Wealth Fund

“I was really impressed by the calibre of the cohort coming from all walks of life and the very high quality of the speakers. It was a deeply self-reflective experience that led me on a journey into my inner self.”



### **Sangu Delle, JD - Ghana**

Author, Managing Director of Africa Health Holdings and Chairman of Golden Palm Investments Corporation

“The programme provided space and time to be vulnerable and introspective – a rare but badly needed experience in our busy lives.”



### **Dr Angela Gichaga - Kenya**

- ▮ CEO of the Financing Alliance for Health
- ▮ Board of Directors, Population Services International (PSI)

“I loved the fact that the workshop not only created an environment for reflection, but also provided the tools to guide the reflection.”



### **Ronak Gopaldas - South Africa**

*Director at Signal Risk and a Fellow at the Centre for African Management and Markets at the Gordon Institute of Business Science*

“Intensive, introspective and inspirational!

This was a powerful, intense, deeply introspective experience which left me both excited and uncomfortable in equal measure. Harnessing the collective genius of Africa’s brightest, most talented young people in a practical and deeply introspective manner and catalysing them to act beyond themselves make this is a leadership programme like no other. I particularly enjoyed how practical and Afro-centric it was. The calibre of the other Fellows is inspiring and the network can be powerfully leveraged to effect positive change on the continent.”



### **Lesego Holzapfel - South Africa**

*Co-founder and chairwoman of Raise the Children International and Founder Bokamoso Impact Investments*

“The quality and calibre of speakers from various backgrounds is what made the workshop unique.”



### **Samson Itodo - Nigeria**

- ✚ *Executive Director of YIAGA AFRICA and Convener of the #NotTooYoungToRun movement*
- ✚ *Member of the Board of Advisors, International Institute for Democracy and Electoral Ideas (International IDEA)*
- ✚ *Member of the Steering Committee, Nigeria’s Medium-Term Development Plan (2021–2025) and Nigeria Agenda 2050*

“The programme content is tailored to promote self-reflection and awareness, collaborative learning and strategic thinking. The faculty comprises individuals with cognitive experience and adopted a participatory learning approach for their sessions. The mode of delivery is exceptional. Leadership is sacrifice and taking responsibility for enabling others to achieve a common purpose. Leadership is an experience built on relationship.”



### **Dhiren Mansingh - South Africa**

*Head: Treasury Sales & Structuring at Investec & Head: Business Transactional Banking*

“The programme had high-quality speakers and the content of their talks was excellent. I also enjoyed networking with the high calibre of Associates.”



### **Simbarashe Mhungu - Zimbabwe**

- *Co-Managing Partner, CBZ Capital seconded as COO, CBZ Agroyield*
- *Managing Director of HFG Advisory*

“I strongly feel the programme made me realize that I’ve got a personal responsibility towards future generations in Africa, and that the journey involves making some seemingly uncomfortable decisions.”



### **Simbarashe Mhuriro - Zimbabwe**

➤ GM Energy, RioZim Limited

↳ Founder, Oxygen Energy Pvt Ltd

✚ Independent Non Executive Director, Stanbic Zimbabwe

✚ Non Executive Director and Chairman of the Strategy, Transformation and ICT Committee, Institute of Directors Zimbabwe

“This programme allowed me to understand my strengths and weaknesses when it comes to leadership. It challenged my present views on leadership and what I should aspire to and pushed me to think critically on how I should aspire to grow as a leader.”



### **Makgola Makololo - South Africa**

➤ Managing Director, Bombardier Transportation, South Africa

↳ Chief Director for Energy in the South African Government's Department of Public Enterprises

“This has been such an awakening experience. I have spent a lot of time and training on management and leading others but not as much reflecting on my leading myself and what drives this. The sessions also provided me with an opportunity to withdraw from my operating environment and to reflect on my journey. It is a truly life-changing experience that came at a very opportune moment for me in my career.”



### **Robin Miller - South Africa**

↳ Partner & Global Digital and Data Practice Lead, Dalberg

✚ Member of the Global Future Council on the New Agenda for Work, Wages and Job Creation at the World Economic Forum

“The juxtapositioning of a deep diversity of perspectives, backgrounds and personalities, combined with shared commitment and aspirations for the continent made this programme unique.”



### **Uzoma Ngwaba - Nigeria**

Chief Operating Officer of Nigeria's Government Enterprise and Empowerment Programme (GEEP)

“The quality of the speakers was the crowning feature of the programme. I already expected to be around smart, driven, and burgeoning African leaders. Learning from each other would have been worth it. However, what stood out most of the extent to which the programme brought external people who deeply challenged us to think about our places in the world, and our places in Africa. Every day left me with new introspection, challenging how I viewed the world, and giving me ways to think about my person, my gifts, and my impact. I got out of the programme an understanding of, literally, endless possibilities for us as upcoming leaders – but also a very challenging future in which it is easy to get this wrong. The only way I think to be prepared is to, first, achieve a mastery of oneself then lead, courageously, with conviction, putting it all on the table, but constantly arming oneself with knowledge. I had to take some time off work, right after the first workshop, to enable me to digest my 40 pages of notes and recordings, and truly extract the value of all the knowledge and experiences. The decisions I have since made have been markedly different – and already transforming my life. I couldn't imagine jumping right back to work after such a riveting set of days!”



### **Mohamed Osman - Sudan**

*General Manager of Inmaa for Poultry and Feed Co. Ltd*

“2019, to me, was the year of transformation. My country was transformed; thanks to the courage and resilience of the people of Sudan. My life was transformed; thanks to the quality and profoundness of Tutu Fellowship Programme. It is a thought-provoking and life-changing experience, set in an environment that promotes a true sense of companionship.”



### **Akintunde Oyebode - Nigeria**

↳ *Commissioner of Finance and Economic Development, Ekiti State Government*  
↳ *Special Adviser, Investment, Trade and Innovation at Ekiti State Government*

“The programme was intense, both during the workshops and in the period between them. It was phenomenal in helping me identify my weaknesses and vulnerabilities, first as an individual, then as a leader. The sessions provided a platform for honest self-reflection and improving my self-awareness, a critical part of any leadership or personal development journey. However, the most positive aspect for me was the opportunity to build an intimate bond with 20 other African leaders who are primed to drive the continent’s development. I was grateful to be exposed to some amazing minds, and some of Africa’s finest young leaders!”



### **Lalaina Randriarimanana - Madagascar**

*Co-founder and General Coordinator of Liberty 32*

“I have realised that I have the full potential to effect change not only for Africa but also as an African at a global level. Leadership is not a position but a willingness to do always better to serve the others.”



### **Emilia Siwingwa - Tanzania**

*Legal and development consultant*

“I feel privileged to have been selected for, and to have participated in, this unique program – it was a much-needed and worthwhile investment of my time, and a life-changing pit-stop in my ongoing leadership journey. The Mont Fleur workshop was a transformative, immersive experience in introspection, interpersonal relationships, and learning – a complete assault on inertia, group think and defeatism! I felt validated in several respects, challenged in many positive ways, and I honestly haven’t laughed so hard and so often in a very long time!”

## Assignments

In order to be awarded the Tutu Fellowship, participants are required to complete assignments between the April workshop in South Africa and the September workshops at Oxford University and in London. This includes an essay on leadership, the Future of Africa Scenarios, and a community project.



### Spotlight on 2 Community Projects

The community project is in keeping with the servant leadership tenet that underpins the programme. The community project is how the Tutu Associates, individually or collectively, can start to make a difference in Africa while still on the programme. The scope of the project is deliberately left broad, to encourage innovative thinking, and allow Fellows to apply their skills where they would be most beneficial to the broader community and how they would most like their input to benefit Africa.

#### Developing an Entrepreneurship and Innovation Ecosystem in Sudan

Mohamed Osman, from Sudan, is a 2019 Tutu Fellow and the General Manager of Inmaa for Poultry and Feed Co. Ltd, a Sudanese/Lebanese investment, and Sudan's leading semi-integrated poultry operation.

For his Tutu Fellowship Community Project, Mohamed conceptualized the Entrepreneurship and Innovation center at Omdurman Ahlia University. The centre would offer an entrepreneurship training programme developed by United Nations Industrial Development Organization (UNIDO) and already successfully launched in numerous countries across the globe. Due to administrative issues related to Omdurman

Ahlia University, the programme was shifted to the Ahfad University for Women. The scope of the project was also expanded to encompass a few other training centres with the objective of creating an entrepreneurship ecosystem that would support students with entrepreneurial and technical skills training, and business counselling.

His project is a partnership between some strategic institutions, as follows: (i) Ministry of Labour & Social Development – The Ministry will sponsor and facilitate the development of the ecosystem. The Ministry will facilitate coordination between

the centre and the private sector, and will support graduates of the programmes by offering them loan financing opportunities and other resources; (ii) Ahfad University for Women – Sudan’s leading women’s university where the entrepreneurship centre will be housed. Other academic institutions are targeted as the programme is rolled out; (iii) UNIDO – UNIDO is responsible for delivering training and capacity building to the centre based on its “Enterprise Development & Investment Promotion Modality” Programme; (iv) The Arab Organization for Agricultural Development will sponsor the programme and finally, (v) Inmaa for Poultry & Feed – As Sudan’s leading poultry operation, Inmaa will provide technical training run by the Inmaa Academy to participants on the entrepreneurship programme. Other private sector institutions will be targeted to provide technical training on a broader range of vocations, as the programme is rolled out.

In terms of progress, the Training of Trainers (ToT) programme was successfully launched in August 2020 at Ahfad University. The programme was delivered by UNIDO in collaboration with the Arab Organization. The Inmaa Academy which was established in January 2020 has launched a number of industry-related technical training and general skills’ development courses. As this project is ongoing, periodic updates on its status will be provided.



Mohamed Osman

## Pathway to Parity Programme in Kenya

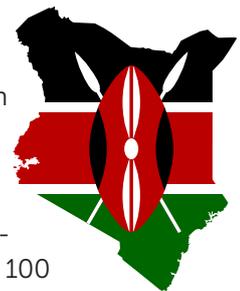
Dr Angela Gichaga from Kenya is a 2019 Tutu Fellow and the CEO of Financing Alliance for Health. Her Tutu Fellowship Community Project, Pathway to Parity, is a leadership development programme that aims to address the root causes of young women’s under-representation in decision-making. The programme leverages a three-pronged approach and inculcates a core component of mentorship and coaching. Its three pillars are: (i) *Building the pipeline*; (ii) *Equipping High Potential Women*; and (iii) *Creating space*.

These three broad intervention areas are fully supported by varied activities. *Building the Pipeline* aims to create awareness and fan the flame of leadership in young girls (adolescent years), to counter the limiting beliefs being co-currently instilled by others. This intervention addresses the quantity of women willing to be leaders through leadership camps and role modelling. Pillar two, *Equipping High Potential Women*, focuses on ensuring that mid-career women are adequately prepared to take up leadership roles, by growing the skills and resilience necessary to succeed. This intervention addresses the quality of women in leadership roles through leadership development programmes, coaching, mentorship, networking, etc.

Finally, *Creating Spaces* focuses on creating a conducive environment for high-potential, senior level women to access and thrive in leadership roles. The spaces created are both physical spaces such as “a seat

at the table” as well as psychological spaces in terms of “shifting mindsets and organisational cultures.” It addresses the opportunities for women in leadership through sponsorship, champions, or addressing toxic workplace culture such as patriarchal cultures or sexual harassment.

In advancing the objectives of her project, Angela has collaborated with institutions such as Akili Dada, Amalgam Leadership, and Women in Africa. Through the above three-pronged approach of her programme, she has facilitated self-awareness and self-leadership reflections for more than 100 adolescent girls under the pillar, Building the Pipeline. She has also supported 165 mid-career women and female entrepreneurs to understand how to invest in themselves to build a strong case for recognition and growth, under pillar two. She has also trained twelve male CEOs on diversity and inclusion to support creating spaces for women in leadership. Angela has more CEO round-tables planned to discuss diversity and inclusion under pillar three.



Dr Angela Gichaga

# Future of Africa Scenarios

## 2035: The Future of Trust and Its Implications for Africa

Scenarios are logically consistent, but different, plausible stories of how the future could unfold. They focus on the critical issues and uncertainties, and driving forces and themes which are most relevant to the focal topic being addressed.

The Archbishop Tutu Leadership Programme convenes for the first workshop at the historic Mont Fleur Conference Centre where the famous Mont Fleur Scenarios were formulated, envisaging the possible trajectory of a post-1994 South Africa. Tutu Fellows continue in that tradition but focusing on Africa, more broadly.

This exercise is vital, as it allows the young leaders to anticipate the environments within which they lead, and to anticipate changes. Additionally, because the scenarios are developed in groups, this allows the Associates to analyze how they work in groups with others. At the time of this group-work, they would already have developed the language to assess themselves and others and give each other vital feedback on group dynamics, at the end.

Below, an overview of the scenarios relating to the Future of Trust is presented.

### Summary of scenarios:



Trust and mistrust were explored along 6 domains – Environment, Culture, Technology, Economic, Health, and Political:

## Environment



Climate change is a **global crisis** and the **least developed countries** will be most adversely affected but least able to cope

## Culture



**Stereotypes, discrimination** and **corruption**, fueled by fake news, are entrenching negative power dynamics across nations

## Technology



Technology has reduced the physical distance of spaces, increased **speed** and **access to information**, allowed flow of capital and improved governance /accountability

## Economic



**Intra-Africa trade** is confronted by the tension between **Free Trade** and **Trade Protectionism**

## Health



Against a background of the rise of a post-truth culture, **vaccine hesitancy** is a worrying trend

## Political



Building strong political systems against political **corruption**, **polarization**, and **democracy hacking** is essential for the future of trust

Incidentally, these scenarios presented in September 2019, pre-COVID 19, had already identified the threat of a pandemic and in turn, 'vaccine hesitancy' as an outcome of increased distrust between those who govern and those who are governed. This illustrates the potency of scenario-making not as a mere theoretical

exercise but as a process to ready leaders for possible and indeed, plausible, eventualities.

Group members: Emilia Siwingwa; Lesego Serolong; Dr Angela Gichaga; Sangu Delle. JD; Simba Mhuriro; Prof Edwine Barasa; Samson Itodo

## The Speakers

We are grateful to the speakers who take the time to engage with the Fellows. Speaker engagements are an important component of the leadership experience we have designed. They help the Fellows better understand the context within which they lead and also challenge them to think about that changing context. They also share their own leadership experiences of leading key institutions.

In 2019, we were honoured to have heard from the following speakers:

### Mont Fleur, Stellenbosch, South Africa

<b>Prof Carlos Lopes</b>	<i>Professor at the Mandela School of Public Governance, UCT</i>	<b>Abayomi Awobokun</b>	<i>Chief Executive Officer, ENYO Retail and Supply. 2017 Tutu Fellow</i>
<b>Dr Ibrahim Mayaki</b>	<i>CEO of the NEPAD Agency</i>	<b>Rachel Nyaradzo Adams</b>	<i>Founder and Director at Narachi Leadership. 2011 Tutu Fellow</i>
<b>Dr Benedict Oramah</b>	<i>President and Chairman of the Board of Directors of the African Export–Import Bank (Afreximbank)</i>	<b>Mokena Makeka</b>	<i>Principal, Dalberg Advisors. 2014 Tutu Fellow</i>
<b>Trevor Manuel</b>	<i>Chairperson and Independent Non-Executive Director at Old Mutual</i>	<b>Joe Mutizwa</b>	<i>Business executive, author, leadership content developer. Founder, Pathways Africa</i>
<b>Dr Nkosana Moyo</b>	<i>Founder and Executive Chair of Mandela Institute for Development Studies (MINDS)</i>		

### Oxford University

<b>Prof Ngairé Woods</b>	<i>Founding Dean of the Blavatnik School of Government and Professor of Global Economic Governance at Oxford University</i>	<b>Dr Oby Ezekwesili</b>	<i>Senior Economic Advisor, Africa Economic Development Policy Initiative (AEDPI)</i>
<b>Prof Nic Cheeseman</b>	<i>Professor of Democracy and International Development, Birmingham University</i>	<b>Arunma Oteh</b>	<i>Academic Scholar at St. Antony's College and an Executive-in-Residence at Saïd Business School, University of Oxford</i>

## Oxford University

<b>Gbenga Oyebo</b>	<i>Co-Founder of Aluko &amp; Oyebo</i>	<b>Prof. Eddie Obeng</b>	<i>Professor at Henley Business School and Founding Director of Pentacle Virtual Business School</i>
<b>Dr Bibi Bakare</b>	<i>Co-Founder and Publishing Director-Cassava Republic Press</i>	<b>Prof. Wale Adebaw</b>	<i>Director of African Studies Centre, at the University of Oxford and the Rhodes Professor of Race Relations</i>
<b>JC Niala</b>	<i>Writer, poet and storyteller</i>	<b>Dr Nick Westcott</b>	<i>Director of the Royal African Society</i>
<b>Dr Vivienne Cox</b>	<i>Independent Non-Executive Director &amp; Workforce Engagement Director-GSK</i>	<b>Myles Wickstead CBE</b>	<i>Visiting Professor (International Relations) at the Department of International Development, King's College London.</i>
<b>Dr Youssef Boutros-Ghali</b>	<i>Former Minister of Finance of Egypt</i>		

## London

<b>Baroness Scotland of Asthal QC</b>	<i>Commonwealth Secretary General</i>	<b>Andrew Feinstein</b>	<i>Author, "The Shadow World: Inside the Global Arms Trade" and Executive Director, Shadow World Investigations</i>
<b>Lord Mark Malloch-Brown</b>	<i>President of the Open Society Foundations</i>	<b>Dr Duncan Coombes</b>	<i>Head of Human Capital at Investec Asset Management</i>
<b>Maureen Erasmus</b>	<i>Independent Non-Executive Director, Standard Bank Group</i>	<b>Ruth Leas</b>	<i>CEO of Investec Bank</i>
<b>Karl Hoffman</b>	<i>CEO of Population Services International</i>		

## Donors & Sponsors

### Institutional Donors and Sponsors

Without the generous support of sponsors and donors, AFLI would not be able to offer this unique leadership learning experience to Africa's emerging leaders. We are grateful to the following:



BMZ, the German Federal Ministry for Economic Cooperation and Development and GIZ



Centum Investment Company



Dalberg



Investec



The Mastercard Foundation



MUA Insurance



Noble Energy Inc.

### Individual Donations

Dan Clayton-Jones, OBE

### Tutu Fellows' Donations

AFLI is grateful to the following Tutu Fellows for their donations:

- *Abayomi Awobokun*
- *Aidan Eyakuze*
- *Akim Daouda*
- *Dhiren Mansingh*
- *Isaac Kwaku Fokuo Jr*
- *Lai Yahaya*
- *Mema A. B. Beye*
- *Ronak Gopaldas*
- *Group donation from members of the Class of 2019*



## Spotlight on the Alumni Network in 2019

### Fellows donate money for Cyclone Idai

2014 Tutu Fellow, Linda Kasonde, rallied Tutu Fellows to make donations to assist in the relief of victims of the catastrophic Cyclone Idai that ravaged Mozambique, Malawi and Zimbabwe. In April 2019, Idai left a trail of destruction, killing more than 1,300 people. More than 1,000 pounds sterling was raised with a pledge from former AFLI SA Board Chairman, Strive Masiyiwa, to match funds and triple their contribution.



### Two Fellows start agriculture training programme after a chat

December 2019 saw the first group of 20 Strathmore University students graduate to receive the innovative AGCO Agribusiness Qualification (AAQ). The programme was developed as a collaboration between Strathmore University and AGCO Africa and stemmed from a conversation between 2013 Fellow Nuradin Osman, then a senior executive at AGCO and 2015 Tutu Fellow Martin Mbaya, an entrepreneur and lecturer at Strathmore. The two met at the November 2016 alumni reunion of the Tutu Fellows at Nirox in South Africa.



### Netflix hires Fellow to head International Originals

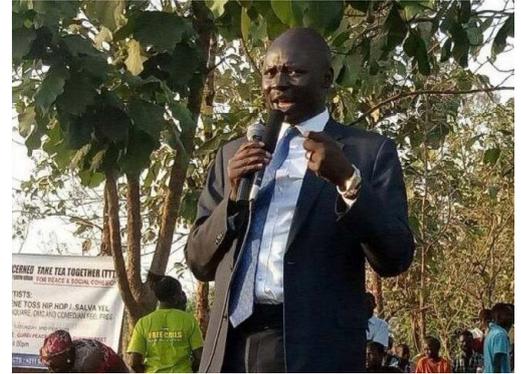
The global streaming giant, Netflix, appointed 2016 Fellow, Dorothy Ghattuba, as their Manager for International Originals to bring African stories to Africa and the world. The appointment follows Netflix' announcement that it will commission original shows from Africa to increase demand for the platform among viewers from Africa and reduce the cost of access. For years, Dorothy was a proponent of Africans telling Africa's stories and her appointment has led to several African Netflix Originals being produced.





## Peace Activist, Peter Biar Ajak (PhD), promoting peace & youth leadership in South Sudan

Tutu Fellows worked throughout 2019 behind the scenes to bring pressure to bear on the South Sudan government, which had arrested 2016 Tutu Fellow, Peter Biar Ajak, a peace activist. Peter was given a presidential pardon on 1 January 2020 after being held nearly 18 months by security forces. He was arrested and detained without trial for a year for being critical of the regime. When charges were finally brought, they were unsubstantiated. Peter, who is a Harvard and Cambridge scholar, is one of Sudan's 'lost boys' who returned to the country to make a difference.



## Tutu Fellow on the front line of the Ebola outbreak in the DRC

2017 Tutu Fellow Yap Boum Il was on the front line of the Ebola outbreak in the Democratic Republic of Congo from the time it began more than a year previously, in 2018. It was one of the deadliest Ebola epidemics on record. In July 2019, the outbreak was designated an international health emergency by the World Health Organisation. Yap is the regional representative for Epicentre Africa, the research arm of Doctors Without Borders, and was directly involved in a Phase III trial Ebola vaccine that was used to reduce the numbers of people infected by the disease.



## 2017 Fellow wins awards for his investigation into blood money

2017 Tutu Fellow John-Allan Namu won multiple prestigious awards in Kenya and Canada for his fearless documentary series that followed the blood money from the war in South Sudan to Uganda and Kenya, which lead to Kenyan TV refusing to air it. The documentary series, titled *The Profiteers*, exposed the lavish lifestyle of politicians in South Sudan and how they looted the country and stashed their money in Kenya, Uganda and elsewhere.



## Fellow wins Skoll Award for social entrepreneurship

2010 Fellow Bright Simons was selected as one of the winners of the 2019 Skoll Awards for Social Entrepreneurship. Bright's company, mPedigree, developed technology to stop counterfeit medicine – or check the medicine you have is not counterfeit – with a text message. Bright says that the World Health Organization (WHO) reports that about two thousand people die daily worldwide from counterfeit medicine. The Skoll Foundation supports and invests in social entrepreneurs and innovators solving the world's most pressing problems.



## Financials

Douglas & Velcich are the African Leadership Institute's auditors in South Africa. The Statement of Income and Expenditure and Statements of Financial Position summarized here, are part of their audited financial statements for the year ended February 29, 2020.

### Finances of the African Leadership Institute in South Africa (NPC)

Statement of Financial Position in ZAR <i>As at end February</i>	2020	2019
ASSETS	R	R
<b>Current Assets</b>		
Cash and Cash Equivalents	4,050,955	4,200,405
Investments	5,678,732	
American Friends of the African Leadership Institute 501 (c) (3) Fund administered by the King Baudouin Foundation US	99,325	32,300
Accounts Receivable	178,345	181,903
<b>Total Current Assets</b>	<b>10,007,357</b>	<b>4,414,608</b>
<b>Non-current Assets</b>		
Equipment	8,028	15,476
<b>TOTAL ASSETS</b>	<b>10,015,385</b>	<b>4,430,084</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Deferred Income	8,008,454	2,509,953
Accounts Payable	195,160	150,848
<b>Total Liabilities</b>	<b>8,203,614</b>	<b>2,660,801</b>
<b>NET ASSETS</b>		
Without donor restrictions	1,811,771	1,769,283
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>10,015,385</b>	<b>4,430,084</b>

## Finances of the African Leadership Institute in South Africa (NPC)

Statement of Income and Expenditure <i>For the year ended February</i>	2020	2019
<b>OPERATING ACTIVITIES</b>	<b>R</b>	<b>R</b>
<b>Donor Support And Revenue</b>		
Grants and donations	4,035,614	3,490,144
Fees from partner organisations	220,949	
Investment income	445,915	199,670
<b>TOTAL REVENUES</b>	<b>4,702,478</b>	<b>3,689,814</b>
<b>EXPENSES</b>		
<b>Programme Costs</b>		
SA Conference and workshop costs	1,214,260	1,467,040
Other programme costs	1,566,153	1,363,281
<b>Total programme costs</b>	<b>2,780,413</b>	<b>2,830,321</b>
<b>Supporting Services</b>		
Administration and general	1,879,479	1,735,892
<b>Total Supporting Services</b>	<b>1,879,479</b>	<b>1,735,892</b>
<b>TOTAL EXPENSES</b>	<b>4,659,892</b>	<b>4,566,213</b>
<b>CHANGE IN NET ASSETS</b>	<b>42,586</b>	<b>(876,399)</b>
<b>NET ASSETS AT BEGINNING OF THE YEAR</b>	<b>1,769,184</b>	<b>2,645,583</b>
<b>BALANCE AT END OF YEAR</b>	<b>1,811,770</b>	<b>1,769,184</b>

## African Leadership Institute in the UK

(Registered Number: 04969904)

Statement of Financial Position <i>As at end December</i>	2019	2018
<b>ASSETS</b>	£	£
<b>Current Assets</b>		
Cash and Cash Equivalents	46,916	139,768
Accounts Receivable	66,000	26,000
<b>Total Current Assets</b>	<b>112,916</b>	<b>165,768</b>
<b>TOTAL ASSETS</b>	<b>112,916</b>	<b>165,768</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts Payable	68,698	37,095
<b>Total Liabilities</b>	<b>68,698</b>	<b>37,095</b>
<b>NET ASSETS</b>		
Without donor restrictions	44,218	128,673
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>112,916</b>	<b>165,768</b>

## African Leadership Institute in the UK

(Registered Number: 04969904)

Statement of Income and Expenditure for the year ended December	2019	2018
OPERATING ACTIVITIES	£	£
<b>Donor Support And Revenue</b>		
Grants and donations	89,392	163,645
Investment income	266	52
Other income	462	5,075
<b>TOTAL REVENUES</b>	<b>90,120</b>	<b>168,772</b>
<b>EXPENSES</b>		
<b>Programme Costs</b>		
Charitable activities	167,981	169,696
Other programme costs	6,594	6,587
<b>Total programme costs</b>	<b>174,575</b>	<b>176,283</b>
<b>TOTAL EXPENSES</b>	<b>174,575</b>	<b>176,283</b>
<b>CHANGE IN NET ASSETS</b>	<b>(84,455)</b>	<b>(7,511)</b>
<b>NET ASSETS AT BEGINNING OF THE YEAR</b>	<b>128,673</b>	<b>136,184</b>
<b>BALANCE AT END OF YEAR</b>	<b>44,218</b>	<b>128,673</b>

## Thank You Note from the Class of 2019

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### *To the AFLI Founders, Board and Staff,*

*You called upon us to embark on a journey into the realm of human possibilities. In this short yet intense adventure, we stopped at many stations. We traversed the rich and complex jungles of leadership, negotiating between the charismatic and the inspirational, and wondered whether something "straight" would come out of the "crooked timber of humanity". We encountered, with thoughts raised high, the wicked problems of how to effect change on the continent, pondered over "Africa's critical choices", and explored opportunities to use trade to bring prosperity to our continent.*

*We were not fortunate to meet the Archbishop in flesh. However, we were able to touch his soul; to be lifted to a place where we can gaze at the transcendent and enjoy the beauties of life. Beauties that are often disturbed by the Robben Islands we create and propagate in our world.*

*A brave new world awaits us. A world full of promises and challenges. As young leaders, we need to harness those opportunities for the good of Africa. We need to act with urgency before the window of opportunity is closed.*

*Like a "natural child", we enjoyed every bit of the journey. We were filled with joy, excitement, and a sense of wonder. Yet, as adults we carry the responsibility to continue our paths to excellence, to "cultivate courage", build communities, and reach out to each other.*

*Africa's time to be at the centre stage of humanity has come. Victor Hugo said: "There is one thing stronger than all the armies in the world, and that is an idea whose time has come." You have chosen us to participate in this prestigious Fellowship. It is now our turn to make choices that would help fulfill the dreams of our beautiful continent. Thank you. It was an honor to be amongst you and thank you for making it possible for us all.*




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**Mohamed Osman**  
*on behalf of the Class of 2019*