



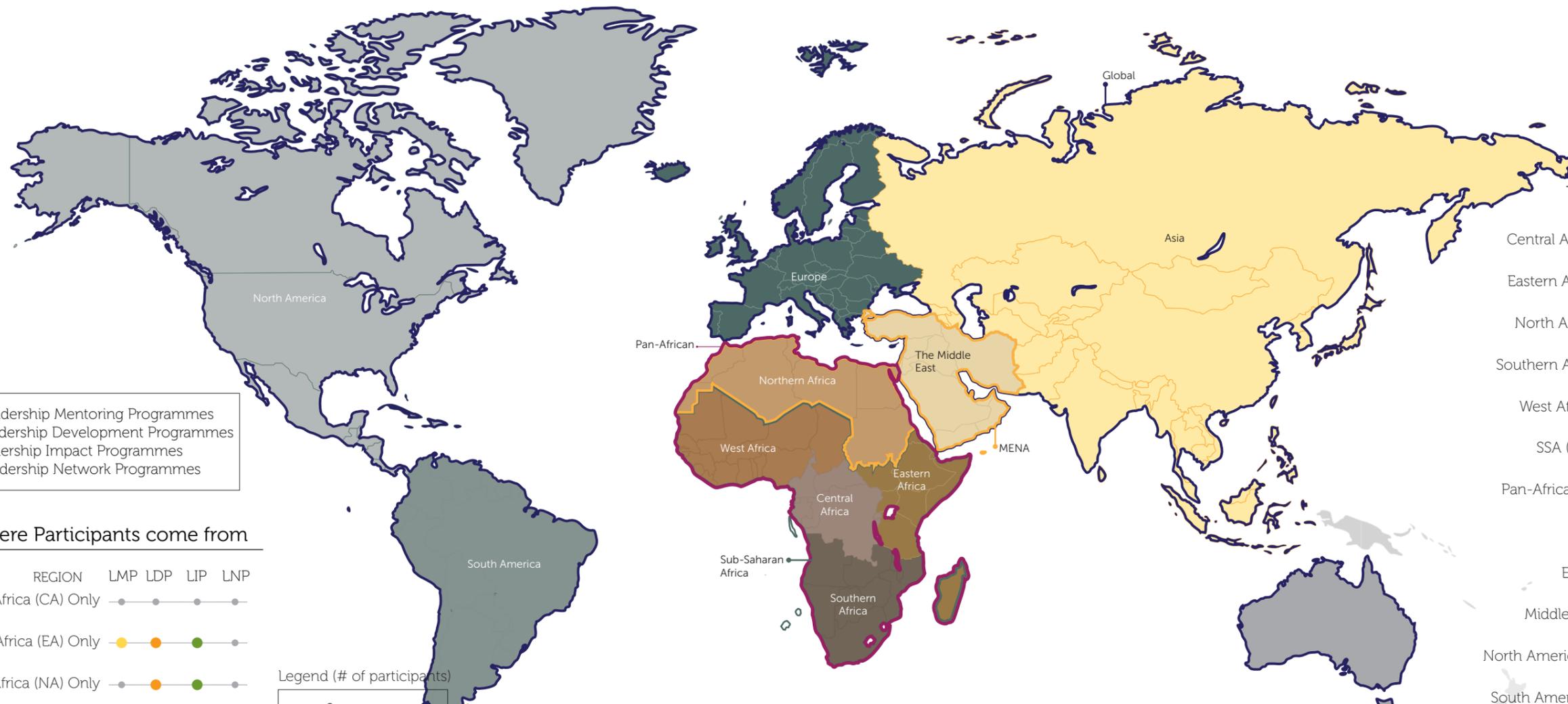
AFLI AFRICAN
LEADERSHIP
INSTITUTE



“AN ABUNDANCE OF
YOUNG AFRICAN LEADERS
BUT NO SEAT AT THE TABLE”

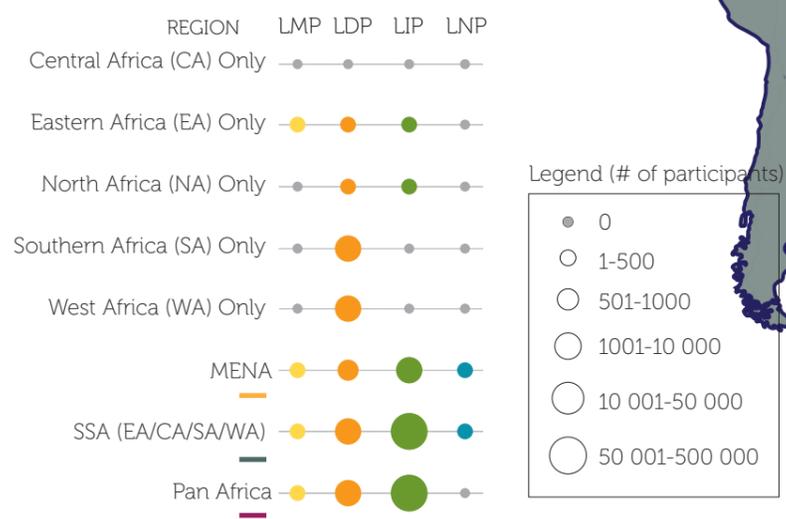
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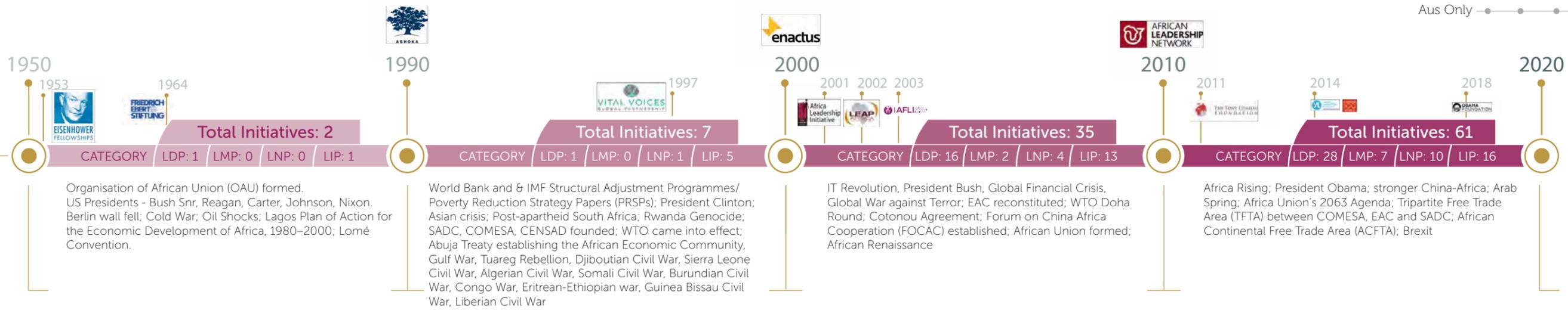
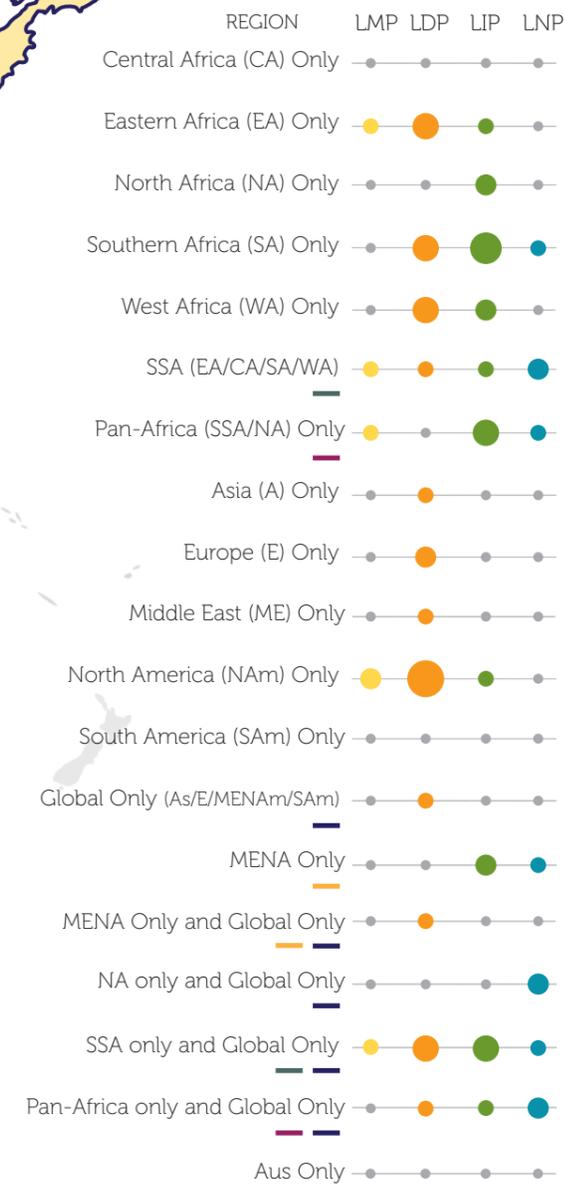


LMP - Leadership Mentoring Programmes
 LDP - Leadership Development Programmes
 LIP - Leadership Impact Programmes
 LNP - Leadership Network Programmes

Where Participants come from



Where Leadership Initiatives are Delivered



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Sello Hatang

"I left the Archbishop Tutu Leadership Programme with a strong sense of what it means to be a servant leader"



“

My name is Sello Hatang and I am the CEO of the Nelson Mandela Foundation. I was only thirty-seven years of age at the time of my appointment and received both harsh and constructive criticism questioning my capability to run the organisation. I was, therefore, grateful to be selected for the Archbishop Tutu Leadership Programme of the African Leadership Institute, in 2014. The programme helped me enormously to rise to the challenge of my role—a role that requires me to perpetuate the legacy of one of the greatest icons of our time.

On a personal level, the programme helped to ground and humble me as an individual. It was an opportunity to self-introspect to create self-awareness as a basis for self-regulation. I will always recall Sean Lance, co-founder of the programme, telling me to learn to distinguish people's responses to me as Sello and their responses to me as the CEO of the Nelson Mandela Foundation. There is a danger in getting caught up in the position. He told me that sometimes the favourable responses from people belong to Madiba—they are not always mine. And in that remembering, I should always be grounded and humbled. I also became a better listener from the "always ready, always in the know" opinionated individual I used to be. The programme has been a great gift, in a big way.

The Tutu Fellows alumni network is a source of support with deep friendships forged through the common experience of the programme we went through and the vulnerabilities we shared. Knowing and understanding that I am not alone as a young leader has been empowering.

I left the programme with a strong sense of what it means to be a servant leader. I had realised that sometimes leaders expect others to do what they necessarily won't do, so it became a personal challenge to myself to be part of the solution to the challenges around me. To that end, my community project for the Tutu Fellowship was the Kilimanjaro/Trek for the Mandela pilot project. The project aims to give girl children dignity by providing them with sanitation. I pledged that every year I would try to help 270,000 girls across the 9 provinces and mobilise 27 climbers. I personally train every year and have climbed three times. Over the years, it has become a recognisable project with many public figures in South Africa being sponsored by corporates to climb. This is the transformative work—within my community and within myself—that has led me to be where I am today. It is through this project of climbing Mount Kilimanjaro that my patience developed. I have developed from being an individual who always wanted things, decisions and achievements done quickly. Climbing the mountain has become both a physical and inner journey for me and I am a better person and leader for it.

”

REPORT SUMMARY AND KEY FINDINGS

For Africa to realise her full potential, leadership initiatives that focus on the targeted development and nurturing of young people's leadership capacities are crucial. Whilst a plethora of leadership development offerings exist on the continent, there has not been, to date, a holistic view of what these initiatives are.

This study, therefore, represents an important step towards filling gaps in extant knowledge. It assesses, maps and classifies leadership initiatives focused on young Africans and provides a basis for dismantling silos and fostering collaboration between the curators of the various programmes. Due to fragmentation, there has not been a basis for the experiences, lessons and best practices of these many leadership initiatives to be adequately captured and disseminated. For funders and recipients, it provides useful insights into the sources of funds invested into the various leadership initiatives, the country sources of the participants and the countries where these leadership initiatives are delivered.

Selection Criteria

Selection criteria were defined to guide the process of selecting initiatives to map and profile. To be included in the study, leadership initiatives needed to meet three pre-specified qualifying criteria:

1. Initiatives would focus on young, African leaders in the 18-40 age bracket;
2. Participants would be from at least two African countries—initiatives with a single-country focus were thus excluded; and
3. Initiatives would offer non-formal learning opportunities. This therefore excluded institutions of higher learning from the scope of the study, but included initiatives offered through partnerships with such institutions.

A total of 105 youth leadership initiatives met the above criteria and are included in this study. The key findings of the study are discussed in more detail below.

Findings of the Study

Africa does not lack leaders

A commonly-held belief is that Africa lacks leaders. This study dispels that notion. The study found that young leaders do exist, in abundance, but are invisible at the table, in the spaces and at the levels that matter.

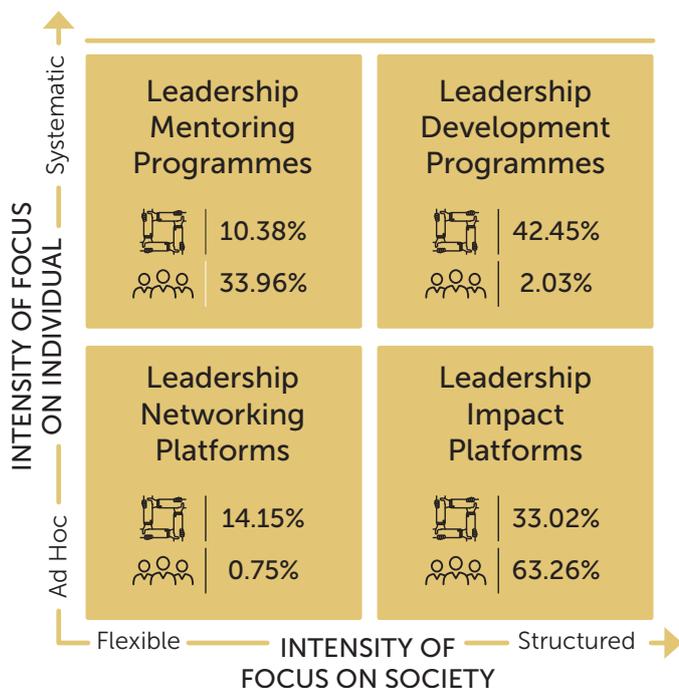
Approximately 700,000 young Africans have been exposed to some form of leadership initiative. To be accepted on these competitive initiatives, they had to have demonstrated leadership, in the first instance.

Indeed, the 700,000 relates only to those young Africans who have undergone leadership initiatives that met the selection criteria to be included in this study. There are, evidently, other young Africans who have undergone leadership initiatives that are outside the scope of this study. Furthermore, Africa has many other young leaders who have not been exposed to any leadership initiative, at all. In summary, Africa has many more than the 700,000 young leaders reported in this study.

A typology of leadership initiatives

Leadership initiatives, focusing on young Africans, fall into four categories, based on a typology developed in the study:

- **Leadership Development Programmes (LDPs).** LDP programmes have a systematic focus on individuals and a structured focus on society and community development.
- **Leadership Mentoring Programmes (LMPs).** LMP programmes have a systematic focus on individuals, but are flexible and less systematic in their focus on society and community development.
- **Leadership Networking Platforms (LNPs).** LNP platforms have an ad hoc focus on individuals and a flexible and less systematic focus on society and community development.
- **Leadership Impact Platforms (LIPs).** LIP platforms have an ad hoc focus on individuals but a structured focus on society and community development.



Initiatives (105)



Participants (708,568)

The majority of **initiatives** fall within the Leadership Development Programme category (42%) and then Leadership Impact Platforms (33%), followed by Leadership Networking Platforms (14%) and, finally, Leadership Mentoring Programmes (10%).

However, in terms of **participants**, the highest number, 448,240 (63%) fall in the Leadership Impact Platforms category followed by Leadership Mentoring Programmes with 240,659 mentees (34%), Leadership Development Programmes with 14,350 alumni (2%) and lastly, Leadership Networking Platforms with 5,319 members (0.75%).

Category with the highest number of participants

The Leadership Impact Platform category has, by far, the largest number of participants at 63%. Given that leadership impact platforms are defined as those initiatives that rally and bring together individuals and advocate for a specific societal cause, they necessarily mobilise large numbers of young leaders to effect social change. The International Youth Foundation (IYF), for example, accounts for 200,000 participants.

Category with the highest number of initiatives

The Leadership Development Programmes category has the highest number of initiatives at 43% but, disproportionately, only 2% of the participants. This, though, is consistent with the intense focus of such programmes on the development of the individual. An example of an initiative in this genre is the African Leadership Institute’s Archbishop Tutu Leadership Programme which is predicated on self-introspection, self-awareness and self-regulation as the basis of effective leadership. To that end, each cohort has no more than 25 participants as the intimacy provides a ‘safe environment’ for peer feedback and for participants to be vulnerable and to share openly.

Who is funding the leadership initiatives?

The bulk of funding (approximately 72%) for these leadership initiatives emanates from outside of Africa and particularly from the USA, Canada and the UK. Government support stems from departments and agencies such as the US Department of State, USAID and DFID. Key financial supporters that are foundations and philanthropists include the Mastercard Foundation, the Gates Foundation, the Ford Foundation and Open Society. Notable corporations include Barclays, Coca-Cola, Konrad Adenauer Stiftung, Microsoft and Bain & Company.

From within the African continent, funding primarily stems from philanthropists with the Higher Life Foundation, founded by Strive and Tsitisi Masiyiwa, the Mo Ibrahim Foundation and the Tony Elumelu Foundation being major sponsors. In terms of African corporates, Investec, KCB and Centum are contributors to the development of Africa’s new leaders.

GEOGRAPHIC SOURCES OF FUNDS	INITIATIVES				
	TOTAL	LDP	LMP	LNP	LIP
Africa	30	8	4	5	13
Outside Africa	75	37	6	10	22
TOTAL	105	45	10	15	35

Where are leadership initiatives delivered?

From a geographic perspective, there are limited initiatives delivered in and participants drawn from North Africa compared to those in and from Sub-Saharan Africa. Only around 12% of the initiatives studied have a delivery component partially or wholly in North Africa compared to 53% of initiatives with a delivery component partially or wholly in Sub-Saharan Africa. The remaining 35% of initiatives are delivered either exclusively in global locations or in both a North African and Sub-Saharan African location. *(Please refer to inside front cover.)*

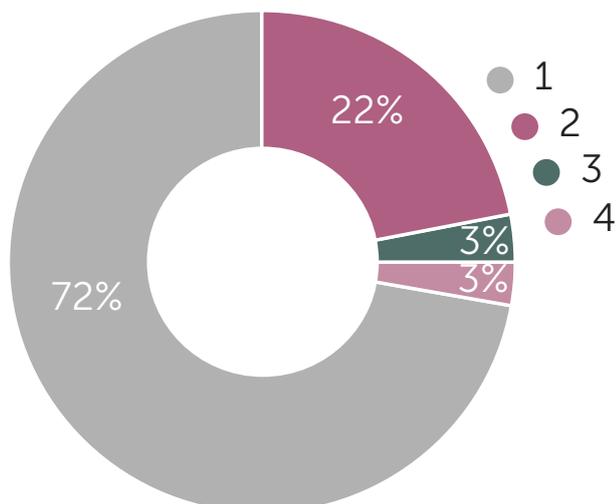
Where are programme participants from?

In terms of participants, approximately 17% of the initiatives featured have participants entirely from North Africa compared to 33% of the initiatives with participants entirely from Sub-Saharan Africa. The remaining 50% of initiatives have participants from both North Africa and Sub-Saharan Africa. *(Please refer to inside front cover.)*

“Serial Fellows”

Based on the results of the survey conducted amongst alumni of leadership initiatives, 28% of alumni are “serial Fellows” as they have gone through more than one leadership initiative. It was evident from the diminishing quality of responses that the connection to each initiative lessened with each subsequent initiative that the respondent participated in. These “diminishing returns” raise the need for collaboration amongst curators especially at the application review stage and a conversation around the need for a limit so as to afford opportunities to other deserving “first initiative applicants”.

Percentage of Participants by number of initiatives



Effectiveness of Leadership Initiatives

64.2% of respondents strongly agreed that the leadership initiatives enhanced their leadership capabilities whilst only 52.2% felt the same about the alumni networks they are a part of, post-programme. When asked to rank what was the most useful aspect of the initiative in enhancing their leadership capabilities, ‘Networking opportunity among participants’ was selected as the top option by the largest number of respondents (40%) compared to ‘Structured programme content and process’ (22%), ‘Mentorship by leaders’ (21%) and ‘Platform to impact society’ (19%). These insights signal a need to enhance the networking dimension of the initiatives covered by the study.

Timeline of when Leadership Initiatives Started

33% of leadership initiatives started in the 2000s with 59% around the 2010s. *(Please refer to inside front cover.)* There is a notable increase in the number of leadership initiatives from the 2000s as Africa emerges from a period of instability characterised by conflicts and wars. There is a further surge in leadership initiatives in the 2010s which correspond with the emergence of the Africa Rising narrative, a strong push for globalization amongst developed countries, the presidency of Barack Obama in the USA and strong efforts by China to strengthen relations with Africa.

“*Rather than a ‘problem’ to be solved, some African youth are already solving the continent’s wicked problems*”

– Dr Robtel Pailey – Mo Ibrahim Fellow and Archbishop Tutu Fellow

Kanini Mutooni

"If my continent, Africa, is to reach its full potential, we will need well rounded leadership"



“

My name is Kanini Mutooni and I was honoured to receive the World Economic Forum (WEF) Young Global Leadership (YGL) status in 2014, in Berlin Germany. I was only one of five Africans that year that received the YGL badge. At the time, I was living and working in Berlin as a start-up entrepreneur of a Fintech platform that focussed on providing a software as a service (Saas) platform aimed at the crowdfunding sector. I already had three young children at the time: twins aged two, and a three-year-old.

I had previously left a senior career in the Private Wealth and Institutional Fund Management sector focussing on Corporate Governance. The YGL status, whilst an honour, was also a little baffling as I wasn't clear what my expectation of the community or the benefits that I was going to gain or contribute towards over the six-year period. The first thing I did was contact a mentor within the community to get to grips with how to make the best of this recognition. That was my first contact with having a real mentor: a peer and a community member who really helped steer my way through this very complex and high-achieving community.

The following is a story of how my life has evolved over the last five years as a mother, business women and leader. When I received the YGL honour, my biggest fear was that I would not be able to fully take advantage of the global community due to the young age of my kids. I quickly realised that there was a community of YGL moms who were dealing with exactly the same issues—heavily involved in family and also trying to build up a career or business. I joined the internal group and we all agreed that it made sense to participate in very specific YGL events and programs to effectively grow and gain from the community. My participation in the YGL Harvard Public Policy module in Cambridge, Massachusetts had one of the biggest impacts in my life. Through the program, I was able to fully appreciate the link between international policy, decision-making and leadership from a global context. I was also able to meet and interact with over 70 YGLs from over 35 countries which was extremely fulfilling. I realised that the problems that I struggled with in an East African context were actually common across the board in Latin America, the US and Europe.

One of my key goals, once I started this leadership journey, was to grow my board portfolio and gain skills and experience in board leadership. I was not on any board in 2013/2014 but in just 4 years, I was able to grow my board portfolio to almost five Global boards including two board chairperson roles that I now have. I attribute this acceleration in my board development journey to the YGL community. We have a group focussed and dedicated for YGLs who either want to become excellent board members or increase their effectiveness and I learned a whole new way of approaching boards through this group: being an engaged board member, understanding governance from a global perspective, interacting with board members from different geographies and cultures and having an outcome-focused mindset.

My leadership journey as a YGL has influenced not just how I look at leadership in a career sense, but also how I live my life as a mother to my three children. I believe I am able to do anything I put my mind to; I have become an avid planner, organising play dates from half way across the world or getting the shopping done in Nairobi when I am sitting at an investment committee in London! The YGL community has helped me see that my life is one holistic journey and motherhood has only helped to add more meaning to it rather than act as a barrier to my growth path. I value the opportunities and growth that diversity brings and understand that if my continent, Africa, is to reach its full potential, we need well-rounded leadership, just like the one I have grown into.

”

INTRODUCTION

A response to the African development challenge has been in the form of initiatives designed to address the leadership deficit on the continent by raising a new generation of African leaders. To that end, the past two decades have seen the emergence of a plethora of initiatives. There is, however, no holistic view of what these initiatives are, how initiatives fit into the broader ecosystem, where the participants come from, who is funding these initiatives, whether these initiatives are effective and how they can be improved. Moreover, once capacitated, are these young leaders being called upon to help co-create solutions to Africa's most pressing challenges?

Despite the best intentions of these leadership initiatives to raise a new generation of young leaders, young people remain conspicuous by their absence at various decision-making platforms at national, regional and continental levels. This, despite the African Youth Charter which was signed in 2006, enshrining the rights, duties and freedoms of African youth, being in place. Specifically, the Charter seeks

to ensure the constructive involvement of youth in the development agenda of Africa and their effective participation in the debates and decision-making processes in the development of the continent.

Given the complexities and challenges the continent faces, there is a need to harness ideas from across the population divide—men, women and youth—to take Africa forward. If the argument is that young people are not ready and lack experience, how then will they ever gain experience? Indeed, there are far-reaching and deleterious consequences of not absorbing young leaders into current structures. One negative impact is the looming vacuum that will manifest in institutions due to the lack of deliberate succession planning and a lack of knowledge transfer from one generation to another.

This report on the state of leadership initiatives focused on young Africans is not a stand-alone piece. It is part of a broader effort to shift the position of young African leaders “from being mere participants into partners and from being beneficiaries of programmes into resources for programmes” (Okojie, C.E). It heralds the start of a conversation about opening up spaces so that young leaders can make meaningful contributions to national, regional and continental agendas. It is not sustainable nor desirable that, for a continent that is disproportionately young, young people do not have a seat at the table and cannot determine their futures nor contribute to the Africa they want to see.

“

The urgency of the African development challenge calls for new thinking, new ideas and innovation. Whilst new African leaders are being developed, they are nowhere near operating at the centre and with the critical mass required for Africa to realise sustained change. Indeed, they want to be a part of the processes of co-creating the Africa that we all want to see but, for that to happen, the absorptive capacity of extant systems needs to be enlarged to allow them a seat at the table.”

Dr Jacqueline Chimhanzi, CEO, African Leadership Institute / Archbishop Tutu Fellowship

”

Gbenga Sesan

*Comfort vs. Impact?
Impact won!*



“

In 2007, through the Archbishop Tutu Leadership Programme, offered by the African Leadership Institute, I had time to reflect on my personal career choice between comfort and impact. The latter won, when on my way back home, I designed the first programme that led to the establishment of @ParadigmHQ. This was in April 2007, two months after I had resigned in order to pursue what I thought should be my work for the rest of my life, having invested six years in a non-profit to pay back what I considered a debt I owed other young Nigerians because of a promise I had made after I overcame the barrier of being denied access to computers in secondary school.

After the first segment of the Fellowship at Mont Fleur in Stellenbosch, Cape Town, having been inspired to become part of the next generation of African leaders, I returned home to set up a project in Ajegunle in Lagos State, Nigeria, to train young people and get them connected with the digital skills that had changed my own life. That project, known then as Ajegunle.org, is now run as the LIFE Programme in three centres and twelve schools across Nigeria. The organisation that the programme helped birth, Paradigm Initiative, is now a pan-African social enterprise working on digital inclusion and digital rights issues across the continent. The Archbishop Tutu Leadership Programme challenged me to use my skills to make change as a new type of African leader, one that isn't drawn to title or reward, but impact.

”

RESEARCH OBJECTIVES & SCOPE

As a starting point, this research identified the universe of initiatives that focus on young African leaders' potential to influence Africa's trajectory positively. Having identified the universe of offerings, the research sought to filter them through the following criteria:

- Only initiatives falling within the non-formal learning category were included. This, therefore, excluded formal learning and formal education offerings.
- With a few exceptions, only initiatives explicitly focusing on leadership, in a generic sense, were included. The majority of initiatives that are included have participants of diverse skills and backgrounds. The few sector-specific initiatives included fit the criteria of the study and were heavily focused on leadership development.
- The focus was on young people between the ages of 18 and 40.
- Initiative participants had to be from at least two African countries. Initiatives with a single-country focus were thus excluded.
- From a funding perspective, initiatives were included regardless of whether they were funded by Africans or if funding emanated from outside of Africa.
- Some initiatives that are included are global in nature and do not have an exclusive Africa focus but do have Africans as participants. These were included.

This report, therefore, represents a "resource guide" of leadership initiatives focused on African youth but only to the extent that they meet the above specified criteria. Following the selection of initiatives that would constitute the focus of the study, initiatives were then described on the basis of the following attributes:

- Classification as either a Leadership Development Programme (LDP), Leadership Mentoring Programme (LMP), Leadership Networking Platform (LNP); or Leadership Impact Platform (LIP);
- The objectives
- The selection process
- The key strengths/differentiators
- The model used; and
- The size and continental spread of the alumni community.

“

The biggest challenge in Africa has been to change Africa's youth mindset, from being dependent to being independent, from seeking for jobs to thrive to create jobs ... Policy and decision makers should also have a shift in mindset: We need to avoid seeing our future leaders as a vulnerable group to violence, or liabilities, but as a resourceful asset.

”

Prof. Babatunde Thomas Founding Chair Adebisi
Babatunde Thomas Entrepreneurship Institute (ABTEI)

Regina Agyare

"Since completing the YALI fellowship, I have trained 5,000 women and girls to code."



“

I became a YALI Fellow in 2014, two years after I had started my social enterprise. During my Fellowship, I got the opportunity to learn about leadership and entrepreneurship at Dartmouth College. It was really a life changing experience! I got the opportunity to meet 25 other amazing Fellows who were doing incredible work in their countries. I was inspired and challenged to do more. I had been running workshops teaching girls to code and had not really thought through the long term sustainability of the project. During the Fellowship, after my learnings and exchanges with other Fellows, I decided to sustain the impact of our work by setting up a coding and human-centred design academy in West Africa. I got the opportunity to develop a business plan during the Fellowship and used that plan to form the academy. Before I became a Fellow I had trained 150 girls to code and create technology. Since completing the Fellowship, I have trained 5,000 women and girls to code and create technology in Ghana and Burkina Faso. In 2017, I set up the first coding and human-centred design academy in West Africa that has trained 550 people. I have also introduced coding as part of a school's curriculum and we are working to work to scale our efforts across all public schools in Ghana. We have also taught deaf and autistic children to code as well as equipping women in the informal sector with digital skills to help them access better paying jobs and support them to start their own companies. Some of our women and girls have received full scholarships to study Computer Science in university whilst others have started their own tech business and foundations.

”

METHODOLOGY

The 5W1H approach (Who? What? Why? Where? When? How?) was applied to gather as much basic information as possible. Qualitative and quantitative data were used to achieve two goals:

- Phase 1: Using the 5W1H approach, identify a majority of existing youth leadership initiatives; and
- Phase 2: Classify the initiatives based on emerging attributes in order to establish a typology.

Table 1: Indicators - The 5W1H Framework (Who? What? Why? Where? When? How?)

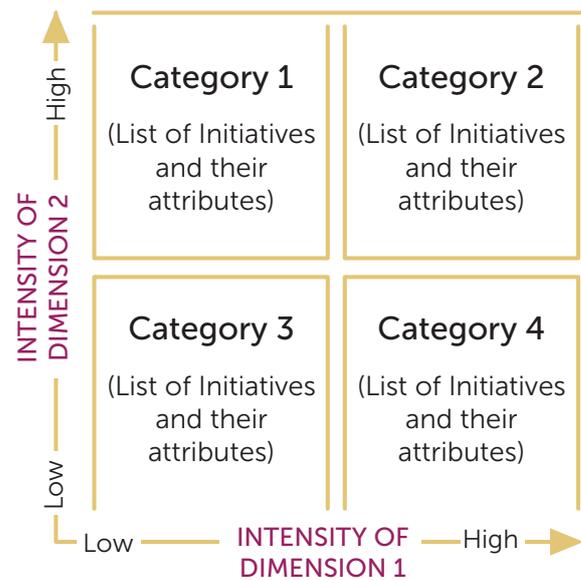
By asking the 5W1H questions in the specific context of the study, a total of 16 possible characteristics of leadership initiatives were identified. The indicators, characteristics and descriptions are summarised in Table 1 below:

		Characteristics	Description
Indicators	WHO	Majority African?	Are majority of the participants African? Explain.
		Age Range?	Is there an age range for the participants? Explain
	WHAT	Network?	Is there a network of current and past participants? Explain
		Community?	Are the current and past participants structured into a community? Explain
		Programme Content?	Is there content delivered to participants through structured formats like training and lectures? Explain
	HOW	Academic Aspect?	Is there an aspect of the initiative offered through an academic institution? Explain
		Project Aspect?	Is there a project component included as part of the initiative? Explain
		Programme Speakers?	Are there speakers who engage participants as part of the initiative? Explain
		Participants Sponsored?	Do the participants receive financial support to enable their involvement in the initiative? Explain
		Competitive Selection?	Are participants selected competitively for the initiative? Explain
	WHY	Philosophical Orientation?	Is there a specific philosophy that underlies or governs the initiative? Explain
		Funders?	Who are the funders of the initiative? Explain
	WHERE	African Component?	Is a portion of the initiative offered in an African country? Explain
		Global Component?	Is a portion of the initiative offered in a non- African country? Explain
	WHEN	Year Started? Long Term?	Does the initiative plan to exist or has it existed for the long haul (at least a decade)? Indicate the year it was started and where applicable the year it was stopped.
		Recurring?	Is the initiative programme designed in such a way that is delivered over a period of time at certain intervals (monthly, quarterly or annually)?

Phase 2: An Evidence-Based Typology

The second phase of the study focused on data analysis. Aspects of grounded theory, as defined by Strauss and Glaser (1976)¹, were used to derive theory based on data—in other words, supporting a “bottom-up” emergence of evidence. For this study, the approach involved coding of the indicators and characteristics emerging from Phase 1 of the study in order to establish categories of initiatives that result in a typology. (Refer to Figure 1.)

Figure 1: Structure of Typology Derived in the Study



FINDINGS

The study identified 105 African youth leadership initiatives that met the defined selection criteria. These are listed below in Table 2. Fuller details and attributes of the initiatives are available as a separate database.

Table 2: Overview of African Youth Leadership Initiatives

1	Acumen East African Fellowship	16	African Development Bank Young Professionals Programme
2	Africa 2.0	17	African German Youth Initiative
3	Africa Business Fellowship	18	African Leadership and Reconciliation Ministries (ALARM)
4	Africa China Young Leaders Forum	19	African Leadership Institute (AFLI) Leadership for Change Programme
5	Africa Leadership Forum	20	African Leadership Institute (AFLI) Tutu Fellowship
6	Africa Leadership Initiative (ALI) Africa Impact Forum	21	African Leadership Network
7	Africa Leadership Initiative (ALI) East Africa	22	African Union Youth Volunteer Corps
8	Africa Leadership Initiative (ALI) Media	23	Afrika Youth Movement
9	Africa Leadership Initiative (ALI) South Africa	24	AKAD Education Group – Africa
10	Africa Leadership Initiative (ALI) West Africa	25	Amani Institute - Leadership & Management for Impact
11	Africa Leadership Initiative (ALI) Young Africa Leadership Initiative (YALI)	26	American Middle East Network for Dialogue at Stanford (AMENDS)
12	Africa Science Leadership Programme (ASLP)	27	Ashinaga Africa Initiative
13	Africa Youth Leadership Forum	28	Ashoka Changemaker
14	Africa Youth Panel		
15	African Biblical Leadership Initiative		

¹ Glaser and Strauss. 1967, *The Discovery of Grounded Theory*; Strauss and Corbin. 1990. *Basics of Qualitative Research*

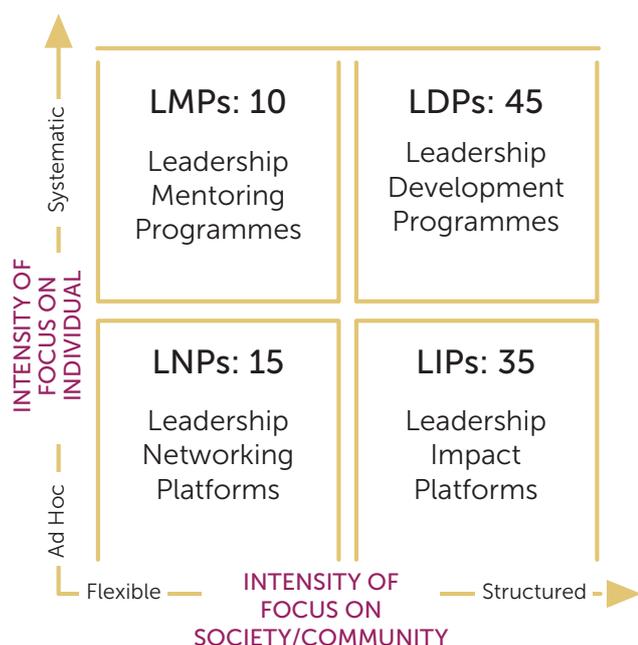
29	Aspen New Voices Fellowship	70	Sauti Kuu Foundation
30	BMW Foundation Responsible Leaders Network	71	Schwarzman Scholars
31	Brightest Young Minds	72	Segal Family Foundation African Visionary Fellowship
32	British Council Future Leaders Connect	73	She Leads Africa
33	Chatham House Academy Africa Fellowship	74	Shuttleworth Fellowships
34	CIHRS Youth Leadership Programme for Civil Society Organizations	75	Siraj -- Middle East/North Africa Youth Leadership Development Alliance
35	Concerned Africans Youth Forum	76	Sudanese & South Sudanese Youth Leaders Program
36	Crans Montana Forum of New Leaders for Tomorrow	77	SUNY Plattsburg Youth Leadership Programme
37	eFounders Fellowship	78	Thabo Mbeki African Leadership Institute
38	Eisenhower Fellowship	79	The Africa List
39	Elumelu Professionals Programme	80	Tony Elumelu Fellowship
40	Enactus	81	US State Department MEPI – Leaders for Democracy Fellowship Programme
41	European Parliament Young Political Leaders Programme	82	US State Department MEPI – Student Leaders Programme
42	Fortune US Department of State Global Women's Mentoring Partnership	83	US State Department MEPI – Tomorrow's Leaders Scholarship Programme
43	Friedrich Erbert Stiftung (FES)	84	US State Department MEPI – Tomorrow's Leaders Graduate Scholarship Programme
44	Goldman Sachs / Fortune Global Women Leaders Network	85	UCT GSDPP Building Bridges Emerging Leaders Programme
45	Harambe Entrepreneur Alliance	86	UNDP Youth Leadership Programme
46	Hive Global Leaders Program	87	Vital Voices Fellowship
47	Higher Life Foundation – Life Long Development	88	WeYouth
48	Ibrahim Leadership Fellowship	89	WEF Global Leadership Fellows Programme
49	Ibrahim Scholarships	90	WEF Young Global Leaders
50	Institut Choiseul Africa 100	91	WEF Global Shapers
51	International Africa Youth Leadership Africa	92	World Bank Early Years Fellowship
52	International Youth Foundation (IYF)	93	World Youth Alliance Middle East
53	Lapid Leaders Africa	94	Yala Peace Institute in Honor of Nelson Mandela
54	Lead Afrika	95	Yala MENA Leaders for Change Program
55	Leadership Africa USA	96	Yale Young African Scholars
56	LEAP Africa	97	YALI (Young African Leaders Initiative) Mandela Washington Fellowship
57	Leo Africa Institute Young and Emerging Leaders Fellowship Programme	98	YALI (Young African Leaders Initiative) Network
59	Middle East & North Africa Youth Leadership Jam (MENA Jam) Cooperation Circle (CC)	99	YALI (Young African Leaders Initiative) Regional Leadership Center East Africa
60	MINDS Youth Programme on Elections and Governance	100	YALI (Young African Leaders Initiative) Regional Leadership Center Southern Africa
61	Moremi Initiative LEAD Fellows Program	101	YALI Regional Leadership Center West Africa Accra
62	Obama Foundation Africa Leaders Program	102	YALI Regional Leadership Center West Africa Senegal
63	Omidyar Network	103	YouLead - East African Youth Leadership Summit
64	ONE Champions	104	Young Leaders AfricaFrance
65	Organization of African Youth	105	Young Leaders Visitors Programme
66	Pan African Youth Leadership Programme		
67	Pan-African Fellowship Programme - Fahamu		
68	Professional Fellows Program		
69	Restless Development		

Classification of Initiatives by Category

On the basis of the attributes and characteristics of the initiatives, the study identified four categories of leadership initiatives:

- Leadership Development Programmes
- Leadership Mentoring Programmes
- Leadership Networking Platforms
- Leadership Impact Platforms

Figure 2: Typology of African Youth Leadership Initiatives identified in the research



The initiatives were grouped into the four categories. It is important to note that some initiatives exhibit characteristics that span multiple categories but were grouped based on the category that they most typify. The typology was based on the intensity with which an initiative focused either on the individual participant or their contribution to society, mapped in a 2x2 matrix as shown in Figure 2.

Category Results and Insights

Each of the four categories of leadership initiatives will be discussed in turn. A definition and key characteristics of each category will be provided and the initiatives falling in that category will be listed. This will be followed by the category's contribution to the African youth leadership landscape in terms of number of initiatives and participant numbers. Finally, insights into that category will be discussed and conclusions drawn.

Leadership Development Programmes (LDPs)

In the study, a Leadership Development Programme is defined as a systematic in-person or digital offering that inculcates specific leadership attributes to participants through structured conversations, experiences and interactions. LDPs exhibit both high intensity in engaging individual participants and high intensity in directing output, outcomes and impact on society. Key words identified during first phase of the research that are associated with such initiatives included: Leadership; Leader; Programme; Training; Application; Alumni, Alumnae; Programme; Mentors; Collaborate; Resources; Project; Community.

LDPs tend to exhibit aspects of all the other three categories.

A total of 45 LDPs were identified in the study representing the most prevalent category of initiatives as shown in Table 3 following.

Table 3: Leadership Development Programmes

1	Acumen East African Fellowship	24	Obama Foundation Africa Leaders Program
2	Africa Leadership Initiative (ALI) East Africa	25	Pan African Youth Leadership Programme
3	Africa Leadership Initiative (ALI) Media	26	Professional Fellows Program
4	Africa Leadership Initiative (ALI) South Africa	27	Schwarzman Scholars
5	Africa Leadership Initiative (ALI) West Africa	28	Sudanese & South Sudanese Youth Leaders Program
6	Africa Leadership Initiative (ALI) Young Africa Leadership Initiative (YALI)	29	SUNY Plattsburg Youth Leadership Programme
7	African Development Bank (AfDB) Young Professionals Programme	30	UCT GSDPP Building Bridges Emerging Leaders Programme
8	African Leadership Institute (AFI) Leadership for Change Programme	31	UNDP Youth Leadership Programme (YLP)
9	African Leadership Institute (AFI) Tutu Fellowship	32	US State Department MEPI – Leaders for Democracy Fellowship Programme
10	Amani Institute - Leadership & Management for Impact	33	US State Department MEPI – Student Leaders Programme
11	Aspen New Voices Fellowship	34	Vital Voices Fellowship
12	British Council Future Leaders Connect	35	WEF Global Leadership Fellows Programme
13	Chatham House - Academy Africa Fellowship	36	WEF Young Global Leaders
14	eFounders Fellowship	37	World Bank Early Years Fellowship
15	Eisenhower Fellowship	38	Yala MENA Leaders for Change Program
16	European Parliament Young Political Leaders Programme	39	YALI (Young African Leaders Initiative) Mandela Washington Fellowship
17	Hive Global Leaders Program	40	YALI (Young African Leaders Initiative) Regional Leadership Center East Africa
18	Ibrahim Leadership Fellowship	41	YALI (Young African Leaders Initiative) Regional Leadership Center Southern Africa
19	Lapid Leaders Africa	42	YALI Regional Leadership Center West Africa Accra
20	Leadership Africa USA	43	YALI Regional Leadership Center West Africa Senegal
21	Leo Africa Institute Young and Emerging Leaders Fellowship Programme	44	Young Leaders AfricaFrance
22	MENA Leadership Academy – the KAS Regional Programme Mediterranean	45	Young Leaders Visitors Programme
23	Moremi Initiative LEAD Fellows Program		

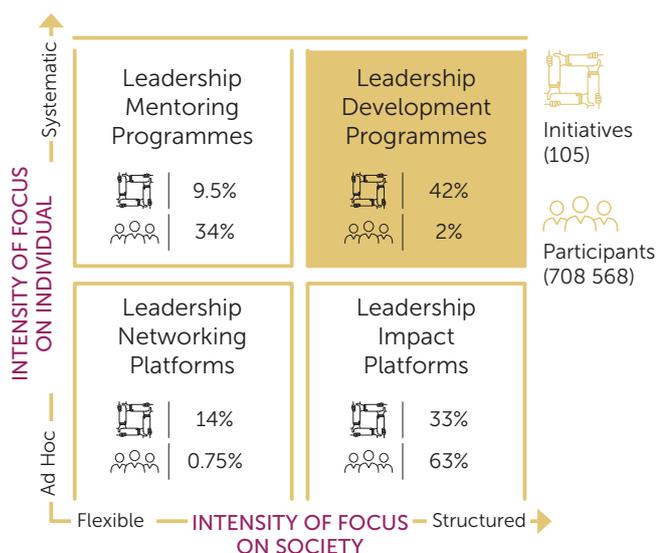
“

...give [young people] a seat at the table, because they might have a fresh insight or a new perspective.”

Joshua Marquez, Composer and Activist

”

Category Results and Insights: Leadership Development Programmes



- The Leadership Development Programmes category has the highest number of initiatives within it (42%) but, disproportionately, only 2% of participants. This, though, is consistent with the intense focus of such programmes on the development of the individual and the small cohort sizes.
- Initiatives in this category use a variety of structures and approaches that include facilitated sessions, mentoring, speakers, group work, individual community projects and alumni networks to provide an all-round experience.
- Leadership Development Programmes are often referred to as transformative and life-changing due to the depth of the experience.
- Initiatives in this category tend to have a formal and competitive application process.

Leadership Mentoring Programmes (LMPs)

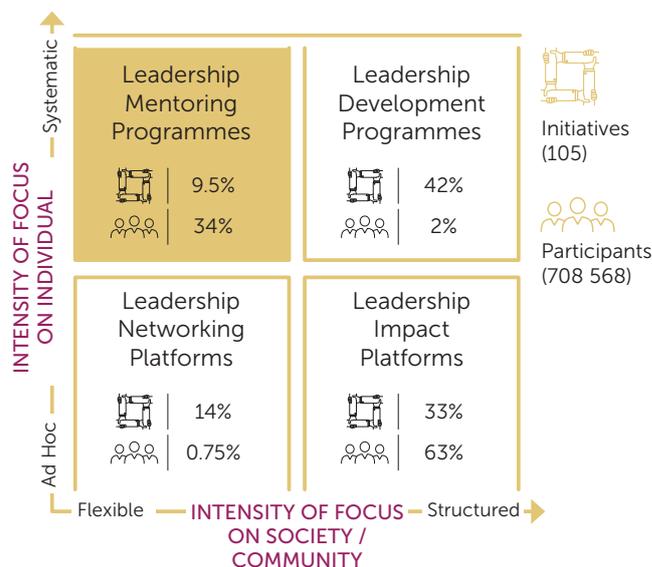
A Leadership Mentoring Programme is defined as a systematic in-person or digital framework for transmitting leadership experience through flexible conversations and experience. LMPs exhibit high intensity in engaging individual participants, but low intensity in directing output, outcomes and impact on society. Key words identified during the first phase of the research that described such initiatives included: Leadership; Leader; Mentoring; Programme; Internship; Intern, Guidance; Develop; Talent; Scholarship; Alumni; Alumnae and Programme. LMPs tend to have aspects of LDPs and LNPs.

A total of 10 LMPs were identified in the study representing the fourth and least popular category of initiatives as shown in Table 4.

Table 4: Leadership Mentoring Programmes

1	Africa Business Fellowship
2	AKAD Education Group – Africa
3	American Middle East Network for Dialogue at Stanford (AMENDS)
4	Elumelu Professionals Programme (EPP)
5	Enactus
6	Fortune U.S. Department of State Global Women's Mentoring Partnership
7	Goldman Sachs / Fortune Global Women Leaders Network
8	Higher Life Foundation, Life Long Development
9	Pan-African Fellowship Programme – Fahamu
10	Segal Family Foundation African Visionary Fellowship

Category Results and Insights: Leadership Mentoring Programmes



- The Leadership Mentoring Programmes category is the smallest category in terms of number of initiatives, but the second largest category in terms of number of participants.
- The initiatives in the category are heavily focused on nurturing entrepreneurs and business leaders and examples include the Fortune Women's Mentoring Programme offered by the US government as well as the Tony Elumelu Entrepreneurship Programme.
- Offerings in this category exist on a continuum. On one end of the spectrum are mentoring programmes that can be delivered through the medium of technology, cost effectively with wide reach, and this would explain the large number of participants. On the other end, are programmes such as the Fortune Women's Mentoring Programme which are customised and personalised experiences curated for each participant based on their interests and goals.

“My personal goal is to mentor and develop the next generation of African leaders that will not only impart their knowledge and share their opinions, but lead with the right mix of integrity, values, skills, and experience. Through the Higherlife Foundation, we provide over 60,000 mentorship hours annually to young people, in the hope of accelerating the personal and professional development of over 2 million future African leaders by 2020. We also provide mentorship online, leveraging technology and social media to uplift African youth across the continent. We have partnered with Yale University in USA to train and mentor young leaders, encouraging them to partake in discourses about key issues affecting Africa and the global community at large.

–Tsitsi Masiyiwa, Co-founder & Co-Chair, Higherlife Foundation

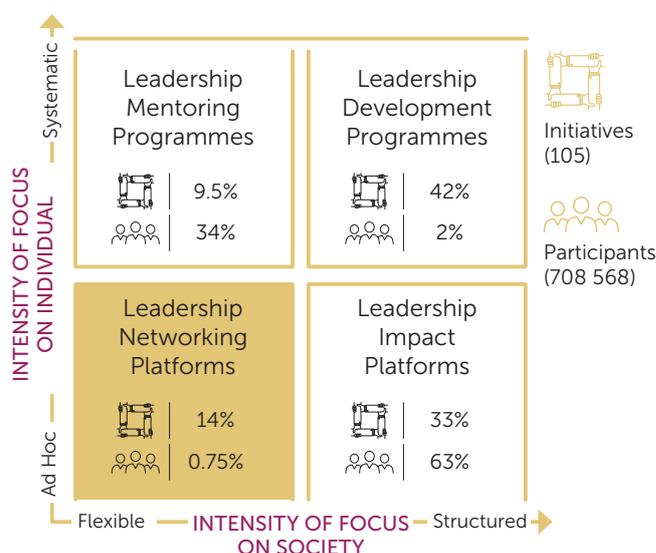
Leadership Networking Platforms (LNPs)

In the context of this study, a Leadership Networking Platform is defined as an ad hoc in-person or digital framework for connecting leaders and facilitating interactions among them in a flexible way. LNPs exhibit low intensity in engaging individual participants and low intensity in directing output, outcomes and impact on society. Key words identified during the first phase of the research that described such initiatives included: Leadership; Leader; Networking; Network; Forum; Connect, Alumni, Alumnae. LNPs tend to have aspects that feature in all the other three typologies. A total of 15 LNPs were identified in the study representing the third most popular category of initiative as shown in Table 5 below.

Table 5: Leadership Networking Platforms

1	Africa China Young Leaders Forum
2	Africa Leadership Initiative (ALI) Africa Impact Forum
3	Africa Youth Leadership Forum (AYLF)
4	African German Youth Initiative
5	African Leadership Network
6	Ashoka Africa – Changemaker
7	BMW Foundation Responsible Leaders Network – MENA
8	Brightest Young Minds
9	Crans Montana Forum of New Leaders for Tomorrow
10	Institut Choiseul – Africa 100
11	Middle East & North Africa Youth Leadership Jam (MENA Jam) Cooperation Circle (CC)
12	Omidyar Network
13	The Africa List
14	WEF Global Shapers
15	YALI (Young African Leaders Initiative) Network

Category Results and Insights: Leadership Networking Platforms



- Networking platforms is the third most prevalent category in terms of number of initiatives but is the smallest in terms of number of participants.
- Initiatives in this category tend to be membership-based.
- The exclusive nature of these networking platforms would explain this category having the smallest number of participants.
- Some initiatives in this category serve the needs of other initiatives that lack a networking component e.g. Omidyar Network and ALI Impact Forum.
- The dynamic interaction among members in these initiatives fosters innovation by connecting individuals with influence and common goals and interests.

Leadership Impact Platforms (LIPs)

In the study, a Leadership Impact Platform is defined as an ad hoc in-person or digital framework for leaders to facilitate specific outputs, outcomes and impact on one or more issues based on specific inputs, in a structured way. LIPs exhibit low intensity in engaging individual participants but high intensity in directing output, outcomes and impact on society. Key words identified during the first phase of the research that described such initiatives included: Leadership; Leader; Advocacy; Community; Impact; Empower; Funding; Output; Outcome; Input; Resources; Philanthropy; Platform; Forum. LIPs tend to have aspects of LDPs and LNPs. A total of 35 LIPs were identified in the study representing the second most popular category of initiatives as shown in Table 6 below.

Table 6: Leadership Impact Platforms

1	Africa 2.0	20	ONE Champions
2	Africa Leadership Forum	21	Organization of African Youth
3	Africa Youth Panel	22	Restless Development
4	African Biblical Leadership Initiative (ABLI)	23	Sauti Kuu Foundation
5	African Leadership and Reconciliation Ministries (ALARM)	24	She Leads Africa
6	African Science Leadership Programme (ASLP)	25	Shuttleworth Fellowships
7	African Union Youth Volunteer Corps	26	Siraj – Middle East/North Africa Youth Leadership Development Alliance
8	Afrika Youth Movement	27	Thabo Mbeki African Leadership Institute
9	Ashinaga Africa Initiative	28	Tony Elumelu Fellowship
10	CIHRS Youth Leadership Programme for Civil Society Organizations	29	US State Department MEPI – Tomorrow's Leaders Scholarship Program
11	Concerned Africans Youth Forum (CAYF)	30	US State Department MEPI – Tomorrow's Leaders Graduate Scholarship Programme
12	Friedrich Erbert Stiftung (FES)	31	WeYouth
13	Harambe Entrepreneur Alliance	32	World Youth Alliance Middle East
14	Ibrahim Scholarships	33	Yala Peace Institute in Honor of Nelson Mandela
15	International Youth Leadership Conference Africa Conference	34	Yale Young African Scholars
16	International Youth Foundation (IYF)	35	YouLead – East African Youth Leadership Summit ³⁶ .
17	Lead Afrika		
18	LEAP Africa		
19	MINDS Youth Programme on Elections and Governance		

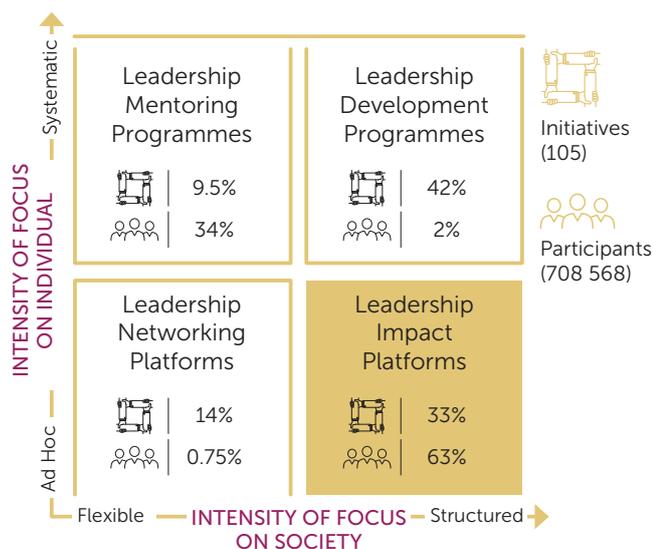


The young generation should not only be prepared for the future; they have a role to play today in making decisions which affect the future of the continent.

Christina Okojie



Category Results and Insights: Leadership Impact Platforms



- The Leadership Impact Platform category has, by the far, the largest number of participants at 63%. Given that leadership impact platforms are defined as those initiatives that rally and bring together individuals to focus on and advocate a specific societal cause, they necessarily mobilise large numbers of young people in order to effect social change. By way of example, the International Youth Foundation alone accounts for 250,000 members.
- This category would contain an even higher number of initiatives if faith-based initiatives, that don't fully meet the criteria of this study but are close to the threshold, were included.
- Initiatives in this category tend to support specific causes especially in the context of development.
- Advocacy plays a big role in initiatives within this category.



Perspective of a young Francophone leader:

Kadidiatou Sako TRAORE,

YALI Fellow & National Youth Representative, Mali

“ French-speaking young people find it difficult to compete with Anglophones on many opportunities related to their development. The young French-speaking African leaders are excluded since the majority of the impactful programs are in English. As a young leader, I propose that we take into account these sensitivities. Francophone Africa is full of young people with a lot of talent and commitment but they face difficulties in terms of language to make themselves heard or known. Personally, I am taking English classes to take advantage of certain opportunities but, in my view, it is more than a language challenge. It is also about different worldviews. The elements that are considered important and form the basis for selection into these competitive programmes do not appear to be the same across Francophone and Anglophone worlds. ”

Insights by Region and Language Across Categories

- There are very limited initiatives delivered exclusively in North Africa or with participants drawn exclusively from North Africa.
- Initiatives with a pan-African focus tend to be well-resourced, if operating at scale (e.g. YALI) or highly selective if targeting a smaller number of participants (e.g. AFLI).
- There is a strong sub-regional focus by several initiatives (e.g. YALI and ALI).
- A model that is observable, is one whereby initiatives with regional offerings use a partnership model to engage local companies and institutions. The YALI Regional Leadership Centres (RLCs) and the African Leadership Initiative (ALI) regional offerings in West Africa, East Africa and Southern Africa are examples of this.
- Regional initiatives aim to offer a customised experience through regional languages e.g. English, French, Arabic and Portuguese. For example, YALI has a specific offering based in Senegal, West Africa focused on Francophone countries and a satellite campus in Mozambique, Southern Africa focused on Lusophone participants.
- There is a dearth of leadership initiatives specifically focused on Francophone, Lusophone and Maghreb Africa.

Rym Baouendi

"My personal mission is to help cities and youth rise to their full potential"



“

In March 2014, I joined THINK the School of Creative Leadership in Amsterdam, a one of a kind school that can be described as a C-school, half way between a business school (B-School) and a design school (D-School). THINK is a true home for a global community of passionate and deeply experienced changemakers. Its executive education programme offers a unique experience combining leadership coaching with innovation capacity building, insightful dialogues and a bespoke acceleration program. At the end of the program, THINKers generally leave with better clarity on their passion and purpose, stronger in innovation and leadership skills and most of all network rich. This network keeps building up and growing over the years as new THINKers onboard and more community building events are held such as the THINK FSTVL which is held yearly to bring the wider community together.

I personally lived THINK as a transformative experience since it not only helped me clearly frame my personal mission of "helping cities and youth rise to their full potential" and to realign my existing projects accordingly but it also helped me develop or contribute to new impactful ventures. Indeed, following THINK:

- my consultancy Medina Works expanded its service offering and project portfolio to the areas of civic innovation and socio-economic inclusion of youth;
- my coworking space Cogite which I co-founded in 2013 secured a significant round of funding that helped us grow our space capacity from 80m² to 1,000 m² and we were hence able to host a significantly larger community of changemakers; and
- I co-founded a regional urban innovation programme called City Changemaker with my fellow THINKer Ronald Lenz.

Last but not least, THINK allowed me to "see the world" since it has indirectly created numerous opportunities for me to welcome and visit fellow THINKers across the globe.

”

RESEARCH LIMITATION

During the reviews and meetings in the feedback step of Phase 1, the key challenge was ensuring that the research process was capable of exhaustively identifying all existing initiatives that meet the specified criteria. A related challenge was accessing the most up to date and accurate information on each initiative to inform the analysis. A solution to this challenge has been to permit the database to be a dynamic and live repository which will be constantly updated as new information arises. Whilst the report captures the landscape of leadership initiatives at a particular moment, the database will remain open to updates. Please visit www.alinstitute.org for the database.

Experiential Findings— *Fellows of Leadership Initiatives*

The Survey

A survey was administered electronically to alumni of various initiatives but responses were predominately from alumni of leadership development programmes. The survey identified alumni of the initiatives covered in the study, assessed their experiences of those initiatives but also used the process to identify additional initiatives that had not been included in the study.

Respondents were allowed to answer the same set of four questions for up to four different initiatives in sequence. A total of 67 individuals, representing over 26 initiatives (YALI Mandela Washington Fellowship; WEF Young Global Leaders; African Leadership Network; AFLI Tutu Fellowship; Africa Youth Leadership Forum; ALI East Africa; YALI RLC Southern Africa; AKAD Education Group – Africa; BMW Foundation – Responsible Leaders Forum; The Africa List; YALI Network; Africa 2.0; ALI Africa Impact Forum; Yale Young African Scholars; Moremi Initiative for Women’s Leadership in Africa) and 96 experiences of leadership initiatives completed the survey.

15 (22%) provided responses covering two initiatives; 2 (3%) provided responses covering three initiatives; and 2 (3%) provided responses covering four initiatives. None covered five initiatives.

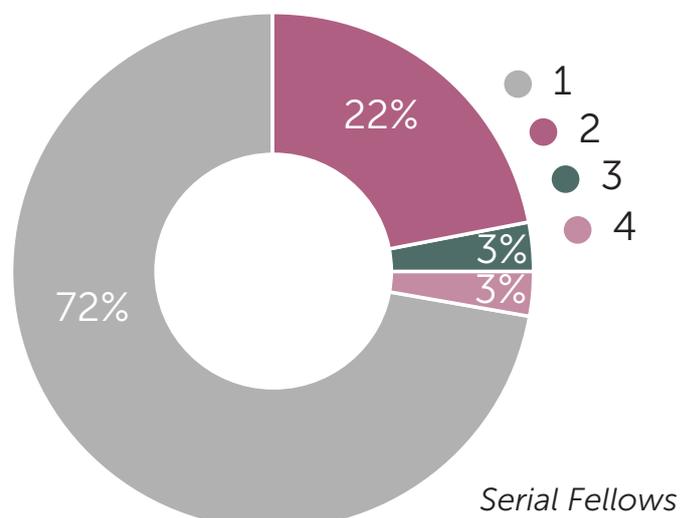
Interestingly, the quality of responses diminished with each additional leadership initiative they had to evaluate. This would denote that “serial Fellows” have the most connection only with whichever initiative they considered to be their “first initiative” and “second initiative”, and less so with subsequent initiatives which were labelled “third initiative”, “fourth initiative” and “fifth initiative”. A “Fellowship fatigue” was evident through the gaps in responses in their recollections of the experience. These diminishing returns would suggest the need for better vetting at the application stage. A fourth initiative for a somewhat over-exposed applicant who may just be collecting accolades could be a first initiative that is more meaningful for another applicant who needs the exposure, growth and development. Given the competitiveness and low acceptance rates of leadership programmes, it is important to consider how opportunities and resources are distributed more equitably.

Fellows-turned-Initiative Heads

16 (24%) of the respondents were also managers of the initiatives they covered in the survey. This attests to the transformative and life-changing nature of these leadership programmes and, on that basis, alumni taking up the cause and paying it forward.

“Serial Fellows”

The results indicated that a number of young Africans had participated in multiple leadership initiatives giving rise to the term “serial Fellows”. Specifically, 48 (72%) provided responses covering one initiative;



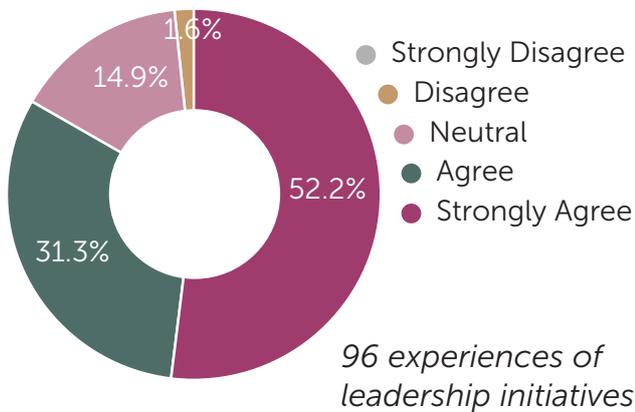
Effectiveness of the Initiatives

The following insights signal satisfaction with the enhancement of the leadership capabilities of participants through their involvement in the initiatives covered by the study but a need to enhance the networking dimension of initiatives.

INSIGHT 1

"Participating in the initiative has enhanced my leadership capabilities."

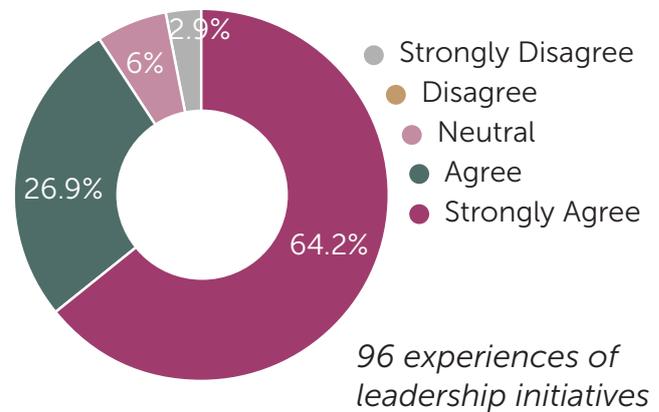
64.2% of respondents strongly agreed that the leadership initiatives enhanced their leadership capabilities.



INSIGHT 2

"Being part of the alumni/ae community of the initiative(s) has enhanced my leadership capabilities."

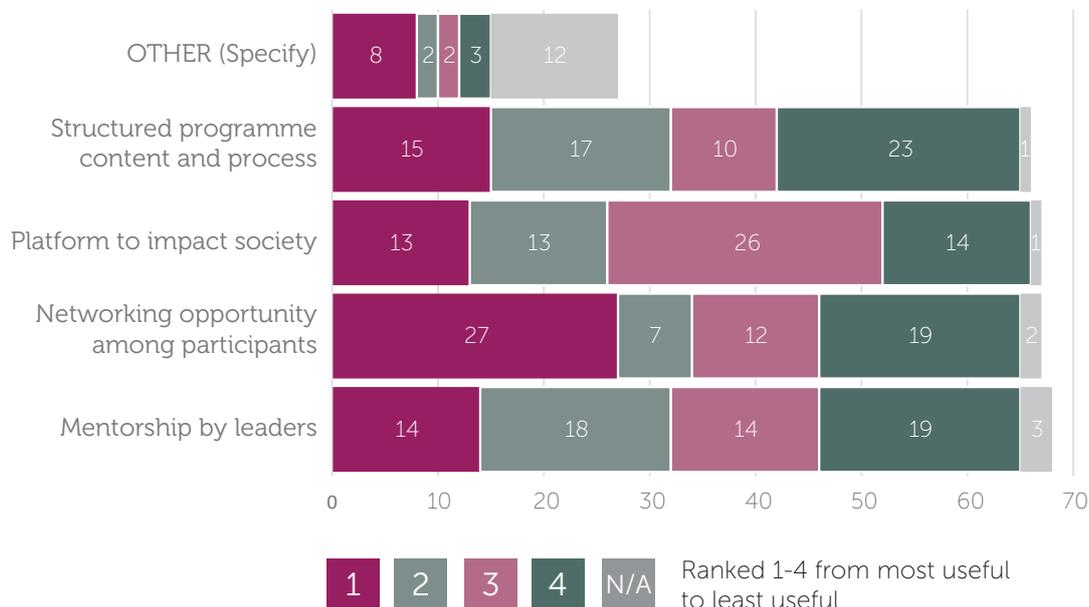
Only 52.2% felt that the alumni community they are part of, post-programme, enhanced their leadership capabilities.



INSIGHT 3

Ranking of the most useful aspect of the initiative in enhancing leadership capabilities: Mentorship by leaders; Networking opportunities amongst participants; A platform to impact society; Structured programme content and process; and Other (specify).

Networking opportunity among participants was selected as the top option by the largest number of respondents (40%) compared to 'Structured programme content and process' (22%), 'Mentorship by leaders' (21%), and 'Platform to impact society' (19%).



INSIGHT 4:

What would you change about the initiative to make it more effective in enhancing your leadership capabilities?

“

Infuse a stronger pan-African orientation & content: to orient/re-orient Fellows to challenge the overbearing Eurocentric worldview that some Fellows have of themselves and the continent. This will help address the critically important issues of their African identity so that we can believe, accept and value our own value and values, dignity, knowledge and characteristics

”

“

Absolutely nothing!

”

“

.....
Periodic meetings, seminars and activities post-programme, in-country and regionally

”

“

I would have the network meet more often and act on opportunities

”

“

More follow-up work to see how the participants are putting the experience to practice

”

“

Refresher courses on key topics of interest. Online learning resources can be developed for post-programme on-going development

”

“

A recruitment process for new cohorts that takes into account values, intentions and context

”

“

Make community projects mandatory

”

“

Create collaboration opportunities amongst alumni

”

“

Provide stronger ongoing professional support to Fellows

”

“

Ensure that Fellows are held accountable for their community projects so they benefit communities and are not just used to enhance CVs

”

“

More mentorship and direct linkages with current leaders

”

Cleofash Alinaitwe

"My mindset on leadership was completely changed"



“

Prior to joining the Young and Emerging Leaders' Project (YELP) in early 2017, I had never been part of any fellowship programme. I started experiencing the importance of the YELP programme shortly after my selection. Throughout the seminars, my mindset on leadership completely changed. The quality of Fellows, characterised by passion, courage, seriousness and intelligence, always kept me humbled. Having spent most of my early childhood in rural Uganda, joining this class of amazing young people was a huge opportunity. During my stay in the programme, I always passionately shared my story of success in rural entrepreneurship, especially in a sector like agriculture that was shunned by the majority of the youth in my country as a form of decent employment.

My major take-aways from this Fellowship included: advancing my personal skills, especially learning to control my ego, emotions and managing stress. I also had an opportunity to reflect on and learn lessons from mistakes of previous outstanding African leaders.

Finally, I was selected by my peers in the Fellowship as the Valedictorian of my 2017 YELP Class and was recipient of the Magnus Mchunguzi Certificate for Outstanding Leadership by a Fellow. This built self-confidence and courage in me and finally, when I moved back, I certified my business, Mobile Vegetable Paradise, and mobilised a workforce of 20 youths as practical agricultural trainers for partner schools and communities in which we operate.

”

“

Whether [Africa] continues rising or falls back depends, above all else, on whether the continent creates the conditions in which its greatest resource — its young people — can shine.

Mo Ibrahim Foundation. 2017 Forum Report.
"Africa at a Tipping Point"

”

EXPERIENTIAL FINDINGS—

Perspectives of curators of leadership initiatives



Ndidi Nwuneli,
Founder & Director,
LEAP Africa

A Curator's Perspective

"Many of our alumni are recognised as some of the most influential youth in Nigeria"

Leadership, Effectiveness, Accountability and Professionalism (LEAP) was established in May 2002 based on two personal convictions: first, that Africa desperately needs a new generation of visionary, ethical, creative and disciplined servant young leaders, and second, that a small group of people who share the same vision could work together to change their communities, countries and indeed the world.

I strongly believe that by changing the mindsets of our youth and entrepreneurs, and inspiring, empowering and equipping them with the skills and tools to lead and serve, we can drive positive change in society. Working with a committed Board of Directors and a dynamic team, we have developed innovative curriculum on life and leadership skills, pioneered locally-relevant curriculum on ethics, succession planning, and governance, and commenced training youth and entrepreneurs.

At inception we received initial funding from the Ford Foundation, and through our early impact, innovative approach and an ability to demonstrate a high level of accountability and transparency, we were able to attract additional funding from the UK Government, Nokia and the International Youth Foundation. Over time we have established a strong reputation in Nigeria and continue to attract local and international funding, and generate earned income.

The biggest challenge of our early years was engaging public sector partners in a Nigerian context: a post-military era where there has been significant fear about empowering young people to understand their rights and the demand to lead change. In due course, however, through the impact of the youth community change projects, public sector officials at a State level have become some of our biggest champions and most committed partners.

Today, LEAP has 34,711 alumni in its network.

We have made measurable impact. We have published 11 books and developed train-the-trainer modules and e-learning curriculum, empowering teachers and community leaders to deliver our curriculum, and ultimately training over 50,000 people directly, and reaching over one million indirectly. Our youth participants have launched over 1,000 change projects to improve the lives of others in their communities. Our Social Innovators Programme has propelled over 160 young Nigerians to lead in the private, non-profit and public sectors. Many of our alumni are recognised as some of the most influential youth in Nigeria. We have delivered our curriculum in six other African countries together with partner organizations. In spite of this impact, over the past 16 years, Africa's leadership challenge remains immense and urgent! LEAP remains firmly committed to up-scaling the impact of its work in partnership with other organizations and key stakeholders.

An interview was conducted with Mawuli Dake, a co-founder of an initiative covered in this study, the Moremi Initiative for Women's Leadership in Africa. Additionally, he has extensive experience with other initiatives covered in this study. The goal of the interview was to garner insights from a young leader who has:

- participated in different initiatives (AFLI's Tutu Fellowship and Crans Montana Forum of New Leaders for Tomorrow);
- contributed to the development of an initiative in an advisory and mentor capacity (YALI West Africa); and
- co-founded and leads an initiative that spans all categories of the typology developed in this study. His initiative has been running for over a decade with support from a large spectrum of donors (Mastercard Foundation, Global Fund for Women, African Women Development Fund, UNDP, UN Women, US Embassy, French Embassy, PWC Ghana and UNAIDS).



Mawuli Dake,
Co-founder,
The Moremi Initiative for
Women's Leadership in Africa

- A study like this one that maps leadership initiatives focusing on young Africans is timely and much needed: it provides an opportunity to accurately describe an initiative and contextualise it within the broader ecosystem; it offers an opportunity to reflect on the challenges and opportunities faced by an initiative; and it provides a useful perspective both to funders and recipients.
- There has been a large growth in the number of initiatives over the past decade, but there still exists a strong demand for more. **Many initiatives duplicate efforts and replicate mistakes.**
- It would be helpful to have a thought-leadership session of initiatives across the continent so that leaders can learn from each other's experiences, especially as there is an interest in collaboration and partnership across initiatives.
- Funding is a major challenge for initiatives. Most consistent donors tend to give small amounts, while large donations tend to be once-off or few. Mitigation strategies focus on partnerships (e.g. through universities) where resources such as space can be offered in lieu of cash contributions from donors, and Transformational Leadership initiatives are not as fashionable to donors compared for example to major diseases.
- There are challenges in the ecosystem. Initiatives that are very well resourced by the North create a sustainability challenge for initiatives that are less well resourced. Also, "Serial Fellows" tend to look down on initiatives that are not well resourced, and finally, some initiatives have limited impact due to poor follow-up.
- Proposed areas of priority across all initiatives include:
 - Political leadership development as a thematic area;
 - Encouraging African businesses and philanthropists to invest more in indigenous African Leadership Development;
 - and Identifying how best to inculcate values in participants beyond skills development.

EXPERIENTIAL FINDINGS—

Perspectives of academia

Two faculty from Strathmore University Business School offered a perspective on the development of young African leaders. Dr George Njenga, the Executive Dean, focused on what it takes to develop leadership in young people especially in the context of a digital world. Dr Patricia Murugami, a Senior Faculty member overseeing programmes on Women in Leadership, proposes a model for holistic leadership development for young people.

Young African leaders paying it forward...



*Dr George Njenga,
Dean Strathmore Business
School, Strathmore
University*

I mentored Wycliffe Guguni and many young leaders like him. Some have set up successful businesses, some have become employed across more than 126 countries and some have decided to serve their communities in not-for-profit institutions. Wycliffe is a recent Commerce and Management graduate from Strathmore University. Two years ago, together with five classmates, he challenged himself not to look for a job after graduation, but to create an intra-African youth initiative called the African Youth Network (AYNet). This was a considerably difficult initiative to take on given his apparent dire financial needs. He has, however, been successful in developing a team and curriculum to train young secondary school leaders in leadership, ethics and governance issues. Most of those he has shared his ideals with, are offering their free time to ensure the leadership training programme takes shape and is successful. This would be the fourth youth initiative arising within the precincts of Strathmore University and representing aspirations of youth around the African continent. Young people in Africa want to be part of government decision-making mechanisms, economic development and drafting of leadership policies for their continent... and they are a true force to contend with, given their numbers.

In order to contend with the youth and in effect the so-called Generation Z, policy decisions on employment, justice, corruption, community injustices, economic opportunities must include them. In turn, the youth are creating more and more initiatives and networks across the continent to participate in driving their continent and their ideas forward.

Raising leaders using the Four-dimensional Growth Formula

On the basis of anecdotal evidence over the last ten years in executive leadership development, both in class and in executive coaching, I have come to realise that we all struggle with leading in an integrated, intelligent and impactful way. My current doctoral research has shown the biases and barriers that women in business and leadership face, as well as what young leaders face that they are not aware of in many instances.

Specifically, for women, they have a critical role, because of the influence they potentially have in many spheres ranging from work, business, family, home and community. As a result, I developed a Four-Dimensional leadership growth model known as G=RH4. Growing your leadership ability will entail raising different dimensions of your leadership in a



*Dr Patricia Murugami,
Regional Academic Director:
Women in Leadership Regional
Programs, Senior Faculty:
Organisational Behaviour
& Leadership*

transformative way. And it does not stop there. For an effective leader, raising other people's dimensions is critical to achieving a lasting, positive impact. H4 refers to the four dimensions that are raised to enable leaders to have an integrated and wise leadership impact.

H1: Raise the **Heart**: Yours and others. How? Delve into continuous self-awareness and self-development which is a personal, inside job that cannot be delegated. Embrace and apply the concept of courage, self-forgiveness, authenticity, boldness, grit and grace with feminine and youthful genius.

H2: Raise the **Head**: This means growing your intellectual abilities. How? Daily, invest at least 30 minutes to learn something new and to reflect on the day's experiences. Focus on all realms of your integrated life. If managing your home needs more focus, study more on home management. If you want to serve on a board with excellence, study board leadership. Then, when you gain knowledge, share it.

H3: Raise your **Hand** and others' hands. Contribute and give of yourself, your talents, your ideas and your opportunities for many others to gain. Be a mentor or be a leadership positioner or both. Better still, share opportunities that are not the best fit for you with others. Take every opportunity to give names of at least two other competent women and young people who are not at the table for them to experience the next step in leadership. Raising one's hand can also include having a reverse mentor. This is a young person who you would normally be mentoring but who is mentoring you for instance to be digitally savvy and to understand the millennial thinking.

H4: Raise your entire being for a **Higher Purpose**, then with moral ethical courage, raise others to be the best version of themselves. This entails forming and listening to your conscience and pursuing your purpose.

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Very often, youth are not listened to, or if they are listened to, they are not heard.

John Rickford, J.E. Wallace Sterling Professor of Linguistics and the Humanities, Stanford University

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Fred Swaniker

“My ALI experience helped me build the African Leadership Academy and the African Leadership University”



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The African Leadership Initiative (ALI) programme was a great opportunity for me to step back every six months and reflect on my own development as a leader, and to build relationships with other inspiring emerging leaders. I always went back to work refreshed, energised and inspired to continue on my challenging path.

It enhanced my effectiveness as a leader and enabled me to build the African Leadership Academy (ALA), and eventually the African Leadership University (ALU). I believed in the model so much that we incorporated a similar reflective leadership practice in the ALA and ALU curriculum, which we called “Seminal Readings”.

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CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings and the state of play of leadership initiatives focused on young Africans, a number of conclusions are drawn and recommendations framed for various stakeholders in the ecosystem.

For Curators

This report is to be viewed as a “resource guide” of Africa’s leadership initiatives focused on young people. It is intended to inform the community of practitioners of the broader landscape of other leadership development programmes, beyond their own programme. This is a first step towards dismantling the silos that currently exist in this space and for the curators to begin to identify potential partnerships that can be generated across leadership programmes. Also, by understanding the challenges and successes of other programmes in the same space, there is a basis for constructive engagements to enhance programming. The rising trend of “serial Fellows”, for example, presents an immediate opportunity for collaboration at the application stage.

The feedback of the survey indicates that Fellows would find post-programme activities and on-going development beneficial in the form of seminars, gatherings either in-country or regionally or even online offerings.

Survey respondents also pointed to the need for content that is less Eurocentric and more relevant to them as African leaders.

Leadership Mentoring Platforms had the lowest percentage in terms of both initiatives and participants. Given the high numbers of young leaders who are seeking development opportunities, there is an opportunity to develop online mentoring platforms that leverage technology and can be delivered cost effectively whilst ensuring wide reach.

For Funders & Potential Funders

Currently, there are limited opportunities for non-English speaking young Africans, and opportunities exist to fund the development of initiatives for young people in Francophone, Lusophone and Arabic speaking countries.

Also, there is a greater scope for African actors—corporates and philanthropists and governments—to participate in the funding of leadership initiatives alongside non-African players.

For Current Leaders & Policy-Makers

The Commonwealth states that, “*young people have a fundamental right to determine how power and resources are used in their societies. By not including them in decision-making processes, either in the public or private sector, countries lose a crucial resource base. Young people can contribute a great deal through their perspectives and experiences; no governance structure can be truly successful without them.*” The case for incorporating young leaders is a compelling and self-evident one:

- Young people constitute Africa’s largest demographic.
- Given the complexities and challenges the continent faces, there is a need to harness ideas from across the population divide—men, women and youth—to take Africa forward. Whilst inclusion and diversity policies have largely focused on gender, there have not been similar concerted efforts focused on the youth/age.
- The nature of the challenges that Africa faces require a “new kind” of responsiveness. The demand

for new thinking, for new ideas and for innovation has seldom been greater.

- Solutions are necessarily created at the nexus of experience and innovation/new thinking and will necessarily be enabled by intergenerational engagements.
- Young leaders do not just want to be “inheritors” or “beneficiaries” of conducive conditions in which they can shine, but they also want to be—must be—invited to actively be a part of the processes of creating those conditions.
- Young leaders need to start gaining experience now if they are the inheritors of existing systems. In the absence of such succession planning, a yawning void is pending, inevitable and dangerous.
- In their various spheres, young leaders have proven to be capable, but want a bigger role to play in terms of national, regional and continental agendas.

Stella Sigana

"I am responsible for my own success."



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Warren Bennis quotes that "Leadership is the capacity to translate vision into reality". I aspired and succeeded to join YALI in order to validate my dreams having had a constant nagging feeling of venturing out to my own social enterprise. YALI training gave me the right tools to help me make my decision. I took unpaid leave days to participate in the training and the lost income was worth it.

Through the YALI training, I learnt that I am responsible for my own success and nobody owes me success. I began seeing myself as a winner and a woman of accomplishment. The training emboldened me to reach out for help and not be afraid to say I don't know. Not knowing is not a sign of weakness. I did leave the programme a different person and through keeping in touch with the YALI administration and alumni, I have benefitted from several opportunities through the network. I also learnt that, as a leader, I need to trust others with leadership. Nobody wants to be bossed around. Everybody wants an opportunity to demonstrate leadership irrespective of their position in the society. I now empower and entrust authority to my teams and hold them accountable to the outcome and they rise to the occasion. I deal with youth who dropped out of the school system due to various challenges. I offer guidance and support and they are glad to have positions of leadership regardless of how small our business is. YALI taught me to trust my leadership ability. I sit at the table and don't wait to be called to the table with the male counterparts. I voice my thoughts and challenge status quos. YALI emboldened me for sure. I am a proud alumnus.

I have successfully launched two projects: Alternative Waste Technologies (AWT) has been manufacturing charcoal briquettes since 2016. Our mission is to provide clean biomass briquettes to mitigate against climate change and deforestation while creating employment opportunities for out-of-school youths in urban slums so that they can unlock their potential, develop their skills and create successful futures for themselves and their families. We have successfully sold 169T of charcoal briquettes thereby saving 1,974 trees from being cut, created employment for 12 youths (7 in production and 5 in sales and distribution). The second project – Man Home Management Solution (MHMS) launched in 2017 involves working with girls from informal settlement and offering them one month's training in housekeeping skills. We have successfully trained 360 girls and offered job placements to 120 girls in households and the hotel industry.

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In conclusion, there is a need to think creatively about how the technical expertise of young leaders, whether they are in the private sector or are entrepreneurs, can be better leveraged.

As a follow-up to this report, a database of young talent and influencers will be developed that governments, business, policy makers, regional institutions and strategic actors have access to and can reach out to in order to access appropriate skills and partner with young leaders on the continent.

The database of leadership initiatives,
focusing on young Africans, is available on
www.alinstitute.org

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Doubtlessly, to advance, Africa requires the creativity, innovation and full participation of the youth at all levels. The young people want their fresh ideas, creativity, talent, energies, optimism, enthusiasm and all their positive attributes to be used in driving change and progress in Africa. Africa cannot claim to make progress when the bulk of the population, the young, are not included at the decision-making table.

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Raphael Obonyo,
Co-founder of Youth Congress Kenya and a
multi award-winning youth advocate

“ Young people are the present and future of Africa. Africa needs a lot more young people in leadership positions across all segments of society. We must unleash hope for the youth. The future of Africa’s youth does not lie in migration to Europe or anywhere else. The future of Africa’s youth lies in an Africa that is growing well economically and expanding economic, social and political space for its young people. ”

Dr Akinwumi Adesina
President, African Development Bank Group