Mission 2023: Above and Beyond

African Leadership Academy Annual Report 2019
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**Our Values**

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Eddie Ndopu

ALA ’08 South Africa
United Nations Sustainable Development Goals Advocate, South Africa

Eddie Ndopu is an award-winning activist, humanitarian, and public intellectual who was appointed by the United Nations as one of 17 high-profile Sustainable Development Goals Advocates. Born with a degenerative physical condition and given a life expectancy of five years, this fierce advocate has outlived medical predictions, graduating with an MPP from Oxford’s Blavatnik School in 2017. Eddie and his fellow Sustainable Development Goals Advocates will use their unique platforms to inspire the mobilization of the global community to accomplish these goals by 2030, and help build foundations for a thriving, peaceful, sustainable world.

Fatima Al Ansar

ALA ’10 Mali
Head of Mission, Ministry of Foreign Affairs and International Cooperation, Mali

Fatima Al Ansar is a women’s rights advocate who was named the Head of Mission at the Ministry of Foreign Affairs and International Cooperation in 2018 – making her the youngest Malian diplomat at the age of 26. She aims to work on policies that will be favourable to women, children and the youth at large in her home country. Fatima hopes that her position will inspire young women, as well as the youth, to pursue leadership positions in government, across the continent. She is an alumna of the Oxford Consortium on Human Rights and founder of Tilwalte Girls Peace Network, a program that empowers girls to be peace ambassadors through entrepreneurship, leadership and peace building trainings.
Our Founding Beliefs

ADDRESS THE UNDERLYING CAUSES OF PROBLEMS

Treat root causes, not symptoms, to create lasting positive change

THE POWER OF ONE

Individuals catalyze the actions of large groups and transform societies

THE POWER OF YOUTH

Young people can dream big, take action, and change the world

THE NEED FOR PAN AFRICAN COOPERATION

Collaboration will stimulate growth and development across the continent

ENTREPRENEURSHIP IS FUNDAMENTAL TO GROWTH

Look beyond existing constraints and pursue opportunities to create value
Our eleventh year of the ALA journey was perhaps the most important and exciting year yet.

We began to bring our ALA 2023 strategic plan to life, and to understand with greater detail the impact and potential of our work to identify, develop, and connect Africa’s future leaders.

In May 2019, one of these young leaders, Eddie Ndopu ’08, was named by the United Nations Secretary-General as one of 17 Sustainable Development Goals (SDG) advocates. Eddie’s appointment, alongside luminaries like Graca Machel, Jeff Sachs, and Jack Ma, was of little surprise to us. Eddie has spent the entirety of his life pushing boundaries and breaking new ground in disability rights. Eleven years ago, Eddie launched his Global Strategy for Inclusive Education as an ALA student enterprise, working with classmates to ensure that children with disabilities gained access to schools across the continent. His tireless advocacy and endless drive have taken him around the world and allowed him to complete degrees at Carleton University and Oxford’s Blavatnik School. He now aspires to be the first person with a disability to travel to space! He reminds us - as Fred Swaniker shared with his fellow laureates at the TIME 100 Gala in New York this year - of our mandate to “do hard things.”

Our ALA 2023 Strategic Plan is all about doing hard things: imagining the future we want to create and committing time, energy and resources to bring it to life. In our strategic plan, we committed to win in the marketplace and serve more young people with our ladder of leadership development programs, to strengthen our diploma program as a learning, innovating, leading school, and to unleash our network - accelerating our alumni in diverse career pathways and fostering collaboration to address Africa’s grand challenges and harness its greatest opportunities.

One year into that ALA 2023 journey, we have laid the foundation for this next phase of exciting work. We fostered new strategic partnerships that globalize our campus; earned a new accreditation with the New England Association of Schools and Colleges; and launched our first two sector groups in Education and Healthcare for young African leaders.

We look forward to your active partnership in the year ahead.

With gratitude

Chris Bradford
## Our Leadership Development Model in Action

African Leadership Academy seeks to enable lasting peace and shared prosperity in Africa by identifying, developing and connecting the continent’s future leaders.

### IDENTIFY POTENTIAL

We comb Africa for youth who have shown the spark of initiative, who see what can be and strive to make it so.

| 27,200 | Applicants to ALA since 2008 |
| 1,309 | Young leaders who have studied in our 2-year Diploma Program |
| 46 | African countries represented in the student and alumni network |

### DEVELOP THROUGH PRACTICE

Young leaders complete an intensive program of intellectual growth and hands-on leadership development.

| 6 | Weeks over two years that our students spend in Seminal Readings, a core ALA programme in which they read and evaluate timeless texts |
| 30 | Original Ideas for Development (OIDs) were presented by first year students at the 2019 Enterprise Fest |
| 42 | Independent research projects presented in the fields of Science, Humanities, Creativity, and International Relations in 2019 |

### CONNECT TO OPPORTUNITIES

Young leaders are guided by a powerful network along their path to transformative impact in Africa.

| 233 | Universities that have enrolled ALA alumni for undergraduate and graduate study |
| 49 | Countries across the world where ALA alumni have completed university studies |
| $136,000,000 | Value of university scholarship funding accepted by ALA students since inception |
| 333 | Students and educators from across the world participated in the ALA Model African Union conference in March 2019, entirely organized by 58 ALA students |

### Value and Impact

- 27,200 Applicants to ALA since 2008
- 1,309 Young leaders who have studied in our 2-year Diploma Program
- 46 African countries represented in the student and alumni network
- Gender distribution in our student body: 50:50
- Average age of enrollment at ALA: 17
- Value of the Zayed Sustainability Prize won by two ALA students in 2018-19 for their design of a water reticulation system on the ALA campus
- 90% Proportion of ALA graduates actively engaged in work or projects in Africa

### ALA Impact Statistics

- **600** African leaders trained since 2008
- **$40,000,000** in scholarships awarded to date
- **$136,000,000** total value of scholarships
- **233** universities where ALA alumni have studied
- **50 countries** represented in the student and alumni network
- **46** independent research projects presented in 2019
- **30** original ideas for development presented by first-year students in 2019
- **294** students and educators participated in the ALA Model African Union conference in 2019
- **233** universities where ALA alumni have studied
- **49** countries where ALA alumni have completed university studies
- **333** job placements secured through Africa Careers Network
- **$136,000,000** value of university scholarships accepted by ALA students since inception
- **90%** proportion of ALA graduates actively engaged in work or projects in Africa

Annual Report 2019
In 2018, we introduced an ambitious five-year Strategic Plan, ALA 2023, to build on the success of our first decade and position ALA for long-term impact on the continent.

Our first decade had proven our founding thesis: that deliberate and deep investment in high potential youth can unleash transformational change on the continent. Our young leaders have demonstrated the ability to imagine and implement solutions to pressing challenges across a range of sectors and disciplines – from the provision of education, to the delivery of healthcare, to the creation of jobs.

ALA stresses the delivery of three strategic priorities:

1. We will win in the marketplace, building our brand and market demand for our programs as a model social enterprise;

2. We will invest in learning and innovation in our diploma program, such that we improve our outcomes and share our learning with the broader sector; and

3. We will unleash our network, engaging our alumni as partners in our mission and catalyzing their impact across diverse sector pathways.

Our first year of implementing this plan has been dedicated to building a foundation. The following sections tell the story in detail.
Win in the **Marketplace**

**THE MANDATE**

**By 2023, ALA must become a model social enterprise, with a robust financial engine and strong streams of program revenue that will enable our operation in perpetuity.**

We will grow our exceptional leadership development programs for youth: our high-impact short programs and conferences such as Model African Union; our outstanding summer camps and Global Scholars Program; and our flagship two-year Diploma Program.

While ALA has attracted exceptional young leaders to campus to date, we remain anonymous in too many key markets, with too few parents aware of the transformational nature of our programs. Over the next five years, we will invest in our programs, sales, marketing, and storytelling such that we are rightly recognized for excellence with respect to our core competencies: identifying, developing, and connecting future leaders. We will more effectively communicate our mission and model to families in differentiated markets, such that ALA will be the school and camp provider of choice for promising young leaders from all countries and backgrounds.

By building demand for our programs and strengthening our financial engine, we will reduce our reliance on philanthropy while ensuring that we can maintain our current commitment to scholarship opportunities for promising youth from disadvantaged backgrounds. In fact, we will fund more students on scholarship over the next five years than over the previous five years, due to the expansion of our campus completed in 2018.

**OUR PROGRESS IN 2018-19**

In 2018-19, we have invested in developing long-term institutional partnerships to enable growth and market access. Through our exciting new partnership with The School for Ethics and Global Leadership, we will welcome 24 new students from the United States to our campus in January 2020, expanding the diversity of our campus and introducing new voices and ideas into our classrooms and community. Over the last two years, we have also deepened our relationship with the Obama Foundation, serving as host for their Leaders: Africa program, bringing 200 emerging African leaders into our community.

In 2019, we also demonstrated our focus on our ladder of leadership development programs by welcoming the largest cohort of participants to date to the ALA Model African Union. With more than 1000 young leaders from around the world now having participated in our six MAU conferences, we are at the forefront of preparing the next generation of public sector leaders for Africa and the world.
Developing Public Sector Leaders:
The ALA Model African Union

In December 2012, Khaoula Morchid ’11 of Morocco, Varishth Baluckram ’11 of Mauritius and Rida Merdi ’11 of Morocco, created the ALA International Relations Council and met with faculty member Faith Abiodun to outline their goals for the year ahead.

They had already committed to participating in the prestigious Harvard Model United Nations and the Georgetown Model United Nations in Qatar. But they were driven to do something bigger: creating a Model African Union for students from across Africa.

The simulation of the African Union would create a platform for aspiring public sector leaders to examine the inner workings of the largest continental bloc of nations, preparing themselves to one day build on the AU’s strengths and address its weaknesses.

Sixteen months later, the student team hosted the inaugural conference in Johannesburg, with 62 students and 12 teachers from 11 schools in 8 countries in attendance.

The ALA Model African Union (ALAMAU) has only grown in the years since, bringing together 1026 young leaders from 58 nations, and 182 teachers from 65 leading schools around the world. At each MAU conference, these leaders grapple with critical African topics, from fostering agricultural resilience to climate change, to enhancing intra-Africa trade, and to protecting human rights in the fight against terrorism. Guest speakers at the conferences have included top diplomats from the African Union and ambassadors of several African countries, with additional recognition from the African Union itself! In 2017, ALAMAU was invited to co-design a conference to be held at the AU headquarters in Addis Ababa.

The defining feature of ALAMAU is its student-led nature. Each topic briefing pack for the conference (approximately 20-30 pages in length) represents an exceptional piece of student research written by an ALA student in a dedicated elective class at ALA. Each committee of ALAMAU is run by first and second year students. The organizing team responsible for conference logistics is also comprised of about 25 students, who are learning leadership and project management through conference delivery. Several of these students have gone on to study International Relations at undergraduate and graduate levels, and at least 15 former participants have returned to the Academy either as students in the Diploma Program, Global Scholars Program or Catalyst Term.

With the seventh ALAMAU conference scheduled for March 2020, the opportunities for growth are limitless. We look forward to welcoming an even larger and more diverse cohort of young leaders to the conference, and we seek strategic partnerships to enable even more students from varied backgrounds to participate. To learn more about ALAMAU, visit www.alamau.org.
Developing Global Leaders: Announcing SEGL at ALA

What was once known as Catalyst Term will now be SEGL at ALA starting in January 2020, as we enter an exciting partnership between ALA and The School for Ethics and Global Leadership. Based in Washington DC, SEGL has brought together exceptional high school juniors from across the United States over the past decade for a selective, semester-long residential program. Like ALA students, SEGL students are selected for their leadership potential, academic ability and character.

The new partnership between ALA and SEGL enables ALA to meet our aspiration of extending our term-abroad programs and offers SEGL a mission-aligned home for its international expansion. SEGL at ALA students will enjoy the best of both institutions: experiencing SEGL’s flagship Ethics and Leadership Course with an infusion of ALA’s Entrepreneurial Leadership and African Studies flair.

Students will discover global leadership in a diverse community with students, faculty and staff from across the continent.

ALA’s young leaders will greatly benefit from learning alongside SEGL at ALA peers from across the world. Together, these students will craft a deeper understanding of the world and foster lifelong relationships as they enter high-impact careers and global leadership. We also anticipate finding deep value in the curriculum collaboration between two unique institutions with exceptional leadership development programs.

SEGL faculty are already living on the ALA campus and working with ALA colleagues and students, and we cannot wait to welcome the first cohort of SEGL at ALA students to our campus in January 2020.
Providing a Home to the Obama Foundation’s Leaders: Africa Program

In the months leading up to ALA’s Decennial celebration in February 2018, ALA was also quietly working to support the Obama Foundation’s exceptional efforts to create a new network of young African leaders - the Obama Foundation.

Working in collaboration with a core team from the Obama Foundation Leaders: Africa program, ALA helped implement a transformative five-day leadership learning experience for the inaugural cohort of 200 African changemakers in July 2018. Among the 2018 Obama Foundation Leaders were two alumni from the ALA community, Hossam Hamdy ’12 from Egypt and Veda Sunassee (former ALA faculty) from Mauritius.

Marvin Tarawally ’11 from Liberia was selected to join the 2019 cohort! The Obama Foundation Leaders: Africa program seeks to build a growing network of innovative changemakers who will drive positive change in their communities, the continent, and the world. We see very clear alignments between our mission of transforming Africa by developing and connecting its future leaders, and that of the Obama Foundation.

We are honoured to have been chosen to host this program for its first two years. Our team experiences this partnership as a strong endorsement of our commitment to youth development and the creation of lasting peace and shared prosperity in Africa.
A Learning, Innovating, Leading School

THE MANDATE

Over the next five years, we will grow our understanding of how leaders are developed, enhancing our program and informing the sector. ALA enjoys an immensely privileged position as an educational institution.

We are a magnet for exceptional young leaders and educators; we are not required to adhere to rigid external standards or constraining curriculum; we have committed, engaged, and trusting parents; and we are not weighed down by historical legacy. As we enter our second decade, we feel a responsibility to leverage this privileged position by investing in institutional learning and innovation.

In 2023, ALA will continue to feel as it does today, and did in 2013 or 2008: with a passionate community and relentless commitment to our vision, mission, and values. But our program will not look as it does today: our school year, school day, curriculum, assessments, and reports will evolve significantly to reflect our deeper understanding of how we accelerate trajectories and enable transformative leadership. Each year, we will map a learning agenda, with a set of experiments that will test new adaptations to our curriculum and program. We will take our role as a leading school seriously, sharing our emerging learning with the world, and opening ourselves to input, ideas, and feedback from others beyond our campus. We will embrace the work of innovation and improvement as an ongoing process, having embedded a culture that relishes continuous improvement for years to come for the benefit of ALA, Africa, and the world.

OUR PROGRESS IN 2018-19

In 2018-19, we sought to more clearly articulate the standards of teaching for faculty and the traits we seek to develop in each student in the Academy’s Diploma Program. We also engaged in a year-long process of accreditation with the New England Association of Schools and Colleges (NEASC), evaluating the architecture, culture, and ecology of learning in the Academy community, and engaging our entire community in a process of defining our outcomes and aspirations. As of September 2019, ALA had completed this process of accreditation, with final approval confirmed in October. Finally, we embarked on a series of convenings across the world, sharing our work and aspirations with diverse audiences of parliamentarians, education practitioners and innovators in Africa, Europe, and the Americas.
When Jesse and Wuntia heard of the water crisis that gripped Cape Town in 2017, they were shocked that a major, coastal city could reach a point of running out of usable water. “What hope do other cities have, then?” asked Wuntia. Determined to contribute to some sort of solution, the young leaders began talks with ALA’s Head of Science, Hans Sowder, with their ideas taking final form as The Living Machine. They audaciously submitted their plans to the Zayed Global Sustainability Prize, enjoying the learning experience of applying for a major award. To their delight, their selection as finalists earned them a trip to Abu Dhabi - where they were announced as winners.

In September 2019, The Living Machine was successfully installed on campus, and it will be integrated into daily life at ALA by the end of the year. The machine will clean approximately 30,000 litres of grey water per month that will be re-used for our aquaponics system, sprinklers, and will also help water crops of various agricultural student enterprises on campus. In the Biology classroom, The Living Machine is already being used as a teaching tool.

“This is leadership in learning,” says Mr. Sowder. “You can have a dream and write up proposals, but actually getting it done? That’s another thing. The traits and values that we develop across the Diploma Program are fundamental to project completion with excellence.”

The imagination and implementation of The Living Machine is emblematic of our efforts to broaden learning through rich and meaningful projects. We look forward to continually refining and testing our methods of teaching, collaboration and student support on our journey to ALA 2023.
In 2018-19, our journey as a learning, innovating and leading school took us to cities like Brussels, Atlanta, New York, Cairo, Lagos, Nairobi, Johannesburg and beyond, as we convened several gatherings on the future of education and leadership.

In Brussels, we hosted the Cultivating Changemakers conference in partnership with the European Commission and the European Parliament. In Atlanta and New York, we facilitated Teaching Africa workshops with leading educators from around the United States on incorporating African themes into their classrooms, before hosting a similar workshop for a collective of African educators in Johannesburg. In Cairo, Lagos, Nairobi and Johannesburg, we expounded on the ideas of authentic practice, intentional community and desirable difficulty as pillars of our model at the Beyond Education conference series for parents and students across the continent.

Through each of these convenings, we witnessed the power and potential of learning communities to co-create the future we desire. In Brussels, Members of the European Parliament were joined by officials from the European Commission, diplomats from 16 embassies, journalists, NGOs, representatives from the private sector and global thought leaders like Tony Wagner, bestselling author of The Global Achievement Gap, Lai Cheng Lim, former head of the Raffles Institution in Singapore, and former ALA staffulty member Diego Ontaneda, now the founder and CEO of Latin American Leadership Academy.

With conversations ranging from the need to redefine skills development to the need to enable transformation through policy and practice, this aggregation of global education pioneers was the first of its kind at the European Parliament.
Each year, ALA refines its curriculum to deliver rigorous and transformative teaching and learning. As we look to ALA 2023, we sought to add an additional, global accreditation to the institution by engaging with the New England Association of Schools and Colleges (NEASC), the accreditor of a number of leading schools and universities in the US and across the world.

Beyond requiring schools to meet basic standards that represent transactional relationships, infrastructure, policy, and systems, NEASC’s thoughtful accreditation process is designed to transform schools into learning communities. The process brought the ALA community together in a collective internal reflection on our learning principles, including what meaningful, inclusive learning looks like, and why and how we assess whether that learning has taken place. The research and self-reflection challenged us to understand our learning ecosystem better and helped us define a path forward to achieve the aims of our strategic plan by 2023.

During the candidacy phase, we had the opportunity to share our curriculum with teachers from other schools in the NEASC network, while members of our community also had the opportunity to carry out external observations at other leading schools around the world. The external review teams observed classes, shadowed students, and interacted with different members of the ALA community to gain a holistic sense of learning at ALA.

Through our engagement with NEASC, ALA has positioned itself as a leading school aligned with a global standards organization, while gaining validation for the innovative work being done at the Academy.
THE MANDATE

Over the next five years, we will nurture diverse pathways to impact and foster a lifelong, collaborative relationship with alumni.

Our graduates have demonstrated that we can and should expect them to positively impact Africa’s public, private, and social sectors. But the magnitude of their impact will be enhanced through their work together. As we move forward, we will draw upon the lessons from the past five years to optimize our existing programs for graduates, and we will make selective investments that accelerate the careers of leaders across a range of sector pathways, from entrepreneurship to public health to public service.

In 2023, active sector-level interest groups will exchange ideas and support each other’s development and impact. Because one of our founding beliefs was the importance of entrepreneurship to Africa’s future, we will seek to deepen our understanding of entrepreneurial pathways in Africa. We will continue our investment in the Anzisha Program, drawing upon lessons to date to grow our impact. Under that umbrella, we will also pilot a targeted accelerator for young entrepreneurs in the education sector. Today, over 2,000 young people in Africa attend schools founded and run by ALA graduates, a number that is growing rapidly. We believe that targeted work with this cohort – who work in the sector we understand best and in which our networks are strongest – will provide valuable lessons on how to catalyze graduate entrepreneurs toward ‘impact at scale’, and allow ALA to have broader systemic impact in education. We will apply lessons from this work to future activities that support graduates on other pathways.

OUR PROGRESS IN 2018-19

In the first year of our ALA 2023 delivery cycle, we began the effort to organize our network into collaborative communities that will unlock transformational change on the continent. We have identified six key “sector clusters” in our alumni community, organized around grand challenges and great opportunities on the continent. These sectors are Education, Healthcare, Agribusiness and Rural Livelihoods, Public Sector & Civil Society, Infrastructure & Cities, and Creative Industries & Tourism. Each of these sector groupings will foster diverse communities of entrepreneurs, technologists, policymakers, and organization-builders from across the continent, who will work together to share ideas across national borders and accelerate the careers of promising young leaders.

Our first convenings of these communities occurred in June and July 2019, with the ALforEducation and ALforHealth gatherings in Kenya and Rwanda. These gatherings connected emerging and established leaders from across the continent who were imagining the future of education and healthcare in Africa. We look forward to continuing this work in the years ahead as we explore collaborations between ALA’s young leaders and change leaders in their fields.
Jihad Hajjouji '08 of Morocco is the Program Lead for the Anzisha Education Accelerator, building a network of exceptional entrepreneurs transforming education around Africa.
Empowering Education Entrepreneurs: The Anzisha Education Accelerator

With 36 educational ventures having been founded by ALA alumni, staff and affiliated partners, the education sector has proven to be a critical strategic starting point in defining the potential of the ALA network.

In November 2018, we launched the Anzisha Education Accelerator, a program that identifies and nurtures entrepreneurs who have founded high-potential school ventures across Africa. Led by ALA alumna Jihad Hajjouji ‘08 from Morocco, the Accelerator develops the capabilities of these leaders and their teams; provides access to key shared services that foster excellence in their organizations; and connects founders to funding opportunities, mentors, and a valuable community of peers.

ALI RAMOUL ‘09
CO-FOUNDER AND EXECUTIVE DIRECTOR
Ramsys School in Constantine, Algeria

The first private school to be established in the city of 700,000, Ramsys now has a primary and secondary school offering for youth who are ineffectively served by the government system, and an ambitious plan to grow their campus to 1,000 students in the year ahead.

BELINDA MUNEMO ‘08
CO-FOUNDER AND EXECUTIVE DIRECTOR
Reekworth Schools in Harare, Zimbabwe

An affordable private group of nursery, primary and secondary schools, Reekworth brings a unique focus on entrepreneurship and critical thinking from early childhood, and a holistic approach to child development.

NGOR MAJAK ’11
CO-FOUNDER AND EXECUTIVE DIRECTOR
Greenbelt Academy in Bor, South Sudan

Greenbelt was founded in 2017 with the aim of educating a generation of peacemakers and transformational leaders for Africa’s youngest country. The school stands out from other schools in the country due to its commitment to girls’ education and curriculum in peacebuilding.

NTAKAMAZE NZIYONVIRA ’11
CO-FOUNDER AND EXECUTIVE DIRECTOR
COBURWAS Schools in Kyangwali Refugee Camp, Uganda

In 2005, young refugees including Ntakamaze and his friend Joseph Munyambanza ALA ’08 began to work together to create educational opportunities for their peers. Today, their school has become a model of educational excellence not just for conflict-affected African refugees, but also for the development of local Ugandans.
Building a Network for Impact: ALforEducation and ALforHealth

In June and July 2019, members of the ALA network convened for inaugural gatherings in Kenya and Rwanda, connecting people and ideas around two of Africa’s greatest opportunities: imagining the futures of education and healthcare on the continent.

As we pivot our network towards addressing the continent’s grand challenges and greatest opportunities, the ALforEducation and ALforHealth gatherings provided the platform to explore collaborations between ALA’s young leaders and other practitioners in both fields.

At the ALforEducation conference in Nairobi, Kenya held from June 27-28, 2019, more than 150 participants convened on the theme: “Reimagining Secondary Education: Preparing Africa’s Youth for the Future of Work”, grappling with the question of how to grow a pan-African movement to accelerate shifts in education systems in Africa.

“It was deeply exciting and invigorating to see how these organisations are already shaping the future of education in Africa, and to see how the network worked to identify and share solutions,” said ALA CEO, Chris Bradford.

At the ALforHealth gathering in Kigali, Rwanda, more than 100 participants convened on the theme: “Quality Care & Sustainable Solutions: The Promise of Innovation in Africa’s Healthcare”. In her keynote address, Dr Ola Brown, Founder and CEO of Flying Doctors Nigeria drew a direct correlation between healthcare provision and economic growth, asserting that “Healthcare is an investment, not a cost.” According to Dr. Ayobami Oduntan, ALforHealth Network Manager, “We sought to create a gathering that focused on innovative solutions that address the gaps in access to quality healthcare, and helped young leaders find their place in defining and scaling these solutions.

All sessions were designed around 8 Grand Challenges in Health Care, which we sought to discuss and address throughout the conference.”
The Anzisha Program hosted its first ever summit focused on very young entrepreneurs in April 2019, convening more than 200 educators, investors, parents, incubators, and young entrepreneurs under the theme ‘Age Matters’. The gathering also marked the official launch of the Anzisha Scenario campaign, a multi-stakeholder dialogue aimed at exploring and enabling the contributions of youth entrepreneurship to economic growth and development in Africa.

The Anzisha Scenario is a particular version of the future in which young Africans of high potential pursue entrepreneurship as a career path and hire their friends and peers. This vision emerged from a scenario-planning exercise that explored three possibilities for entrepreneurship and youth employment, and the likely outcomes for African economic growth. The evidence from this planning exercise affirms the Anzisha theory of change: that youth entrepreneurship is a valuable means of creating employment and, ultimately, economic growth in Africa. Stimulating youth entrepreneurship requires the creation of a meaningful ecosystem of schools, universities, investors, and policy priorities that will develop and support young entrepreneurs.

Two workshops at the ALA campus over the course of the year incorporated diverse voices to explore the impediments and opportunities on the road to the Anzisha Scenario. Anzisha is now exploring contextual factors in regions across Africa by taking the conversation to other parts of the continent, beginning in Senegal and Cote d’Ivoire. The campaign will continue as we create more opportunities for greater collaboration within the youth entrepreneurship ecosystem.

Alhaji Siraj Bah from Sierra Leone was first runner up at the 2018 Anzisha Prize Gala, having launched a paper bag and eco-fuel business as a teenager with only $20.
Wisdom is like a baobab tree; no one individual can embrace it.

Leadership and Governance

**SENIOR LEADERSHIP**

Chris Bradford  
Co-Founder & Chief Executive Officer

Lara Rabiu  
Outgoing Chief Financial Officer

Peter Kimingi  
Incoming Chief Financial Officer

Hatim Eltayeb  
Dean of the Academy

Josh Adler  
Vice President, Growth and Entrepreneurship

Uzo Agyare-Kumi  
Dean, Global Programs and Parents

Tinacho Chitongo  
Director of Development

Faith Abiodun  
Director of Marketing and Recruitment

Kate Morris  
Director of Institutional Learning

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Founder & CEO, Reekworth Schools

Terence Naidu**  
Founder & Managing Director, Envisionit Group of Companies

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Former Principal, SOS Hermann Gmeiner International College

Khumo Shongwe  
Senior Advisor, Royal Bafokeng Holdings

Garth Saunders  
Former CFO, SAB Miller

Fred Swaniker  
Chairman, African Leadership University

Brian Wowuru ‘09**  
Private Equity Specialist, Investec Asset Management

* Term Expired in 2019  
** Appointed in 2019
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David Geral  
Bradford Gioia  
Donald Gips  
Wilfred Griekspoor  
John Antony Hood  
Christopher Khaemba  
Acha Leke  
Lai Cheng Lim  
Wendy Luhabe  
Temba Maqubela  
Jacko Maree  
Rick Menell  
Phumzile Mlambo-Ngcuka  
Festus Mogae  
Peter Mombaur  
Futhi Mtoba  
James Mwangi  
Phuthuma Nhleko  
Sizwe Nxasana  
Gbenga Oyebode  
Isaac Shongwe  
Ibrahim Slaouli  
John Thornton  
Ralph Townsend

UNITED STATES ///

Mimi Alemayehou  
Carroll Bogert  
Amy Brakeman  
John Campbell  
Johnnie Carson  
Molly Cashin  
Wilfred Chilangwa  
David Coleman  
Michael Denning  
Ted Dintersmith  
Cheryl Dorsey  
Kevin Efrusy  
Molly Efrusy  
Jim Fleming  
David Issroff  
Lisa Issroff  
Tony Marx  
Dominique Mielle  
Sarah O’Hagan  
Nicholas Pianim  
Margaret Raffin  
Julian Robertson  
Sarah Robertson  
Spencer Robertson  
Margie Thorne  
Nate Thorne  
Bruce Walker  
Mark Yusko  
Jide Zeitlin  
Mary Zients
Financial and Organization Information

Financial Overview

African Leadership Academy delivered a surplus of R24.4M in FY2019, reflecting good financial health. This surplus was driven by significant growth in program revenue from camps and custom programs, as overall program revenue grew 23% in FY19 to R42.6M.

Our decennial fundraising campaign has buoyed the Academy in preparation for substantial investment and budgetary growth in FY2020 and beyond as we bring the ALA 2023 strategic plan to life.

We are grateful to the generosity of supporters from around the world in making the work of the Academy possible.

INCOME STATEMENT | FOR THE YEAR ENDING 30 JUNE 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>163.7</td>
<td>214.9</td>
<td>125.4</td>
</tr>
<tr>
<td>Other Income</td>
<td>2.8</td>
<td>0.5</td>
<td>0.3</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>144.9</td>
<td>144.7</td>
<td>122.5</td>
</tr>
<tr>
<td>Operating Surplus</td>
<td>21.6</td>
<td>70.7</td>
<td>3.2</td>
</tr>
<tr>
<td>Investment Income</td>
<td>11.5</td>
<td>5.6</td>
<td>5.4</td>
</tr>
<tr>
<td>Profit (Loss) on Forex</td>
<td>(3.2)</td>
<td>(3.5)</td>
<td>5.6</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>(5.5)</td>
<td>(4.1)</td>
<td>(3.1)</td>
</tr>
<tr>
<td>Surplus for the Year</td>
<td>24.4</td>
<td>68.8</td>
<td>11.0</td>
</tr>
</tbody>
</table>

In Millions, ZAR

BALANCE SHEET | FOR THE YEAR ENDING 30 JUNE 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>214.2</td>
<td>190.8</td>
<td>90.3</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td>206.1</td>
<td>214.1</td>
<td>191.5</td>
</tr>
<tr>
<td>Total Assets</td>
<td>420.3</td>
<td>404.9</td>
<td>281.8</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>58.0</td>
<td>62.2</td>
<td>31.8</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td>68.0</td>
<td>72.8</td>
<td>48.9</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>126.0</td>
<td>135.0</td>
<td>80.7</td>
</tr>
<tr>
<td>Net Assets</td>
<td>294.3</td>
<td>269.9</td>
<td>201.1</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>420.3</td>
<td>404.9</td>
<td>281.8</td>
</tr>
</tbody>
</table>

In Millions, ZAR
GROWTH IN PROGRAM REVENUE | 2017 - 2019

In Millions, ZAR

Audited financials are available on the African Leadership Academy website.
Get Involved

ALA’s growth and success have been powered by you!

Your contributions large and small have allowed ALA to identify and develop promising young leaders from all economic backgrounds, enabled the purchase and transformation of our campus on the outskirts of Johannesburg, and funded programs that are scaling our impact on youth beyond our campus.

With contributions ranging from individuals and families to corporate organizations, and grant-making foundations, our deepest appreciation goes out to all our extraordinary donors who have helped make the ALA vision a reality since our founding.

Join our Decennial Campaign

The “Inspire. Innovate. Invest.” Decennial Campaign includes giving opportunities for donors at all levels and across a range of diverse interests. Your support will enable our ALA 2023 strategy and long term vision, and enable ALA to maintain our commitment to the most promising students from all backgrounds. We ask our global network of stakeholders to invest with us in Africa’s future, through scholarship support, targeted funds for programs, and grants that enable innovation, growth, and the development of our lifelong network. Every contribution makes a difference for ALA and Africa. Thank you for your investment in our shared future.

TO DONATE
VISIT
www.africanleadershipacademy.org/donate
Give to ALA

SPONSOR AN ALA STUDENT
A powerful way to develop future leadership for Africa is to directly invest in leaders themselves – by providing sponsorships for students from disadvantaged communities to attend ALA. We admit students on a need-blind basis and almost all ALA students require financial support to attend ALA.

SPONSOR A CAMPUS SPACE
As we expand and refurbish our campus, we are creating learning and living environments for the next generation of Africa’s leaders. Add your personal footprint to the legacy of ALA by funding a campus space in honor of you or someone important to you.

DONATE TO THE GENERAL FUND
By contributing financially to ALA, you can help ALA further its mission of identifying, developing and connecting Africa’s future leaders.

To discover more ways to support ALA, please visit www.africanleadershipacademy.org/get-involved
Discover Our Programs

**GLOBAL SCHOLARS PROGRAM (GSP)**

10-day and 18-day leadership summer programs for teens aged 13 to 19.

Our school break (June-August) program engages young leaders in social entrepreneurship, design-thinking, leadership training, adventure, and cross-cultural exchange, preparing them to create change in Africa and around the world. Participants practice leadership by working with social ventures, learn from South African entrepreneurs and community members, develop skills through team-based challenges, build a global network of peers, and discover the history, beauty, and diversity of Africa.

Participants at GSP go beyond typical community service; they develop meaningful partnerships with local entrepreneurs and change makers. The program also enables them to practice professional skills by co-creating solutions that will lead to sustainable change.

**TWO-YEAR DIPLOMA PROGRAM**

ALA’s flagship two-year pre-university program centered on Entrepreneurial Leadership, African Studies, Writing and Rhetoric, and the Cambridge A Levels.

Each year, ALA identifies young leaders between the ages of 15 and 18 with demonstrated leadership potential and a strong sense of purpose. Through our unique curriculum at the Academy, they develop the skills, mindset, and network to contribute towards our mission of enabling lasting peace and shared prosperity across the continent. After they graduate, ALA continues to cultivate these leaders throughout their lives, in university and beyond. We support their growth through access to internships, career opportunities, and high-impact networks of people and capital that will empower them to create transformative change.
**ANZISHA PROGRAM**

The Anzisha Program comprises a suite of activities that nurture, celebrate and scale Africa’s youngest entrepreneurs – firmly focused on youth under 22 years old.

The centerpiece of the program is the Anzisha Prize, Africa’s premier award for young entrepreneurs aged 15-22 who have developed successful businesses, implemented sustainable solutions to social challenges within their communities, and are contributing to combating the youth unemployment challenge in Africa. Each year, 20 finalists become Anzisha Program Fellows who receive ongoing support to scale their ventures. Additional Anzisha Program activities are aimed at supporting and providing tools to a broader group of young African entrepreneurs, in order to strengthen the youth entrepreneurial ecosystem across the continent.

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**ALA MODEL AFRICAN UNION (ALAMAU)**

Annual leadership conference for young leaders around Africa and across the world, simulating the activities of the African Union.

ALAMAU was established in 2013 as a platform for young leaders to develop implementable solutions to African development challenges through diplomacy and international cooperation.

Delegates to ALAMAU serve as representatives of various African governments in organs of the African Union, affording them the opportunity to study complex African issues, understand the positions of African countries, and learn to successfully negotiate without compromising national interests.
Ammar Kandil turned a $500 investment into YES Theory, a digital media brand that encourages over 4.2 million subscribers on YouTube to ‘seek discomfort’ and say ‘yes’ to doing things that take them out of their comfort zones so that they grow and live more fulfilling lives. Forming part of a team of three, Ammar has used this platform to challenge viewers including Will Smith who, with the help of YES Theory, bungee jumped out of a helicopter over the Grand Canyon for his 50th birthday. In 2019, Ammar committed to raise $30,000, through his powerful platform, to fund an Egyptian student at the Academy and successfully raised this amount within an hour of the announcement.

Cornelia Kruah-Togba campaigned for Representative of Liberia’s 13th District of Montserrado County in 2018, contesting against the ruling Unity Party. Cornelia’s career in public service has seen her work in former President Ellen Johnson-Sirleaf’s government as a program assistant at the Ministry of State for Presidential Affairs, with Cornelia gaining admission to the Order of the Star of Africa by Johnson-Sirleaf in 2017. Cornelia is passionate about tackling child advocacy, gender-based violence, access to education, HIV/AIDS and legislative accountability in Liberia.
In March 2019, Netflix released the long-awaited drama, The Boy Who Harnessed the Wind, based on the early life of William Kamkwamba ‘08. The movie detailed William’s outstanding invention of a windmill to power electricity and irrigation in his village in Malawi, combating devastating droughts and famine. The movie stars multiple-award winning actor, Chiwetel Ejiofor, and a debut for Kenyan actor Maxwell Simba ‘19 who played William in the movie.
Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it is the only thing that ever has.

- Margaret Mead