Dr. Bih-Neh Estella Nsoh ‘09 works as a general practitioner at the front lines of the pandemic at the Médecins Sans Frontières-supported St. Mary Soledad Hospital in Bamenda, Cameroon.
After supporting our on-campus coronavirus response in March and April, ALforHealth Network Coordinator Dr. Ayobami Oduntan returned to medical practice, serving patients in rural Northwest Province, South Africa.
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OUR VALUES

INTEGRITY • HUMILITY • CURIOSITY • COMPASSION • DIVERSITY • EXCELLENCE

OUR MISSION

African Leadership Academy seeks to transform Africa by developing a powerful network of leaders who will work together to address Africa’s greatest challenges, achieve extraordinary social impact, and accelerate the continent’s growth trajectory.
LETTER FROM THE CEO

The twelfth year of our ALA journey was perhaps the most unexpected to date. I have been awed by the strength, creativity, resilience, and generosity of our ALA community as we have met the challenge of the coronavirus pandemic on our campus and across our continent.

Two weeks before the first African governments announced lockdowns and border closures, the student leaders of ALA’s Model African Union made the decision to postpone their March gathering. With their recognition of the potential implications of the coronavirus, these future diplomats and policymakers demonstrated true leadership. Their decision cost them the payoff of ten months of painstaking preparation for 250 students from across Africa and around the world. But their commitment to their values gave us confidence in the decisions they will make as leaders in the decades to come.

This was the first of many transformational choices made in response to the pandemic. Another group of students took the initiative to record WHO guidance in African vernacular languages, such that this information could rapidly be distributed to communities across the continent via social media. A group of staff redesigned the ALA program and timetable for remote learning. Our Anzisha team organized a special COVID investment program to support young entrepreneurs through the crisis – enabling some of these entrepreneurs to pivot into the provision of PPE and other much-needed supplies in local communities across Africa. ALA partners across the continent created exciting internship opportunities for alumni whose summer jobs had been cancelled.

Each day, the pandemic reminds us of the importance of our mission, and challenges us to innovate and accelerate our progress toward our strategic priorities for 2023 and beyond. Our Redefine Expectations video and webinar series (page 7) has given us a glimpse of the impact our community is already having on Africa. It is our duty to cultivate collaboration across this community as we work to address Africa’s grand challenges and harness its greatest opportunities.

I write this letter with certainty that ALA will emerge from this period stronger than we entered it. The need for ethical and entrepreneurial leadership is clear, and we are building a lasting institution that will enable enduring peace and shared prosperity on the continent.

Thank you for being part of this journey, and I look forward to our continued partnership.

With gratitude,

Chris Bradford
## OUR LEADERSHIP DEVELOPMENT MODEL

### IDENTIFY POTENTIAL

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

<table>
<thead>
<tr>
<th>Stat</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of applicants to ALA since 2008</td>
<td>28,214</td>
</tr>
<tr>
<td>Young leaders who have studied in our 2-year diploma program</td>
<td>1,212</td>
</tr>
<tr>
<td>African countries represented in the student and alumni network</td>
<td>46</td>
</tr>
<tr>
<td>Gender distribution in our student body</td>
<td>50:50</td>
</tr>
<tr>
<td>Average age of enrollment at ALA</td>
<td>17</td>
</tr>
</tbody>
</table>

### DEVELOP THROUGH PRACTICE

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

<table>
<thead>
<tr>
<th>Stat</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent research projects presented in the fields of Science, Humanities, Creative Arts, and International Relations in 2020</td>
<td>39</td>
</tr>
<tr>
<td>On-campus student enterprises run by teams of ALA students in FY20</td>
<td>25</td>
</tr>
<tr>
<td>Jury prizes won at Global Film Festivals in 2020 by Tapiwa Gambura '18, who began her filmmaking journey as an ALA student</td>
<td>3</td>
</tr>
<tr>
<td>Number of employees of Green Venture Tanzania, operated by Edgar Edmund '18 while studying on the ALA campus in 2020</td>
<td>121</td>
</tr>
<tr>
<td>Second year students who participated in MIT’s “Evolution of an Epidemic” course in South Africa in January 2020, alongside faculty member Dr. Demilade Fayemiwo</td>
<td>5</td>
</tr>
</tbody>
</table>
CONNECT TO OPPORTUNITIES

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

Universities that have enrolled ALA alumni for undergraduate and graduate study

296

Countries across the world where ALA alumni have completed university studies

54

Value of university scholarship funding accepted by ALA students since inception

$153 000 000

Portion of ALA graduates actively engaged in work or projects in Africa

88%

Number of ALA alumni among the 145 Schwarzman Scholars named in 2020, selected from a pool of over 4700 applicants from leading universities across the globe.

3
REDEFINE EXPECTATIONS:
YOUNG LEADERS IN ACTION

Across Africa, ALA alumni are redefining our expectations for the continent: completing groundbreaking cancer research, building the supply chain for remote communities, educating peacemakers, and tackling wildlife exploitation. In 2020, we began to shine a light on these stories: sharing narrative stories and hosting webinars to inspire other young people to follow in their footsteps across the continent.

We know that Africa’s future will be shaped by young leaders who commit each day to think differently, break boundaries, and fight for what is right. Where expectations are low, mediocrity thrives. At ALA, we seek to redefine expectations entirely. We recognize the opportunities and possibilities on this continent are only limited by our collective imagination and commitment.

OYINDAMOLA ADEFISAYO

Oyindamola Adefisayo ’08 is a Nigerian researcher, currently in her sixth year of a PhD in Immunology and Microbial Pathogenesis at The Weill Cornell Graduate School of Medical Sciences. Her research is centred on finding cost-effective and time-reducing solutions to the treatment of multidrug-resistant Tuberculosis, a disease that continues to disproportionately plague the African continent.

“I do not just want to use my research to find new drugs or find new therapies. I want to use it as a space to increase the interest in the sciences and to build capacity for scientific research on the African continent. If Africans know research is coming from our scientists, then we can improve trust in science and trust in healthcare on the continent.”

LEARN MORE ABOUT THESE YOUNG LEADERS AND MORE AT:
www.africanleadershipacademy.org/redefine

WATCH OUR REDEFINE EXPECTATIONS WEBINARS ON YOUTUBE:
https://www.youtube.com/ALAvideochannel
BRIAN WAWERU

Brian Waweru ’09 of Kenya is a Transactor at Rand Merchant Bank, managing over $450 million in assets across Africa. With a passion for developing entrepreneurs and supporting the growth of critical industries in Africa, Brian’s professional journey has taken him through industry giants like Standard Chartered Private Equity, JP Morgan and The Blackstone Group. A graduate of the prestigious Wharton Business School, Brian currently sits on the Board of Trustees of African Leadership Academy.

“The formula for success is taking risks. You cannot put yourself in a position to get the desired results if you do not take that first risk. I love my career as an investor; every time we invest in a company or an entrepreneur, we are taking risks.”

RIMA TAHINI

Rima Tahini ’10 from Sierra Leone is Director of Artists & Repertoire at Mavin Global, one of Africa’s leading record labels.

She is responsible for identifying, grooming and managing musical talent from across the continent. By combining a career in finance and a passion for entertainment and lifestyle, Rima is leading the transformation of Africa’s entertainment industry.

“For me, it’s beyond being in entertainment. It is about building one of the leading industries in Africa today. I hope to see the African music industry grow, and I want the industry to be developed to a place where we have institutions within it and our artists can flourish and have platforms and opportunities.”

AIDA NDIAYE

Aida Ndiaye ’09 from Senegal is Public Policy Manager at Facebook, coordinating government relations for the technology giant across 22 countries in French-speaking and Portuguese-speaking Africa. Her career so far has taken her through leading global organizations like Google, IBM and Dalberg Global Development Advisors, and institutions like University of Oxford and Quest University, Canada where she was the first international student to serve as Student Body President.

“What the tech sector has done really well is dismantle this notion that age is a barrier to leadership. The reality of it is that experience and expertise come with practice. Young people have been informing policies and it is now time to give them a seat at the table.”
LESSONS FROM THE PANDEMIC: A VALUES-DRIVEN RESPONSE

Across Africa and around the world, school leaders have spent much of 2020 considering how to respond to the evolving challenges of the COVID-19 pandemic. The pandemic response has highlighted the exceptional leadership at all levels of the ALA community, from students and alumni to staffulty and partner organisations. It has also brought new opportunities to strengthen the core of our educational enterprise and to imagine the future of education on the continent.

Guided By Our Mission
ALA seeks to enable lasting peace and shared prosperity in Africa by developing future leaders. Our actions in a time of crisis must reflect this mission: we must consider the implications of our decisions on the communities we serve across Africa, the students on our campus, and their families. With this in mind, ALA chose to keep its residence open for our international students (with strict social distancing rules) when school closure was mandated. This decision prevented the possibility of one of our students becoming a vector of virus transmission into a community less prepared to deal with the virus. It also ensured that all students would continue to make progress toward their ALA diploma, regardless of their level of connectivity in their home community.
We set three clear priorities at the start of the pandemic: (1) ensuring the health and safety of all members of our community; (2) ensuring the learning continuity of the students on our campus; and (3) ensuring the continued career progression of our young leaders across the world.

**PRIORITY 1: HEALTH AND SAFETY**
ALA found host families for our immunocompromised students and developed new campus procedures, including regular temperature checks and an in-house quarantine protocol. We also sought to ensure the safety of our catering, cleaning, and security staff. We proactively engaged our contractors to ensure that they had adequate sick leave policies in place, and we repurposed our school transport to bring these colleagues to work, eliminating the risk of transmission associated with public transport. Finally, we ensured that psychological support services were available to staff, students, and alumni during the unique strain of this time.

**PRIORITY 2: LEARNING CONTINUITY**
With our students locked down on our campus, ALA made a rapid pivot to remote learning. Our IT team worked with a telecommunications partner, Rain, to ensure that each faculty member had effective bandwidth for video based teaching at home. We moved all of our classrooms to Zoom over a period of a few days, and developed new protocols such that our students could reliably complete their A-Level courses and sit international exams. Importantly, remote school was far more than just online classes: under the leadership of Dr. Sarah Kgagudi, we transformed core rituals, including our weekly assemblies, into participatory online experiences that fostered our sense of community.

**PRIORITY 3: CAREER PROGRESSION BEYOND OUR CAMPUS**
As tertiary campuses closed, ALA’s university support team worked to ensure that every student in our network was safely housed and able to participate in the remote learning options offered by their universities. The pandemic also brought disruptions to labour markets across the world, with over 150 internship and full-time job opportunities for our alumni cancelled by April. Our networks team leapt into action, working with supporters across the world to generate over 250 virtual internship and career opportunities by June - creating valuable work experiences for our young leaders throughout the summer holiday.

We also sought to support the young entrepreneurs in our network as local economies ground to a halt. In April, ALA and the Mastercard Foundation repurposed funds to create the Anzisha COVID-19 Relief Fund, such that young entrepreneurs across Africa could access employee retention grants, vouchers, relief purchases, or interest-free loans. These efforts kept businesses alive and young people across Africa employed.

**Planning for Uncertainty**
We recognize that good decisions come from evaluating a range of options, and bad decisions tend to be a product of rushed or reactive decision-making. ALA began following the coronavirus at an executive level in February, and developed a set of potential actions that might be taken well before school closure was discussed locally. By regularly scenario planning and applying our BUILD design thinking process to the challenges brought by the pandemic, we were moving at a measured pace even when the situation seemed as though it was changing every hour.
LESSONS FROM THE PANDEMIC: LEANING INTO POSSIBILITY

The pandemic has brought into focus new opportunities for ALA and for the future of education in Africa. Throughout the pandemic, teams across ALA have asked a simple question: what can we do in this new normal better than we might have done in the old normal?

Refined Teaching and Learning Practices
At ALA, remote lessons break us out of habits and force each teacher and department to re-examine lesson structure and use of time. Zoom creates a range of new possibilities, from screen-sharing of student work to instantaneous breakout groups. Remote learning has not been easy or ideal, but it has presented opportunities for improvement that will serve us long after our students return to classroom instruction. For example, our move onto Zoom allows us to record classes, and for teachers to observe sessions that reflect exceptional use of a particular pedagogical approach.

Improved Parent Engagement
The pandemic placed a premium on our communication with the parents across Africa whose children were in our care. Under the leadership of Uzo Agyare-Kumi, we began weekly (and later semi-monthly) parent webinars that provided structured updates on the coronavirus response and question and answer opportunities with our Deans and health and wellness staff. New technologies allowed for immediate translation for those parents who do not speak English, and the outcome has been a more cohesive and informed parent community than at any point in our history.

Honing our Use of Time
Time is the currency of education. But schools are complex systems, and small changes in the timetable tend to produce substantial knock-on effects, impeding innovation. With students learning remotely, ALA has been able to experiment with new timetabling approaches - from dedicated time for university guidance, to shifting time allocations by subject, to four week ‘blocks’ rather than three month terms. We have also been able to shift the use of time within classes, mixing asynchronous and synchronous remote learning approaches. We will return to in-person instruction with a range of new insights about how to maximize the two years each student spends in our diploma program.

New Product Development
The pandemic returned ALA to its entrepreneurial roots. Over four weeks in May, staff members Kalliope Kruesmann ‘12 and Dave Tait modeled entrepreneurship in designing a new online summer program, our Global Summer Short Courses for teens. The program enrolled nearly 400 children from North America, Africa, Europe, and Asia for fun and engaging programming focused on contemporary issues in Africa.
Deborah Alongi ’14 is the founder of Manasse School in Kinshasa, DRC, which offers high quality affordable education at the pre-school and primary school levels to more than 200 students. In March, Deborah quickly established small learning pods across the high-density community served by Manasse, leveraging community members to ensure students kept learning and families stayed safe and healthy.

Connecting Our Network
Over the past few years, ALA alumni have spread across Africa and around the world, pursuing initiatives that can enable the continent’s transformation. But our alumni events remained oriented around physical gathering and connection: Barazas to foster career preparation, and Indabas to gather alumni in different regions of the world. The pandemic forced a pivot to virtual gathering formats for alumni events, career development activities, and sector networks like ALforEducation or ALforGovernance. This has fostered more regular contact across the network: a greater fraction of ALA alumni have participated in events since the pandemic began than in the previous year! Virtual gatherings will have a central role throughout the years ahead as our dispersed network works together to lead change across the continent.

Looking to the Future
Across Africa and our ALforEducation Network, organisations are asking questions about the future of education. We look forward to working with schools as they return to the curricular ‘first principles’ of creating life-worthy learning. We are inspired by local leaders like Deborah Alongi ’14 of the DRC, whose school-level coronavirus response is anchoring a broader community in greater Kinshasa. As we look to the future, ALA will continue to foster community among education leaders across Africa and around the world who can exchange ideas that will improve the livelihoods and learning outcomes of all children on the continent.
In our ALA 2023 strategic plan, we set a bold aspiration as a “Learning, Innovating, and Leading” school: ALA will continuously improve its quality of education and share our insights for the benefit of children across the African continent. We must clearly state the outcomes we seek to develop in each of our young leaders, and we must strengthen the teaching and learning practices that enable each student to reach these outcomes.

Clarifying our outcomes: The Seven Traits
In 2018, we defined seven “traits” that we aspire to develop in each of our graduates: the characteristics that will enable a lifetime of success and impact, regardless of subject choice or career aspiration. In 2019 and 2020, we formalized the integration of these traits into the ALA curriculum as evidence of student achievement and growth. We have sought to align all academic, residential, and co-curricular activities to a new, shared language that is guided by these traits. Because the traits are the collective outcomes of all students at ALA, they can be developed across our courses - from Mathematics and Physics to African Studies and Entrepreneurial Leadership.

Defining standards of achievement
For the seven traits to unite our curricular experience and become achievable outcomes, we needed to clearly define observable standards of achievement associated with each trait. For example, a “critical thinker” is defined as “one who constructs knowledge in a domain”. This characterisation is then distilled to a set of standards that can be observed and must be achieved, such as the student’s ability to “collect, validate, organize, and analyse evidence”. Each subject course at ALA defines its outcomes such that they correspond to these standards - ensuring that any collection of courses taken by an ALA student can be audited to ensure that the range of desired outcomes will be achieved.

The ALA Thesis: a demonstration of achievement
With the traits as a guide, we also refined the ALA Thesis: the culminating experience for all graduates of our Diploma Program. Over two years, each student builds a portfolio that reflects their growth toward the standards of achievement for each trait. Graduating students then prepare a summative presentation for faculty and peers in which they present and discuss a piece of work that reflects their mastery of all seven traits. In 2020, exceptional Thesis presentations included Souleymane Diallo’s “Decolonising Education and the works of Frantz Fanon” and Thabang Matona’s “The potential for Medical Tourism in South Africa.”

Strengthening teaching with outcomes in mind
In the past 24 months, we have clearly defined our learning outcomes, sharpened our planning practices, and built a culture of peer observation amongst our faculty. A continuous cycle of intentional and structured feedback will empower ALA’s teachers to better develop the seven traits in their students.
Tchofor Dick Nchang ’18 (Cameroon) and Kenza Slaoui ’18 (Morocco) demonstrated their mastery of the seven traits with their ALA theses on “Improving Healthcare Accessibility” and “National Curriculum Policy,” respectively, prior to their graduation from ALA in June 2020.

AFRICANIST
Engages with Africa’s past and present in order to serve its future.

AUTODIDACT
Directs and manages own learning to surmount challenges and achieve goals.

COLLABORATOR
Works inclusively with others to define and achieve aims.

COMMUNICATOR
Communicates effectively for purpose and audience.

THE SEVEN TRAITS

CRITICAL THINKER
Constructs knowledge within a domain.

ENTREPRENEURIAL
Approaches challenges as opportunities for impact.

ETHICAL
Upholds and honors expectations for self and others.
In October 2019, we completed a comprehensive review of the trajectories of ALA alumni after their graduation. This ALA Workforce Report highlights the impact ALA alumni are already having on Africa and the transformational role of the opportunities afforded to our alumni on their decisions to work and apply their skills on the continent.

ALA alumni shine in the labour market
89% of ALA alumni find secure full-time employment within 12 months of university graduation, with the majority of ALA alumni securing full-time employment before university graduation. ALA alumni substantially outperform the 2019 employability rate of 81% for the top 100 global universities, as measured by the global higher education think-tank Quacquarelli Symonds (QS).

ALA alumni gain global exposure and return to Africa
As of October 2019, 91% of our alumni had completed their undergraduate studies outside of Africa. On average, our alumni return to Africa 5.5 years after their graduation from ALA. But return to Africa does not follow a single path or take place at a specific point in time; rather, alumni return when it fits their unique career trajectory. 78% of our Inaugural Class of 2008 has taken full-time employment in Africa as of 2019.

Internships are essential - especially for alumni from more disadvantaged backgrounds
Internships in Africa are positively correlated with the rates of return to Africa for full-time employment. Our Africa Careers Network team has an important role to play in identifying and sourcing these internships. This is especially true for alumni from more disadvantaged socio-economic backgrounds, who have less access to networks and opportunities to find their own internships in Africa. These alumni sourced 60% of their work opportunities through Africa Careers Network, and applied to an average of 7.7 jobs through our careers platform.

Our new sector networks should support return and accelerate careers
Many alumni will gain some work experience abroad and return to roles that are beyond the entry level that we advertise on our Africa Careers Network portal. Thus, return to Africa will be augmented by a more proactive focus on alumni networks to source more senior opportunities. This supports the new focus on “sector networks” as part of the ALA 2023 strategy.

ALA will continue to invest in accelerating careers
Our investments in careers and networks have positively supported the career advancement of our globally-competitive pool of ALA alumni. We will hone this investment in the years ahead by securing sought-after internship and job opportunities across more geographies, with deeper employer partnerships and stronger intergenerational alumni connections on the continent.
After her graduation from the University of Notre Dame with a degree in Civil Engineering, Sherryen Mutoka '11 of Tanzania returned to East Africa. For the past three years, she has served as a structural engineer with the award-winning MASS Design Group, where she helps oversee the structural design and construction of the Rwanda Institute for Conservation Agriculture in Bugesera, Rwanda. Sherryen’s academic work focused on the value of emulating nature in the built environment; today, she brings those interests to life delivering an award-winning campus that promotes biodiversity, ecological conservation, and community participation. “By keeping people's dignity at the core of design,” Sherryen says, “we can impart the change we want to see in the community.”
TEN YEARS OF THE ANZISHA PRIZE

The Anzisha Prize has identified, developed and connected young entrepreneurs across the continent, since 2011. In May 2020, we released The Very Young Entrepreneur Scenario to a global audience: a report that highlights the importance of this work for Africa’s future. We know that investing in and supporting successful transitions from school and university to entrepreneurship can unlock significant employment gains in Africa.

Young people hire young people
The 122 very young entrepreneurs supported by the Anzisha Prize since 2011 have created over 2,200 jobs, with 56% of these jobs filled by other young people under the age of 25. For example, PrepClass, an edtech company founded by Anzisha fellow Chukwuwezam Obanor, has employed over 200 young people. Obanor’s employees are gaining critical skills through exposure to the business operations and management, strengthening Nigeria’s labour force. Today, young people account for 60% of Africa’s rapidly-growing unemployed population. By creating quality jobs for their peers, young entrepreneurs have a critical role to play in the African economy.

Young entrepreneurs build businesses that make a difference
Very young entrepreneurs are more inclined than previous generations to pursue ‘social entrepreneurship’. They seek to start businesses that confront social and economic challenges in different areas of society such as health, housing, nutrition, education, gender issues, and empowerment, and they offer high-quality jobs to their employees. Vanessa Ishimwe, 24, is the founder of the Youth Initiative for Development in Africa (YIDA), a Ugandan organization that provides early childhood education to refugee children. YIDA empowers 600 children through its learning centres, and has created 28 jobs in the refugee camp community.

Secondary education can build the skills required for the transition to entrepreneurship
For every 100 young people that enter primary education in Africa, only 9 will enter tertiary education and 6 will complete university studies. Thus, secondary education is critically important for the transition to the world of work in general and entrepreneurship in particular. While at ALA, Amy Wanday ’15 of Kenya founded the Africa Sports Network (ASN) as part of the Academy’s Student Enterprise program. Today, ASN is a Kenya-based organization that uplifts African youth through sport. ASN uses an ALA-like model of teaching, mentoring, and equipping young people. In 2020, ALA’s book How to Develop Entrepreneurial Behaviour through Practice was distributed to schools across Africa, making the core ideas of our curriculum accessible to others.

Young entrepreneurs need a supportive ecosystem so they can thrive - and we are building that ecosystem
We must work to create environments in which very young entrepreneurs and their businesses can thrive across Africa. In 2020 and beyond, the Anzisha Prize team is building a very young entrepreneur ecosystem that features investors, educators, parents and policymakers to support and encourage entrepreneurial ambition among very young Africans.

To Learn More, Join a Community, and Access our Resources, visit www.anzishaprize.org
ANZISHA FELLOWS SPOTLIGHT

EDGAR EDMUND TARIMO '18 (TANZANIA)

Just 20 years old, Edgar employs 121 people (90 under the age of 25) at his company Green Venture Tanzania. After seeing how rain and floods destroyed houses in his country because of poor foundations and poor building materials, Edgar turned adversity into opportunity. Green Venture recycles plastic waste into cost-effective building products such as paving blocks and helps people build houses using their cost-effective materials. Green Venture also promotes environmental sustainability throughout its business operations. Edgar was the Grand Prize winner of the Children’s Climate Prize 2017, has been recognised as one of Forbes Africa’s Disrupters of 2030, and was a One Young World delegate in 2018. He is also an ALA alumnus.

FARAH EMARA (EGYPT)

23 year old Farah is an artist and student from Cairo with a deep desire to uplift the creative economy in Egypt. She is the founder of Jidar Wall Art, a collective that harnesses the power of art to transform interior spaces into works of art. Her company has 32 employees, 26 of whom are under the age of 25! In recognition of her work, Farah was named one of 25 under 25 entrepreneurs reinventing Egypt by startupscene.com in 2017.

SUPPORTING YOUNG ENTREPRENEURS AND THEIR COMMUNITIES THROUGH COVID-19

In April 2020, ALA and the Mastercard Foundation repurposed funds to create the Anzisha COVID-19 Relief Fund for fellows. Through this, young entrepreneurs across the continent were able to access employee retention grants, vouchers, relief purchases, or interest free loans in order to combat the devastating effects of the global pandemic. So far, the relief fund has provided support for over 50% of the Anzisha fellows and their businesses.

Entrepreneurship Data Collected from 77 Anzisha Fellows, April 2020.
LEADERSHIP AND GOVERNANCE

SENIOR LEADERSHIP

Chris Bradford
Co-Founder & Chief Executive Officer

Peter Kiningi
Chief Financial Officer •

Hatim Eltayeb
Dean of the Academy

Maia Matshikiza
Chief Network Officer •

Josh Adler
VP, Growth and Entrepreneurship

Kate Morris
Director of Institutional Learning

Uzo Agyare-Kumi
Dean, Global Programs

Faith Abiodun
Director of Marketing and Recruitment •

Tinacho Chitongo
Director of Development

• Arrived in FY20
•• Departed in FY20

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MAIA MATSHIKIZA
Chief Network Officer

In 2020, Maia Matshikiza joined ALA as Chief Network Officer, guiding the expansion of our programs and enabling the impact of our lifelong network. Maia joined ALA from a leadership role at Deloitte, where she served corporate clients across Anglophone and Francophone Africa in various initiatives involving stakeholder relations, business process improvement, governance, and social impact.

Maia sees joining ALA as one of the highlights of her professional journey. She looks forward to building an enabling ecosystem that connects Africa’s future leaders with each other and with new opportunities for impact. She holds an MSc from the University of Cape Town and an MBA from the Copenhagen Business School.
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African Leadership Foundation is an independent USA 501(c)(3) non-profit Foundation that supports African Leadership Academy and the next generation of African Leaders.

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FINANCIAL AND ORGANISATIONAL INFORMATION

FINANCIAL OVERVIEW

This section presents the highlights of Audited Financial Statements for the year ending 30 June 2020. The complete set of audited financial statements is available on our website.

ALA reported a net surplus of R13 million in the financial year ending 30 June 2020, despite a difficult last quarter of the year due to the COVID-19 pandemic. Revenue and operating expenses increased substantially versus FY19 as ALA invested in its 2023 strategic priorities. Program revenue was on track to grow by 20% before the cancellation of global programs and Model African Union due to the COVID-19 pandemic. ALA’s net assets grew by 33%, driven by the establishment of ALA’s Endowment Fund.

COMPREHENSIVE INCOME


<table>
<thead>
<tr>
<th>INCOME</th>
<th>FY20</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL REVENUE</td>
<td>183.80</td>
<td>157.70</td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>0.37</td>
<td>2.80</td>
</tr>
<tr>
<td>OPERATING EXPENSES</td>
<td>(162.70)</td>
<td>(147.90)</td>
</tr>
<tr>
<td>OPERATING SURPLUS</td>
<td>21.47</td>
<td>12.60</td>
</tr>
<tr>
<td>INVESTMENT INCOME</td>
<td>16.20</td>
<td>11.50</td>
</tr>
<tr>
<td>FAIR VALUE ADJUSTMENTS</td>
<td>0.48</td>
<td>0.10</td>
</tr>
<tr>
<td>FOREIGN EXCHANGE LOSS</td>
<td>(19.40)</td>
<td>(3.20)</td>
</tr>
<tr>
<td>FINANCE COST</td>
<td>(5.70)</td>
<td>(5.50)</td>
</tr>
<tr>
<td>NET SURPLUS</td>
<td>13.05</td>
<td>15.50</td>
</tr>
</tbody>
</table>

KEY INCOME STREAMS

Year ending 30 June 2020

Amounts in ZAR millions
ALANNUAL REPORT
2020

ALA'S ENDOWMENT FUND

In FY20, ALA established a permanently restricted Endowment Fund. The Fund will provide a new, long-term stream of income that will help secure the Academy’s financial sustainability. Investments into the Fund are perpetual, and the investment income from the Fund is used to support student scholarships and maintain our commitment to future leaders from all backgrounds.

We would like to extend sincere gratitude to our partners who have provided anchor endowment gifts to ALA. We hope other partners will join them as we build a lasting institution and legacy on the African continent. All gifts through December 2021 will be matched by a generous benefactor.

ORGANISATIONAL INFORMATION

African Leadership Academy NPC is a Section 21 and Section 18A not-for-profit, public benefit organisation in the Republic of South Africa with Registration Number 2005/005377/08 and PBO Number 930020187. African Leadership Academy is registered with the Gauteng Province Department of Education (No 400286) and is accredited by the Independent Quality Assurance Agency (South Africa) and the New England Association of Schools and Colleges (United States).

PETER KIMINGI

Chief Financial Officer

Peter Kimingi joined African Leadership Academy in 2020 as Chief Financial Officer, succeeding Lara Rabiu. He previously served as the CFO of South Africa’s National Education Collaboration Trust.

A native of Kenya, Peter holds a Bachelor of Commerce (Hons) degree in Accounting from the University of Nairobi and an MBA from the University of the Witwatersrand, and is a Certified Public Accountant.

He has extensive experience in finance and accounting in the public, private and not-for-profit sectors in Kenya and South Africa.

BALANCE SHEET

Balance Sheet as of 30 June 2020.

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>FY20</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-CURRENT ASSETS</td>
<td>193.80</td>
<td>206.10</td>
</tr>
<tr>
<td>CURRENT ASSETS</td>
<td>333.90</td>
<td>214.20</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>527.70</td>
<td>420.30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>FY20</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-CURRENT LIABILITIES</td>
<td>75.90</td>
<td>68.00</td>
</tr>
<tr>
<td>CURRENT LIABILITIES</td>
<td>89.50</td>
<td>79.10</td>
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<tr>
<td>TOTAL LIABILITIES</td>
<td>165.40</td>
<td>147.10</td>
</tr>
<tr>
<td>ENDOWMENT</td>
<td>108.70</td>
<td>-</td>
</tr>
<tr>
<td>RETAINED EARNINGS</td>
<td>253.60</td>
<td>273.20</td>
</tr>
<tr>
<td>TOTAL NET ASSETS</td>
<td>362.30</td>
<td>273.20</td>
</tr>
<tr>
<td>TOTAL LIABILITIES AND NET ASSETS</td>
<td>527.70</td>
<td>420.30</td>
</tr>
</tbody>
</table>

Amounts in ZAR millions
WITH GRATITUDE

We are grateful to thousands of supporters across the world who make our work possible each year. Your contributions enable young leaders from across Africa to live and learn together on our campus, regardless of their family’s financial circumstances. Your support also powers the design and delivery of transformational programs that extend our collective impact and foster lasting peace and shared prosperity on the continent. Thank you.

$5,000,000+
Bezos Family Foundation
Ed & Amy Brakeman
Mastercard Foundation
John & Tasha Morgridge
Omidyar Network
Robertson Foundation
TJF Charitable Trust

$1,000,000+
Anonymous
ELMA Philanthropies
Tunde & Reni Folawiyo
Irv & Sukey Grousbeck
Ishiyama Foundation
Rebecca Oppenheimer
Scott Cook & Signe Ostby
Frederick S. Pardee
UPS Foundation
USAID ASHA
W.K. Kellogg Foundation

$500,000+
Anonymous
Actis
Josh & Anita Bekenstein
Hakeem & Myma Belo-Osagie
Coca-Cola Africa Foundation
Michael & Susan Dell Foundation
Derek Schrier & Cecily Cameron
Chevron Corporation
Cisco Systems
Diamond Empowerment Fund
General Electric
Google
Nedbank
Gbenga & Aisha Oyebode
Michele May & David Walt

$100,000+
ABSA
African Capital Alliance
Agnes Varis Charitable Trust
Pat & Thomas Barry
Jonathan Beare
Bertha Foundation
Blackstone Charitable Foundation
Bolloré Africa Logistics
Bracco Imaging
James & Julie Bradford
Judson & Catharine Bradford
Michael & Pam Carmen
CEDAR Foundation
Colgate-Palmolive
Credit Suisse
Jon Cummings & Holly Hegener
Ted Dintersmith & Elizabeth Hazard
Echoing Green Foundation
Kevin & Molly Efrusy
Equity Bank
ETS
Carly & Frank Fiorina
FirstRand Foundation
Jim & Sheila Fleming
Flora Family Foundation
Flour Mills of Nigeria
Neil Getnick & Margaret Finerty
Liz & Don Gips
GlaxoSmithKline
Nicola Harris
IBM
Asue & Ifeyinwa Ighodalo
Imago Dei Fund
Intuit Foundation
Lisa & David Issroff
Chandra Jesse
JP Morgan Chase Foundation
Bob & Dottie King
Connie & Dennis Keller
Temp & Kerry Keller
Debra Dunn & Randy Komisar
David & Kelsey Lamond
Acha Leke
Phil & Ellie Loughlin
Stephen & Sue Mandel
Susan & Craig McCaw
Mckinsey & Company
Mckinsey for Children
Dominique Mielle & Juan Carillo
Busi & Peter Mombaur
James Mwangi
Phuthuma Nhleko
Jonathan Oppenheimer
PepsiCo
Tom & JaMel Perkins
Pernod Ricard South Africa
Phembani Group
PPC Cement
Promasidor
Rita Allen Foundation
Harry Roels
Sanofi
Sanusi Lamido Sanusi
Schmidt Futures
Stephen A. Schwarzman
Tom & Stacey Siebel
Silver Point Capital
Standard Bank
Thomas Svanikier
Daniel Szeto
Tembo Twiga Foundation
The College Board
Jan & Tom Thomas
Nate & Margie Thorne
Matthew Tierney & Dana Orange
Tronox
Tullow Oil
United States Department of State
Westfield Capital
Memuna & Victor Williams
Zayed Future Energy Prize

$50,000+
Anonymous
Michael Ajukwu
Philip Berney & Jane Pollock
Bloomberg
Buffin Foundation
Chris Bradford
Christopher & Barbara Brody  
Nomsa & Francis Daniels  
Paul & Sandra Edgerley  
Emmanuel C. Edozien  
Embassy of Denmark in South Africa  
FIS Global  
John & Laura Fisher  
John & Claire Flynn  
William Gray  
Daniil Gurira  
Haggar Group  
Patrick Healy  
Ken & Julie Hersh  
Sandra Hoffman  
Ingridion South Africa  
Louis Dreyfus Foundation  
Alan Main & Termain Kyles  
Thilo Mannhardt  
Temba & Vuyelwa Maqubela  
Nonkuquba Mazwai  
Marisa Muller  
Whitney Muse  
Nielsen  
Mark Nunnely & Denise Dupre  
Old Mutual  
Osaze & Ibukun Osifo  
Nicholas & Erika Pianim  
Prudential Financial  
Alice & Ben Reiter  
Hattie Ruttenberg & Jon Molot  
Garth Saunders  
Thomas & Carrie Siegel  
Southern Star Shipping  
Gregory & Laura Spivy  
Edna Swaniker  
Synergy Capital Managers  
Tendy Nigeria  
Laura Waitz  
Adam & Abigail Winkel  
Angela Zeha  
Jon & Carlyn Zehner  
Mary & Jeff Zients  
Sara & Nat Zilkha  
$25,000+
Anonymous  
Allan Gray  
Jennifer Bergeron  
David Burke  
Canadian High Commission South Africa  
Wilfred & Patricia Chilangwa  
Larry & Jennifer Clark  
Gary & Lauren Cohen  
Alex & Teresa Cummings  
Patrick & Kara Dennis  
SVCF Donor Circle for Africa  
Rory Eakin & Emily Rummo  
Emseni Trust  
Global Impact  
Google Employee Giving  
Garth & Lindsay Greimann  
Walter & Julie Haas  
Ammar Kandil ‘10  
Don Kendall  
Derek & Lisa Kirkland  
Barrie Landry  
L’Oréal  
Louis-Dreyfus Group  
Laura & Scott Malkin  
Massmart  
Media Trust Ltd Nigeria  
Rick & Caroline Menell  
MTV Networks  
Richard & Omega Okello  
Rob & Ann Quandt  
SAB Miller  
Nicole Sermier & Franco Tapia  
Ed Shapiro  
Khumo & Ndileka Shuenyane  
Siemens Foundation  
Skoll Foundation  
Stanford GSB Gives Back  
Ashley & Robert Sternfels  
Gordon Stewart & Nicola Guise  
The Pzena Investment Charitable Fund  
Theese Trustees  
Will & Genie Thorndike  
Vitol Group  
$10,000+
Anonymous  
Akintoye Akindele  
Bear & Pam Albright  
Apsara Capital  
Peter & India Baird  
Benevity Community Impact Fund  
Meg & Tomas Bergstrand  
Bleu Blanc Rouge Foundation  
Board of Healthcare Funders (BHFM)  
Alan Bowser  
Thomas & Kathryn Bradford  
Charles Schwab Charity Fund  
Daniel E. Hogan Jr. Charitable FND  
Norbert & Ilona Doerr  
Caroline Donahue  
Drumcliff Foundation  
Adebayo Edun  
Egg Foundation  
Jenna & James Ellis  
Tom Epley & Linnae Anderson  
Expeditors International  
Bob & Nancy Farese  
Russ Faucett  
Lawrence Fox  
Terry & Carolyn Gannon  
Genentech  
Gregg Gonsalves  
Brian & Elizabeth Harper  
Paul & Jeanne Harris  
Harvard Model United Nations  
Deborah Hazell & Said Nurh  
John & Anne Herrmann  
Sally & William Hewlett  
Adam & Heather Hopkins  
Bo Hopkins & Ranji Nagaswami  
Curtis Jackson  
Keller Family Foundation  
Peter Kellner  
Itumeleng Kgaboelele  
Kraft Foods Foundation  
Kupanda Capital  
Karen & Sam Lambert  
Lionel Lammens  
John Langhus  
Joan Lonergan & John Merrow  
Luanda International School  
Luz & Bill MacArthur  
Jonathan Malpass &  
Shawn Lamphar  
Matchboxology  
Michael McCaffery  
Susan & Thomas McCarthy  
Bruce McNamer  
Microsoft  
Miles Morland Foundation  
Harrison Miller & Clare McCamy  
John & Christine Morrison  
Och-Ziff Capital Management  
Odgers Berndtson  
Charles Okeahalam  
Ernie & Kim Parizeau  
Mark Patterson  
Duncan & Meredith Randall  
Richard W. Goldman Family FND  
Jesse Rogers  
Richard Rosen  
Rotary Australia  
Robin Renee Sanders  
Cindy Skarbek  
Southwest Development  
Geoff & April Stein  
Summer Search  
Sonia Survanshi & Joshua McFarland  
Curtis & Jylla Tearte  
Landry Tientcheu  
Raphael Tshibangu  
Walbridge Fund  
Jay Walker  
Ann & Arnold Wood  
Chee Siew Yaw  

...And too many more to list, each of whom has made an indelible contribution to the Academy.
OUR PROGRAMS

TWO-YEAR DIPLOMA PROGRAM
Our flagship pre-university program for future leaders

Each year, ALA identifies exceptional young leaders from across Africa with demonstrated leadership potential and a strong sense of purpose. Through our unique curriculum, these young leaders develop the skills, mindset, and network to contribute to our mission of enabling lasting peace and shared prosperity in Africa. ALA continues to accelerate these leaders throughout their lives, with connections to careers and networks of people and capital that will enable their dreams of transformational change.

GLOBAL SCHOLARS PROGRAM
Summer leadership programs for teens from around the world

During our school break from June to August, the ALA campus comes alive with young people from across the world who are building their skills as leaders, thinkers, and social entrepreneurs in holiday programs that foster cross-cultural exchange. GSP participants practice leadership by co-creating solutions for local social ventures, and they learn from exceptional South African leaders tackling critical challenges - all while discovering the history, beauty, and diversity of the continent.

ALA MODEL AFRICAN UNION (ALAMAU)
A student-led leadership conference for teens from around the world

Through a five-day simulation of the African Union, ALAMAU challenges young leaders to develop solutions to African development challenges through diplomacy and international co-operation. Delegates study complex African issues, understand the positions of African countries, and learn to successfully negotiate. The conference includes keynote presentations by leading diplomats and policy experts, and features a diplomatic roundtable and educational tours to historic sites.

ANZISHA PROGRAM
Inspiring and supporting young Africans to succeed in entrepreneurship

The Anzisha program seeks to grow the number of job generative entrepreneurs in Africa by identifying, inspiring, and supporting young African entrepreneurs who have launched meaningful ventures and are combating the unemployment challenge in Africa. In addition to the flagship ‘Anzisha Prize’ for young entrepreneurs, the program builds communities and shares tools that can strengthen the youth entrepreneurial ecosystem across Africa.
GET INVOLVED

SHARE OUR MISSION
Many of our young leaders have discovered ALA because of individuals who have taken the initiative to share our work with others. Please share our social media posts, forward our newsletters, and engage your friends and family around our work and our impact.

INVEST IN OUR SCHOLARSHIP FUND
ALA operates a need-blind admissions process and offers financial aid to 95% of our student body such that every admitted student can take up the opportunity. This commitment is made possible by thousands of donors across the world.

NOMINATE A FUTURE LEADER
Do you know a young African with leadership potential? Nominate them for our Diploma Program with the form on our website! Your nomination rewards and acknowledges the achievements and potential of young people in your community.

HIRE A YOUNG LEADER
Our Africa Careers Network team matches high-potential African talent to extraordinary internship and career opportunities identified by friends and partners across the world. As a partner, you will accelerate the impact of our young leaders - and benefit from their ideas.

JOIN A SECTOR COMMUNITY
Our communities foster a vibrant exchange of ideas, opportunities, and mentorship across a range of sectors - including health, governance, infrastructure, education, agribusiness and the arts. Our alumni seek mentors, speakers, advisors, and investors across each of these sector communities as we bring to life a collective vision for Africa.

WORK AT ALA
ALA attracts a diverse “staffulty” (staff and faculty) of global change makers: world-class professionals who share our values and a passion for Africa and her youth. We regularly post opportunities on our website. Join us!
Tiassa Mutunkei ’18 is a Kenyan conservation activist and the founder of Teens4Wildlife, an advocacy and mentorship platform campaigning against poaching and illegal wildlife trade, and educating young people about environmental protection. Since launching her campaign as a 15-year old student, Tiassa, also known as the Wildlife Warrior, has made it her life’s mission to be a part of the generation that protects our animals from extinction.

LEARN MORE ABOUT YOUNG LEADERS LIKE TIASSA AT: www.africanleadershipacademy.org/redefine