



Contributing to the Africa **We want.**

FIVE YEAR STRATEGIC PLAN 2017-2022

www.leoafriainstitute.org

Our Vision	To be a leading centre of excellence on leadership in Africa
Our Mission	To inspire and create a network of leaders equipped to positively impact their communities by addressing socio-economic development issues to ensure Africa's sustained development.
Our Programmes and Initiatives	<p>To achieve our mission, we have designed programs, which foster an environment for ideas sharing and critical thinking while encouraging individual and collective action. Programs include:</p> <ul style="list-style-type: none"> • The Young & Emerging Leaders Project (YELP) • The Annual Leaders Gathering (ALG) <p>Our initiatives also include an annual publication—the Léo Africa Review—which I our premiere ideas platform as well as a series of seminars with partners across the region.</p>
Our Achievements to Date	<ul style="list-style-type: none"> • Over 1000 young and emerging leaders from Uganda, Kenya and Rwanda have participated in the Léo Africa Institute initiatives and programmes • Inducted over 50 outstanding young leaders in the Young and Emerging Leaders Project (YELP) Fellowship to date • Increased reach of our message: thousands of people from across the globe visiting the Institute website and social media channels
Our Goals: 2017-2022	<ul style="list-style-type: none"> • Induct at least 200 new leaders into the Young and Emerging Leaders Project (YELP) Fellowship • Establish and manage partnerships and networks with likeminded regional continental institutions like WEF Africa (through the Shapers networks) and AU to harness collaboration and grow our network • Produce a bi-annual magazine/newsletter to promote value-based leadership • Grow reach and participation in our initiatives from at least 20 African countries

Background and Context

Léo Africa Institute is an independent, non-profit and non-partisan, organization with headquarters in Kampala, Uganda. It is a registered not-for-profit company (limited by guarantee) in Uganda.

The organization was started in 2012 by two fellows of the Aspen Global Leadership Network and Africa Leadership Initiative, Awel Uwihanganye and Magnus Mchunguzi. Inspired by the Africa Leadership Initiative, Léo Africa was conceived as a leadership project to identify, support and nurture young and emerging African leaders who can meaningfully contribute to transforming their communities and the continent.

The institute designs programs to engage and empower young leaders from various spheres including politics, enterprise and industry, thought leadership, social impact, sports and the arts.

Léo Africa faces numerous challenges in implementing our programmes and initiatives due to limited resources. This strategic plan aims to identify opportunities and provide actionable information to the board and partners that can support achievement of our goals.

Organizational and Institutional development

LéO Africa Institute is a registered not-for-profit company (limited by guarantee) in Uganda and has an office in Kampala. The organization also has a website and a growing audience on social media channels namely Facebook, Twitter and YouTube communication channels; and has established a fully constituted board.

After over four years in operation, we reviewed and resolved to change the Institute structure from hierarchical to a more functional, horizontal, and collegial one.

Analysis of the LéO Africa Institute's Organizational Structure

Desired attributes

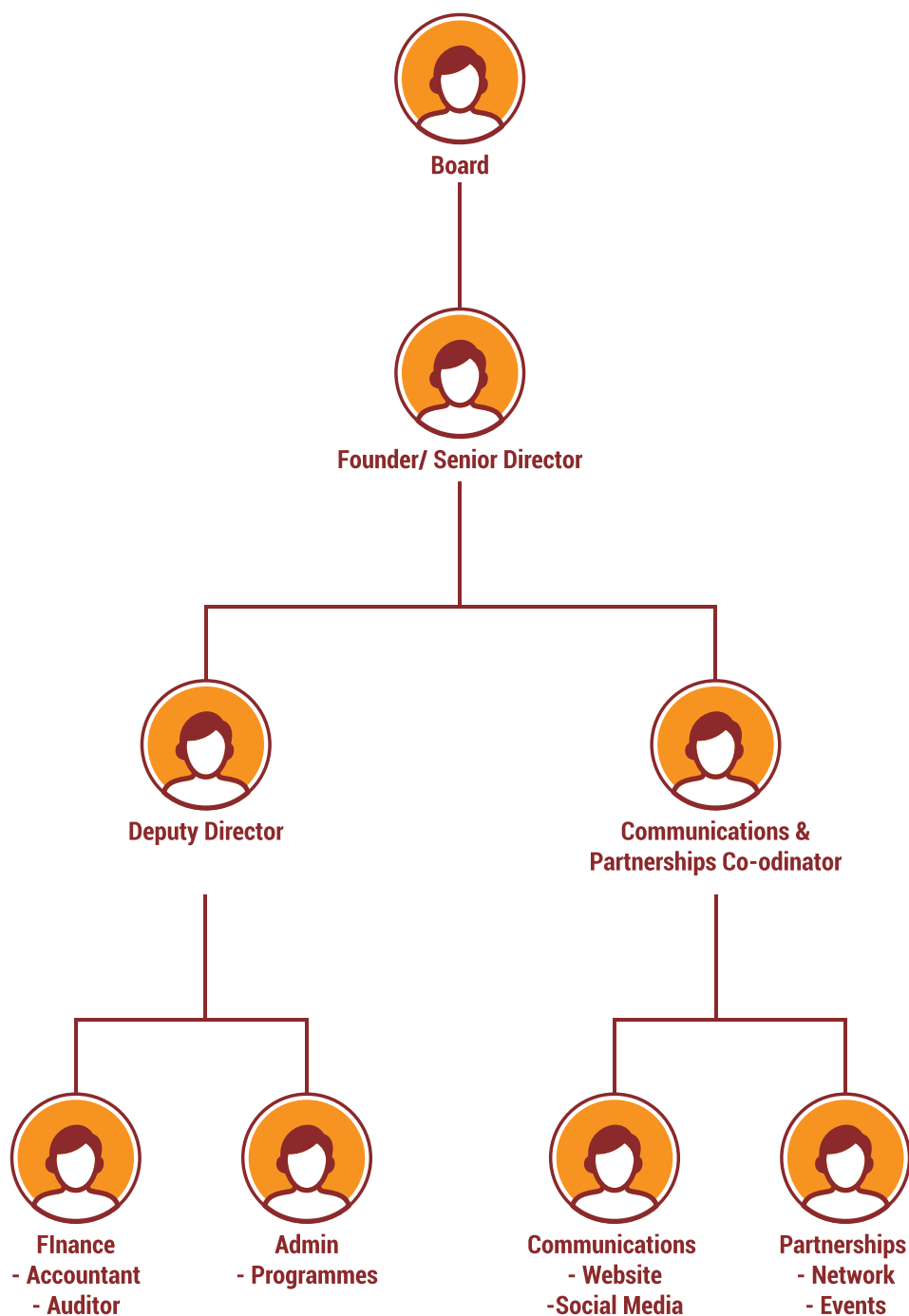
- Good Change Management
- Employer of Choice

Current limitations

- Inadequate staff
- Inadequate funds
- Inadequate HR policies
- Scarcity of requisite skills in market
- High turnover
- Inadequate structure

Planned Action

- Institute a mentorship programme
- Institute new organization structure with clear KPIs defined
- Institute HR policy



Strategic Initiatives - Stakeholder Map

During this strategy period, LÉO Africa Institute aims to tackle issues affecting the continent as they relate to emerging leaders through its initiatives and programmes. We aim to work with various stakeholders including but not limited to:

1. Policy Makers: LÉO Africa Institute will work with policy makers at national/regional levels to continue lobbying for favourable youth policies. The Institute's approach will include offering qualitative and quantitative data/information on the aforementioned on a strictly non-partisan basis to guide effective policy to support development.
2. Businesses: We will collaborate with chambers of commerce and sector groups who wish to actively participate in economic development matters, particularly those that promote youth employment and leadership.
3. Civil Society: Professional, business organizations, non-governmental and voluntary organizations shall be invited to subscribe to the Institute programmes.
4. Media: The Institute shall engage media houses to create public awareness of our activities.
5. External Partners: The Institute shall work with development partners and international organizations through our initiatives to empower, skill and train young and emerging leaders.
6. Student and Youth Groups: The Institute shall host events to give youth a platform to engage professionals from business and government, as well as offer leadership training and mentorship.

Focus Areas



Action Plan 2017-2022

The Institute shall focus on three main activities annually: our fellowship programme; the Young and Emerging Leaders Project, the annual leaders gathering and the Léo Africa Review Publication. We aim to directly impact 10,000 young and emerging leaders through training, knowledge sharing, and established networks to scale the impact of their work and projects in their community.

Programme/Initiative	Targets 2017-2022
LÉO Africa Economic Forum	<ul style="list-style-type: none"> • Attract over 500 thought leaders from across Africa annually • Expand reach to youth across on issues important to their development • Engage at least 5 policy making organs and institutions working on youth issues annually • Establish partnerships with organizations doing the same work globally to cultivate knowledge sharing and collaboration
LÉO Africa Economic Review	<ul style="list-style-type: none"> • Publish one print copy of the magazine and a quarterly newsletter with a minimum distribution of 10,000 copies and at least 500,000 online views respectively • Publish magazine online and an active blog on issues impacting youth in Africa today • Invest in knowledge shaping and contribution • Utilize social media to reach more youth across the continent
Young and Emerging Leaders Project	<ul style="list-style-type: none"> • Annual selection of 20 YELP Fellows from the East African region • Train 200 students annually through seminars and workshops for leaders at the university • Train elected youth leaders in different countries and collaborate with policy institutions representing youth agendas

Léo Africa Institute Today

We have conducted a SWOT analysis to assess our strengths and weaknesses, opportunities and threats affecting the organization. Below is a detailed plan of how Léo Africa will manage skills, competences and capabilities to achieve our goals.

Strengths	Strategic Implications
Acceptance by numerous stakeholders who support the Institute programmes and initiatives to train young leaders and grow youth participation in Africa's development	Capitalize on this support to mobilize additional resources for the Institute and effectively advocate for youth leadership and participation in development matters
Backed by fellows of the Aspen Global Leadership Institute and the African Leadership Institute	Collaborate with this network to address leadership challenges in Africa and support the institute's programmes and initiatives
Increased awareness and appreciation of the need to address leadership challenges on the continent	Build coalitions to support the Institute's work and approach
Lean management structure simplifies decision making	Maintain a lean team to minimize overheads and put most resources into programme and initiatives
Continental focus is an advantage as we are seen as a neutral player on sensitive national issues	Build partnerships with Regional and continental organizations
Diverse network of people and institutions working across the continent and the world, supporting our programmes and initiatives.	Utilize our network to mobilize resources drive continental agenda on issues affecting Africa as well as opportunities for our fellows

Weaknesses	
Inadequate resources both in personnel and finance	Need to mobilize financial resources to hire and keep talent as well as support the programmes
Inadequate skills of institute staff to negotiate, lobby and network	Staff need to be trained and equipped with necessary skills to deliver on Institute's goals.
Limited partnerships at national, regional and continental level	Need to urgently create creating partnerships with key organizations to get support towards institute's goals.
Opportunities	
Political support from several African countries	Utilize this to mobilize resources and support for the organization
Youth are the majority in Africa	Invest in building consensus to engage and foster youth participation in building the
Threats	
Fear and mistrust among Africa's youth in national and continental affairs	The Institute should focus on creating platforms for dialogue and consensus building on issues retarding youth empowerment and the continent
Volatile political environment on the continent	Engage governments to create partnerships for growth of youth participation in spheres of development.
Absence of harmonized approach by countries to addressing issues affecting Africa	Promote consensus building among different actors to address key issues.

Effective Management

The Institute shall build and maintain a lean team to ensure effective delivery of our goals. To achieve this, we will build an environment where employees are empowered with the right skills, processes and tools to achieve set goals.

Strategy	Objective	Implication(s)
Build a culture of servant leadership among staff to achieve the Institute's goals	Empowered employees driven by the mission contributing directly to the Africa we want	A strong and driven team committed to delivering the Institute's Vision
Establish competitive HR policies, compensation package and career development path for staff	Improve employee satisfaction	Be an employer of choice
Build a diverse team	Improve institute's image and gain support from across the continent	A diverse team to obtain support for institute.

Operating Budget

YEAR	2017		2018		2019	
Expected Income						
Grants	UGX	87,500,000.00	UGX	122,000,000.00	UGX	144,000,000.00
Donations/Contributions	UGX	18,000,000.00	UGX	72,000,000.00	UGX	100,000,000.00
Other income (events, consultancies, etc)	UGX	-	UGX	-	UGX	35,000,000.00
TOTAL	UGX	105,500,000.00	UGX	194,000,000.00	UGX	279,000,000.00
Expected Expenditure						
Staffing costs	UGX	36,000,000.00	UGX	46,000,000.00	UGX	72,000,000.00
Office running costs (rent, etc)	UGX	13,200,000.00	UGX	15,000,000.00	UGX	15,000,000.00
Communications and Travel	UGX	2,400,000.00	UGX	9,840,000.00	UGX	9,840,000.00
Staff Development	UGX	-	UGX	20,000,000.00	UGX	20,000,000.00
Professional Fees (legal, audit & website)	UGX	10,000,000.00	UGX	15,200,000.00	UGX	15,200,000.00
Fundraising	UGX	5,000,000.00	UGX	10,000,000.00	UGX	10,000,000.00
Other costs	UGX	3,000,000.00	UGX	3,000,000.00	UGX	5,000,000.00
SUB TOTAL	UGX	69,600,000.00	UGX	119,040,000.00	UGX	147,040,000.00
Project Costs						
1. Economic Forum/Annual Leaders Gath	UGX	36,000,000.00	UGX	-	UGX	150,000,000.00
2. LAR Magazine	UGX	14,500,000.00	UGX	15,000,000.00	UGX	15,000,000.00
3. YELP Fellowship	UGX	40,600,000.00	UGX	90,000,000.00	UGX	120,000,000.00
SUB TOTAL	UGX	91,100,000.00	UGX	105,000,000.00	UGX	285,000,000.00
TOTAL EXPENDITURE	UGX	160,700,000.00	UGX	224,040,000.00	UGX	432,040,000.00
TOTAL PROFIT/LOSS (INCOME-TOTAL E	UGX	(55,200,000.00)	UGX	(30,040,000.00)	UGX	(153,040,000.00)

YEAR	2020		2021		2022	
Expected Income						
Grants	UGX	215,850,000.00	UGX	359,750,000.00	UGX	359,750,000.00
Donations/Contributions	UGX	100,000,000.00	UGX	100,000,000.00	UGX	100,000,000.00
Other income (events, consultancies, etc)	UGX	50,000,000.00	UGX	65,000,000.00	UGX	100,000,000.00
TOTAL	UGX	365,850,000.00	UGX	524,750,000.00	UGX	559,750,000.00
Expected Expenditure						
Staffing costs	UGX	144,000,000.00	UGX	144,000,000.00	UGX	144,000,000.00
Office running costs (rent, etc)	UGX	15,000,000.00	UGX	15,000,000.00	UGX	15,000,000.00
Communications and Travel	UGX	9,840,000.00	UGX	9,840,000.00	UGX	9,840,000.00
Staff Development	UGX	20,000,000.00	UGX	40,000,000.00	UGX	40,000,000.00
Professional Fees (legal, audit & website)	UGX	20,000,000.00	UGX	20,000,000.00	UGX	20,000,000.00
Fundraising	UGX	36,000,000.00	UGX	36,000,000.00	UGX	36,000,000.00
Other costs	UGX	10,000,000.00	UGX	10,000,000.00	UGX	10,000,000.00
SUB TOTAL	UGX	254,840,000.00	UGX	274,840,000.00	UGX	274,840,000.00
Project Costs						
1. Economic Forum/Annual Leaders Gath	UGX	165,000,000.00	UGX	200,000,000.00	UGX	200,000,000.00
2. LAR Magazine	UGX	45,000,000.00	UGX	45,000,000.00	UGX	45,000,000.00
3. YELP Fellowship	UGX	150,000,000.00	UGX	175,000,000.00	UGX	200,000,000.00
SUB TOTAL	UGX	360,000,000.00	UGX	420,000,000.00	UGX	445,000,000.00
TOTAL EXPENDITURE	UGX	614,840,000.00	UGX	694,840,000.00	UGX	719,840,000.00
TOTAL PROFIT/LOSS (INCOME-TOTAL E	UGX	(248,990,000.00)	UGX	(170,090,000.00)	UGX	(160,090,000.00)



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