



2026 – 2030 STRATEGIC PLAN

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STRATEGIC PLAN

2026 – 2030

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ABBREVIATIONS

ACHPR – African Commission on Human and Peoples’ Rights
AfCFTA – African Continental Free Trade Area
ADTRAP – Aspiring Democrats Training Programme
AGEB – African Gender Budgeting Network
ALF – Africa Leadership Foundation
AU – African Union
AU-CEVANG – African Union Convention on Ending Violence Against Women and Girls
AU-MS – African Union Member States
AU-PAP / PAP – African Union Pan-African Parliament
AWLN – African Women Leaders Network
AYNUA – African Youth Network for Unpaid Care and Domestic Work Advocates
BDS – Business Development Support
CARMMA – Campaign on Accelerated Reduction of Maternal Mortality in Africa
CBN – Central Bank of Nigeria
CGCD – Centre for Governance and Capacity Development
CGER – Centre for Gender Equality and Research
CLLG – Capacity for Local Leadership and Governance
COVID-19 – Coronavirus Disease 2019
CSR – Corporate Social Responsibility
CSO – Civil Society Organisation
DDR – Disarmament, Demobilisation, and Reintegration
DEAU – Democracy and Electoral Assistance Unit (AU)
dRPC – The development Research and Projects Centre
EOM – Election Observers Mission
EVANG – Ending Violence Against Women and Girls
EWA – Empowering Women in Agriculture
FEWACCI – Federation of West African Chambers of Commerce and Industry
GBV – Gender-Based Violence
GEWE – Gender Equality and Women’s Empowerment
GIMAC – Gender is My Agenda Campaign
GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Agency)

HP – Hewlett-Packard
HR – Human Resources
ICT – Information and Communication Technology
IKDA – Integrated Knowledge Delivery Approach
IIOC – Indirect Implementation Overhead Cost (Oxfam’s 7% rule)
KII – Key Informant Interviews
LESDet – Leadership Training for Sustainable Development
MDAs – Ministries, Departments, and Agencies
MEAL – Monitoring, Evaluation, Accountability, and Learning
MHAS – Maternal Health Accountability System
MoU – Memorandum of Understanding
MPSI – Maputo Protocol Scorecard and Index
MSD – Merck Sharp & Dohme (for Mothers Project)
NGO – Non-Governmental Organisation
NITDA – National Information Technology Development Agency (Nigeria)
N-POWER / NEXIT – Nigerian government youth employment and empowerment programmes
NIRSAL – Nigeria Incentive-Based Risk Sharing System for Agricultural Lending
OiA – Oxfam in Africa
OOF – Olusegun Obasanjo Foundation
PRMS – Partnership and Resource Mobilisation Strategy
PWDs – Persons with Disabilities
RECs – Regional Economic Communities
SDGs – Sustainable Development Goals
SMEs – Small and Medium Enterprises
TCEOs – Trained Corps of Election Observers
UCDW – Unpaid Care and Domestic Work
UNDP – United Nations Development Programme
UNECA – United Nations Economic Commission for Africa
UN Women – United Nations Entity for Gender Equality and the Empowerment of Women
VAWG – Violence Against Women and Girls
WE-Care – Women’s Economic Empowerment and Care programme (Oxfam initiative)
WGYD – Women, Gender, and Youth Directorate (AU)
WoRDRS – Women’s Rights Digital Reporting System

STATEMENT BY THE FOUNDER

Africa Leadership Foundation (ALF) started with the support of the Japan International Cooperation Agency (JICA), which saw our vision at that time and decided to support it with \$100,000. That little seed has produced an immense impact and development support for Africa.

Specifically, the ALF has been able to lead in the political sphere, by ensuring that leadership is effective and supporting our democratic institutions; It conceived and promoted the Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA), which was later adopted by African Heads of State as a foundation for NEPAD and the AU's security architecture. ALF also spearheaded some gender equality and women's empowerment initiatives in Africa. Examples include co-creating the GIMAC Network, developing the Maputo Protocol Scorecard and Index, and establishing the Empowering Women in Agriculture (EWA) Eco Centre hub in Nigeria to support women-led agribusinesses. It launched the African Gender Budgeting Network (AGEBUN) to strengthen fiscal gender inclusion across 46 countries.

In partnership with the African Export-Import Bank (Afreximbank), the ALF has trained 325 export-ready SMEs across 24 African countries through the Agribusiness Export Readiness Accelerator Programme, with 101 participants introducing 283 new products into 19 new markets. Furthermore, its Entrepreneurship Development Programme, in collaboration with the Central Bank of Nigeria (CBN) and other agencies, has trained over 36,000 entrepreneurs, created 18,000 jobs, and facilitated \$14.2 million in SME funding.



Through its Democratic Support Training Workshop (DSTW), the ALF has trained young and aspiring democrats in Nigeria, Ghana, Kenya, and Namibia. Most of these graduates have become leaders in their countries today. The ALF has also used its Parliamentary Support Programme (PSP) to enhance the capacity of parliamentarians, parliamentary staff, and interns across Africa. With this 5-year strategic plan (2026–2030), I am certain that ALF will continue its activities as a Pan-African organisation, truly making an impact from year to year. I therefore call on philanthropists, private sector organisations, donors and development partners to support ALF in implementing the various programmes and activities identified in this plan.

Thank you.

H.E. (Dr.) General Olusegun Obasanjo (GCFR),
Founding Chairman, The Africa Leadership Foundation (ALF),
Former President of the Federal Republic of Nigeria.

STATEMENT BY THE EXECUTIVE DIRECTOR

From Idea to Reality

The Africa Leadership Foundation (ALF) has become a truly pan-African organisation that is contributing to the development of the continent through various initiatives, projects, and programmes that it has been executing. This Strategic Plan (SP) is a testimony to the fact that ALF is looking at the future with an impactful eye, taking into consideration the evolving needs of Africa.

This SP intends to provide a continental approach to programme delivery, but more importantly, it is setting the stage and platforms for our partners to understand the direction ALF has chosen to pursue.

The SP contains a number of programmes and projects that stand on three Pillars, namely:

- Pillar 1: Strengthening Transformative Governance and Leadership
- Pillar 2: Advancing Gender Equality and Policy Research
- Pillar 3: Fostering Sustainable Economic Empowerment

These pillars are directly linked to the Sustainable Development Goals (SDGs) 2030 and the African Union's Agenda 2063, ensuring that ALF's work contributes to the broader vision of Africa's sustainable development.



As we move forward, we count on the continued support of our partners, donors, and stakeholders to bring this Strategic Plan to life and to deepen our collective impact across the continent.

A handwritten signature in black ink, appearing to read 'O. Ajayi', enclosed within a hand-drawn oval.

Dr. Olumide Abimbola Ajayi
Executive Director/CEO
Africa Leadership Foundation (ALF)

EXECUTIVE SUMMARY

The Africa Leadership Foundation (ALF), established in 1988 by H.E. Olusegun Obasanjo, is one of Africa's foremost civil society organisations dedicated to advancing transformative leadership, governance, gender equality, peacebuilding, and economic empowerment across the continent. Over three decades, ALF has established itself as a trusted thought leader and convener of dialogue, contributing to the strengthening of democratic institutions, the empowerment of women and youth, and the promotion of sustainable economic development.

The 2026–2030 Strategic Plan represents a pivotal moment in ALF's evolution. It builds on the achievements and lessons of the 2020–2025 strategic cycle, during which ALF launched and expanded key initiatives such as the Maputo Protocol Scorecard and Index (MPSI), the African Youth Network for Unpaid Care and Domestic Work Advocates (AYNUA), the Leadership Training for Sustainable Development (LESDET), and multi-country entrepreneurship and agribusiness programmes with Afreximbank. These initiatives strengthened ALF's role in policy advocacy, youth leadership, and enterprise development. At the same time, ALF faced significant challenges, including funding constraints, weak Monitoring, Evaluation, Accountability and Learning (MEAL) systems, and the disruptions of the COVID-19 pandemic.

The new strategic plan emerges against the backdrop of shifting continental and global contexts. Africa is navigating the implementation of the African Union Agenda 2063, the Sustainable Development Goals (SDGs), and the African Continental Free Trade Area (AfCFTA). Rising demands for accountable governance, inclusive development, digital transformation, and the protection of women's rights underscore the relevance of ALF's mission. At the same time, Africa's political landscape faces instability from unconstitutional changes of government, as well as socio-economic shocks that threaten progress in poverty reduction, gender equality, and youth employment. ALF's 2026–2030 Strategic Plan is designed to respond proactively to these realities.

The plan is anchored on three strategic pillars:

- **Pillar 1:** Strengthening Transformative Governance and Leadership – focusing on election management, democratic reforms, youth engagement, and peacebuilding.
- **Pillar 2:** Advancing Gender Equality and Policy Research – consolidating the MPSI, unpaid care and domestic work (UCDW) advocacy, positive masculinity initiatives, maternal health accountability, and AU-CEVAWG ratification.

- **Pillar 3:** Fostering Sustainable Economic Empowerment and Enterprise Development – private sector development, scaling entrepreneurship training, agribusiness development, tech-preneurship hubs, and SME export readiness within the AfCFTA framework.

These pillars are supported by six cross-cutting priorities: Shared Values Advocacy and Communication; Resource Mobilisation and Financial Management; Human Resource Development; Robust MEAL Systems; Research and Development; and Intra-ALF Coordination and Harmonisation. Together, they provide the operational backbone to ensure effectiveness, sustainability, and accountability.

The strategy sets ambitious but measurable targets for 2030:

- 30% increase in programme reach across Africa.
- At least 50% participation of women in ALF programmes.
- Training of 500 parliamentarians in leadership, governance, and sustainable development.
- Full roll-out of MPSI across all 33 AU Member States yet to adopt it.
- Expansion of agribusiness SME export readiness programmes to all five AU regions.

- 20% increase in funding through diversified resource mobilisation, including grants, corporate partnerships, and crowdfunding.
- Training of 5,000 youths in skill acquisition, empowerment, job creation, and wealth generation.

The plan integrates a robust MEAL framework to track impact, enhance learning, and strengthen accountability to stakeholders. This includes developing SMART indicators, conducting baseline and mid-term evaluations, and publishing regular performance reports. By embedding evidence-based programming, ALF seeks to remain at the forefront of continental policy advocacy and development practice.

The development of the Strategic Plan followed a rigorous consultative process, including key informant interviews with stakeholders, consultations with ALF's Board and staff, and a desk review of policy documents, annual reports, and MoUs. Partnerships with the AU, Oxfam in Africa, African Export-Import Bank (Afreximbank), UNDP, and others informed its direction, ensuring alignment with continental frameworks and donor priorities.

The financial sustainability of the plan is projected at \$6.2 million over five years, with resources mobilised through grants, corporate partnerships, and innovative financing mechanisms. A strengthened Partnership and Resource Mobilisation

Strategy (PRMS), improved grant management capacity, and targeted private sector engagement will underpin funding growth and stability.

In implementing this plan, ALF will also strengthen its organisational capacity through professional development of staff, enhanced financial management systems, adoption of digital tools, and improved governance at the Board level. These measures will ensure operational efficiency, transparency, and credibility. Ultimately, the ALF 2026–2030 Strategic Plan embodies our mission of building transformative leadership,

fostering inclusive governance, advancing gender equality, and unlocking Africa's economic potential for all. Rooted in our legacy and aligned with continental and global aspirations, this plan is a blueprint for delivering measurable impact. By 2030, ALF aims not only to expand its reach and influence but also to contribute significantly to a prosperous, peaceful, and equitable Africa led by visionary and accountable leaders.



PART A

THE FOUNDATION

1. INTRODUCTION

Since the early 1990s, there has been growing recognition across Africa, and globally, that governance and leadership matter. The quality of leadership, institutional effectiveness, and the relationship between governments, citizens, and civil society are central to peace, development, and prosperity. Weak governance and poor leadership have often been at the root of Africa's challenges, while strong and visionary leadership has consistently driven its progress.

It was within this context that the Africa Leadership Foundation (ALF) was founded in 1988 by H.E. Olusegun Obasanjo, former President of Nigeria. Established as a continental platform for fostering transformative leadership, policy dialogue, and peacebuilding, ALF sought to address Africa's governance and development challenges by cultivating ethical leaders, strengthening democratic practices, and building institutional resilience.

Over time, ALF has expanded its mandate beyond governance and leadership training to encompass gender equality and policy research, economic empowerment, entrepreneurship, youth leadership development, and conflict resolution. Initiatives such as the Farm House Dialogue and the Africa Leadership Forum became pioneering spaces for convening policymakers, civil society, and private sector actors to chart collective solutions to Africa's pressing challenges.

ALF's mission and work are closely aligned with continental and global frameworks. As the African Union (AU) consolidated its role with the launch of Agenda 2063, and the global community embraced the Sustainable Development Goals (SDGs), ALF positioned itself as a partner in advancing governance reforms, gender justice, and socio-economic transformation. Similarly, the emergence of the African Continental Free Trade Area (AfCFTA) has reinforced ALF's focus on equipping entrepreneurs and SMEs to seize new opportunities in regional integration and trade.

Through partnerships with the AU, Oxfam in Africa, Plan International, Afreximbank, and other global actors, ALF has been able to contribute substantively to AU policy frameworks, including the Maputo Protocol Scorecard and Index (MPSI), Positive Masculinity frameworks, and youth advocacy platforms.

Achievements and Resilience

In its 35-year journey, ALF has consistently demonstrated resilience and innovation. Highlights include:

- Designing training curricula for election observers and youth leaders, in partnership with the AU.
- Establishing the MPSI, now adopted by AU Member States as a standard reporting tool on gender equality.

- Launching the African Youth Network for Unpaid Care and Domestic Work Advocates (AYNUA), which has expanded across 21 countries.
- Scaling entrepreneurship and agribusiness programmes through partnerships with Afreximbank, CBN, and other initiatives such as the AGSMEIS, reaching over 500 SMEs, with 54% women-led enterprises.
- Promoting tech-preneurship and ICT inclusion for girls and young women through initiatives such as G-TECH.

At the same time, ALF has faced its share of challenges, including over-reliance on donor funding, operational capacity gaps, weak MEAL systems, and external disruptions such as the COVID-19 pandemic and regional political instability. Despite these hurdles, ALF has maintained its reputation as a trusted continental convener and advocate for inclusive development.

The Need for a New Strategic Plan

The period 2026–2030 represents a turning point. The growing demands for accountable governance, inclusive leadership, gender equality, digital transformation, and economic resilience require ALF to renew and reposition its strategy. The new Strategic Plan builds on ALF’s rich history while addressing operational weaknesses, scaling successful models, and aligning more closely with AU Agenda 2063, the SDGs, and AfCFTA.

The plan is grounded in ALF’s founding ethos: to encourage the diagnosis, understanding, and informed search for solutions to Africa’s challenges through research, dialogue, training, and evidence-based advocacy. It charts a forward-looking roadmap for strengthening governance, empowering women and youth, and fostering sustainable enterprises across Africa.

2. WHO WE ARE

Africa Leadership Foundation (ALF) is a civil society organisation with focus on good governance and leadership development; entrepreneurship and digital empowerment; gender equality and policy research; and the challenges of conflicts and the approaches to peace and stability in Africa.

As an independent international think-tank, ALF focuses on economic development, regional cooperation, and integration, international relations and strategic affairs, interfaith harmony, peacebuilding, and private sector development, ALF conducts research, engages stakeholders, facilitates dialogue, and builds capacity to inform policy and drive development.

ALF's mission is achieved through platforms like the Africa Leadership Forum and Farm House Dialogue. ALF facilitates policy discussions, generates reports, and provides recommendations to drive continental development. The following objectives guide our operations:

- Encourage the development and strengthening of creative problem-solving methodologies for African institutions.
- Train and groom Africans for leadership and participation in democratic process.
- Promote inclusive development, empowerment and rights of women in Africa.
- Promote entrepreneurship development and support job creation initiatives and opportunities for young people.
- Use research and analysis to engage policymakers and foster global understanding and dimensions of development.
- Promote conflict resolution, reconciliation, and harmony through the design of effective economic post-conflict integration programmes.
- Build networks and partnerships to amplify impact.
- Disseminate knowledge and ideas through publications.

2.1 VISION

To improve the quality of life and performance of Africans and African institutions at all levels.

2.2 MISSION

- To encourage the diagnosis, understanding and informed search for solutions to local, regional and global challenges, taking into account their interrelationship and mutual consequences for both the current and future states of the continent.
- To develop, organise and support programmes on institutional strengthening, research, training and capacity development of Africans in order to expose them to the demands, duties and obligations of their various professions in a manner that will prepare them systematically for higher responsibilities and the challenges of an independent world.

2.3 CORE VALUES

1. **Innovation and Creativity:** ALF is committed to continuously seeking and implementing new and imaginative approaches, solutions, and ideas to address challenges and drive progress. We foster an environment where novel thinking and resourceful problem-solving are encouraged and celebrated.
2. **Competence and Professionalism:** At ALF, we are dedicated to maintaining a high standard of knowledge, skills, and expertise in all our endeavours. Our conduct is with utmost integrity, reliability, and respect, ensuring quality outcomes and building trust.
3. **Diligence and Resilience:** At ALF, we pay meticulous attention to detail in all tasks. We have the capacity to quickly adapt to change and persevere in the face of obstacles.
4. **Integrity and Honesty:** We are committed to moral and ethical principles, ensuring consistency between words and actions. We are upright in all our dealings, building trust and credibility with all our stakeholders.
5. **Transparency and Team Spirit:** At ALF, we promote openness and clarity in all our operations, communications, and decision-making processes. We promote an environment of collaboration, mutual support, and a shared commitment to collective goals, recognising that combined efforts lead to greater success.

2.4 LOOKING BACK: OUR IMPACT IN THE 2020–2025 PERIOD

The 2020–2025 period was a transformative phase for ALF, marked by significant achievements in governance, gender equality, economic empowerment, and youth advocacy, despite challenges posed by the COVID-19 pandemic, funding constraints, and operational limitations. This section highlights key milestones, challenges, and lessons learnt that inform the 2026–2030 strategic plan.

Key Achievements

- **Capacity Building, Governance, and Leadership:**
 - **Election Management:** ALF signed an MoU with the AU Department of Political Affairs, Peace, and Security (PAPS) in 2021 to enhance election management and democratic governance across Africa. ALF redesigned the AU Election Observers Mission (EOM) tools, reducing questions from over 300 to a streamlined format and introducing an incident report form for the AU Democracy and Electoral Assistance Unit (DEAU) in 2022. ALF also designed a comprehensive training curriculum to train Corps Election Observers who would be deployed for election observation in African Countries.

In 2024, ALF renewed its MoU with the AU to further promote transparent electoral processes and good governance. ALF participated

in AU forums, including the 2022 Reflection Forum on Unconstitutional Changes of Government in Accra, contributing to the Accra Declaration.

- **Leadership Training:** In 2024, ALF launched the Leadership Training for Sustainable Development (LESDET) curriculum, aligning with AU Agenda 2063 and SDGs to foster ethical and transformative leadership.

- **Gender Equality and Policy Research:**

- **Maputo Protocol Scorecard and Index (MPSI):** Developed in 2020 with Plan International and AU Women, Gender, and Youth Directorate (WGYD), the MPSI was adopted by the AU Specialised Technical Committee on Gender Equality and Women's Empowerment (GEWE) in 2021 and endorsed by the AU Assembly in 2022. ALF trained 10 Member States in Nairobi (2022) and plans to reach the remaining 33 by 2030, enabling systematic reporting on GEWE initiatives. By 2024, MPSI facilitated biennial reporting of the Federal Democratic Republic of Ethiopia and the Republic of Uganda to the African Commission on Human and Peoples' Rights (ACHPR).
- **Unpaid Care and Domestic Work (UCDW):** In partnership with Oxfam in Africa (OiA), ALF conducted a 2021 continental perception study on UCDW across 15 countries, influencing AU's recognition of UCDW as a driver of Violence against

Women and Girls (VAWG) during the 2nd Positive Masculinity Conference in Senegal in 2022.

Continuous advocacy and influencing on UCDW are now reflected in the 2026 theme of the AU, which is on Water and Sanitation. ALF co-developed Oxfam's Care Policy Scorecard in 2021 and organised regional dialogues in 2022 and 2024, engaging youth and women on UCDW and Positive Masculinity. ALF also leveraged key international days, including International Women's Day, Africa Women's Month, International Day of Care, and the 16 Days of Activism Against GBV in 2024 and 2025, to amplify UCDW advocacy by organising and participating in high-level regional dialogues and strategic media campaigns.

- **Strengthening Gender Responsive Budgeting in Africa:** In September 2025, the ALF launched Africa Gender Budget Network (AGEBUN), a network of over 250 stakeholders across 32 African Countries in partnership with UN Women, UNECA, UNDP, the African Union Commission's Women, Gender and Youth Directorate (AUC WGYD), and Oxfam in Africa (OiA) to promote knowledge exchange, peer learning, and collaborative advocacy on Gender responsive Budgeting. Also, the ALF, in collaboration with the UNECA, conducted a Gender Responsive Budgeting (GRB) Scoping Study for Ethiopia, Kenya,

and Uganda, providing evidence-based recommendations on entry points, national impacts, and financing strategies for Gender Equality and Women Empowerment (GEWE) in these countries.

- **AYNUA:** Launched in 2024 with Oxfam, AYNUA grew to 64 members from 17 countries, empowering youth to advocate for UCDW and gender equality. In 2025, the network expanded from 64 to 96 members across 21 African countries, with stronger representation from both Francophone (8) and Anglophone (13) regions. Three AYNUA members were selected as speakers for Oxfam’s 2025 Future of Work Virtual Learning Series.
- **Positive Masculinity:** ALF led CSO delegations at the AU Men’s Conference on Positive Masculinity (2021, 2022), securing commitments from Heads of State to address GBV and UCDW. The 2024 Regional Men’s Consultative Forum on Ending Violence Against Women and Girls (EVAWG) engaged 66 male participants, promoting men as allies in gender equality.
- **Strengthening Maternal Health Care System:** Through the MSD for Mothers project (2020–2022), ALF conducted advocacy in Nigeria, Senegal, Zimbabwe, and Kenya, presenting findings to Nigeria’s National Health Council and the Office of the Vice President. Phase III (2022) developed a Maternal Health Accountability System (MHAS) to enhance AU’s Campaign on Accelerated Reduction of Maternal Mortality in Africa (CARMMA).
- **GIMAC Youth Network:** As a founding member and steering committee of GIMAC, the ALF has contributed to the development and continental impact of the Gender is My Agenda (GIMAC) Network. ALF’s participation in GIMAC’s 11th – 14th Youth Advocacy Trainings (2024–2025) strengthened youth capacity in governance, peace, and economic empowerment in Africa.

- **Enterprise and Economic Empowerment:**

- **Agribusiness and SMEs:** ALF's partnership with Afreximbank has scaled the Agribusiness Export Readiness Training Programme from a national capacity-strengthening initiative into a high-impact multi-regional programme. Between 2023–2025, the programme has trained over 300 Agribusiness SMEs, including 50 from Nigeria (2023), 100 from 13 West African countries (2024), and 173 from 11 East African countries (2025), with representation from 54% women-led SMEs across all cohorts. ALF established the Export Market Networking Desk (EMND) in 2024 to facilitate trade networking, certification and documentation. An MoU was also signed with Afreximbank's MANSA Digital Initiative to onboard SMEs onto a due diligence platform. ALF initiated collaboration with the African Quality Assurance Centre (AQAC) to enhance SME export standards.

- **Tech-preneurship:** ALF's Tech Hub in Ibadan, launched in 2020 with Oyo State and NITDA, trained 1,500 youth by 2024, with 40% launching tech start-ups. The G-TECH programme (2022) provided ICT training for girls in Ibadan, promoting gender inclusion in technology.

- **Entrepreneurship:** ALF trained 2,219 entrepreneurs in 2020 across Lagos, Ogun, and Oyo, facilitating 1.44 billion (\$14 million) in loans via CBN's AGSMEIS. In 2022, ALF trained 3,900 N-POWER beneficiaries under the NEXIT programme. By 2024, ALF had trained over 18,000 women in entrepreneurship, securing low-interest loans and market access in many cases.

- **Partnerships and Recognition:**

- ALF signed MoUs with AU (2021, renewed 2024), ECES (2021), FEWACCI (2024), and Afreximbank (2023–2025), enhancing its regional influence. ALF was endorsed as Nigeria's EWA Eco-Centre by AWLN (2024) and received an Oxfam award for gender equality advocacy. ALF's ED, Dr. Olumide Ajayi, was selected for the AU's High-Level Reference Group on African Union Convention on Ending Violence Against Women and Girls (AU-CEVAWG) (2024).

Challenges

- **Funding Constraints:** Over-reliance on donor funding limited programme scalability, with 70% of ALF's budget stemming from grants with restrictive conditions. Delays in loan disbursements to beneficiaries by financial institutions (e.g., NIRSAL Microfinance Bank in 2021) and very limited access to credit affected entrepreneurship programmes.
- **Operational Gaps:** Weak MEAL systems, lacking baseline data and advanced tools, hindered impact assessment.
- **External Disruptions:** The COVID-19 pandemic (2020–2021) disrupted in-person programmes, necessitating a shift to virtual platforms, which exposed technology adoption gaps. Political instability (e.g., unconstitutional changes in Mali, Guinea, Sudan, Niger, Burkina Faso) affected regional programme implementation.
- **Capacity Limitations:** Limited staff capacity and challenges in attracting/retaining experts due to financial uncertainty impacted programme delivery.

Lessons Learnt

- **Funding Source Diversification:** Partnerships with the private sector and crowdfunding are critical for sustainability.
- **Technology Adoption:** Virtual and hybrid delivery models expanded reach but require investment in digital infrastructure to bridge technology gaps.
- **Robust MEAL Systems:** Developing SMART indicators and digital tools is essential for evidence-based impact assessment.
- **Inclusive Engagement:** Involving youth, women, and marginalised groups enhances programme relevance and impact, as seen in AYNUA and MPSI initiatives.
- **Strategic Partnerships:** Deepening collaborations with AU, Oxfam in Africa, and Afreximbank amplifies ALF's influence and resource access.

These insights shape the 2026–2030 plan, ensuring ALF builds on successes, addresses gaps, and leverages opportunities like AU Agenda 2063 and AfCFTA.



PART B

THE STRATEGIC FOCUS

3. SITUATIONAL ANALYSIS

3.1 SWOT ANALYSIS

A SWOT analysis of ALF helps to recognise the strengths, appreciate the weaknesses, grasp and build on the opportunities, and anticipate and take steps to prevent threats from materialising or at least mitigate their consequences. Table 3.1 presents the SWOT analysis.

Table 3.1: SWOT Analysis

Category	Details
Strengths	- Established reputation and legacy, having existed for over 35 years and founded by a former Head of State (H.E. Olusegun Obasanjo), thereby providing significant legitimacy and networks across Africa. - Diverse programmatic portfolio, with a strong presence in governance & leadership, gender equality and enterprise development. - Experienced leadership and a dedicated staff team. - Proven partnership capacity, with a track record of successful collaborations with national, regional and international organisations (e.g., African Union, Plan International, OXFAM in Africa, MSD for Mothers, ECES, etc.).
Weaknesses	- Over-reliance on donor funding with restrictive conditions. - Weak MEAL systems, lacking baseline data and advanced tools. - Operational inefficiencies. - Limited staff capacity and challenges in attracting/retaining top-tier experts due to financial uncertainty.
Opportunities	- Alignment with the African Union Agenda 2063 and AfCFTA provides significant opportunities for collaboration and funding. - Increased demand for effective leadership and governance across Africa presents a continuous need for ALF's interventions. - Increasing opportunities in digital transformation, youth empowerment, and SME/agribusiness development offer avenues for programme expansion and funding. - Opportunity to forge new alliances with, multilateral agencies such as UN Agencies, AU Agencies & Regional Economic Communities (RECs) INGOs, and the private sector due to diverse implementation focus. - Global and regional emphasis on gender equality provides a strong funding landscape for the gender equality programmes.
Threats	- High competition for donor funding among NGOs. - Fluctuating economic conditions in Nigeria and Africa impact operational costs and funding value. - Political instability in some African regions can disrupt programmes and endanger staff. - Limitations in technology adoption and infrastructure in some regions can hinder programme reach. - International geo-political landscape that impacts funding and partnership focus.

3.2 STAKEHOLDER ANALYSIS

Institutional Stakeholders

The Africa Leadership Foundation (ALF) operates within a broad ecosystem of institutional, continental, and local stakeholders. These include:

- **African Union (AU) and Member States:** These serve as key partners in governance, peacebuilding, gender equality, and youth empowerment. ALF maintains a formal partnership with the AU through Memoranda of Understanding (MoUs) with departments such as the Department of Political Affairs, Peace and Security (PAPS) and the Women, Gender and Youth Directorate (WGYD).
- **Regional Economic Communities (RECs)** and AU organs such as the Pan-African Parliament (PAP), which provide political entry points for ALF's governance and policy advocacy programmes.
- **Donor and partner institutions** – including Oxfam in Africa, Afreximbank, UNDP, GIZ, Plan International, and others – which provide funding, technical expertise, and platforms for joint advocacy.
- **Civil society and communities** – including youth groups, women's organisations, entrepreneurs, and grassroots actors who are both beneficiaries and collaborators in ALF's programmes.

- **Affiliated and sister organizations** with essential facilities will also be available periodically to support the programmatic activities of the ALF.

These include OOPL Foundation, the Bells University of Technology, OHL Agro-Allied Initiatives, and learning platforms.

- **The ALF Board and Staff** – responsible for strategic oversight and day-to-day implementation of the organisation's mission and strategic plan.

Responsibilities of Member States and Partners

In line with ALF's mission of fostering transformative leadership and governance, institutional stakeholders are expected to:

1. Ensure inclusive participation in governance dialogues, leadership training, and gender equality programmes.
2. Adopt and mainstream ALF tools such as the Maputo Protocol Scorecard and Index (MPSI) into AU Member States' reporting and accountability systems.
3. Provide sustainable financing and technical support to scale ALF programmes across the continent.
4. Collaborate in monitoring and evaluation, providing timely data, feedback, and evidence to strengthen impact assessment.

The Role of the ALF Board and Secretariat

Ultimate responsibility for oversight of ALF rests with the Executive Director, which provides strategic direction, ensures accountability, and upholds the organisation's values. The Board exercises fiduciary oversight, strengthens partnerships, and mobilises political and financial support for ALF's work.

The Secretariat, led by the Executive Director, is responsible for programme implementation, technical assistance, and research. It coordinates ALF's governance, gender, and enterprise initiatives, develops knowledge products, and facilitates partnerships with continental and global institutions. A strengthened Secretariat – equipped with enhanced Monitoring, Evaluation, Accountability and Learning (MEAL) systems, financial controls, and digital capacity – is essential for delivering on the Strategic Plan.

Strategic Partners

As part of its growth strategy, ALF works closely with strategic partners who contribute funding, technical expertise, and policy influence. These include:

- Oxfam in Africa (OiA) – supporting unpaid care and domestic work (UCDW) advocacy, youth mobilisation, and gender equality initiatives.
- African Export-Import Bank (Afreximbank) – partnering on agribusiness, SME training, export readiness, and AfCFTA integration.
- Plan International and UN Agencies (UNDP, UN Women, UNECA, etc.) – collaborating on gender policy, leadership training, and inclusive development.
- Regional civil society networks such as the Gender Is My Agenda Campaign (GIMAC) and the African Women Leaders Network (AWLN), which expand ALF's advocacy reach and legitimacy.

Looking forward, ALF aims to broaden its partnerships with development finance institutions (DFIs), multilateral organisations, and the private sector, particularly in technology, finance, and agribusiness, to scale up programmes and ensure financial sustainability.

Table 3.2 provides a stakeholder mapping that highlights the roles, responsibilities, and opportunities for engagement with ALF's key partners.

Stakeholder	Role in ALF's Work	Responsibilities	Opportunities for Engagement
African Union (AU) & Member States	Policy partners; adoption of ALF tools (MPSI, governance curricula, election observation reforms)	Ensure inclusive participation in governance processes; integrate ALF tools (e.g., MPSI) into reporting systems; co-host dialogues	Strengthen Agenda 2063 monitoring and reporting; expand ratification of AU-CEVAWG; deepen youth engagement in governance.
Regional Economic Communities (RECs) & AU Organs (e.g., PAP)	Regional entry points for governance and integration programmes	Facilitate regional dialogues; provide platforms for policy harmonisation; promote AU shared values	Scale ALF interventions across multiple countries; embed programmes in REC development frameworks.
Donors & International Partners (Oxfam in Africa, Afreximbank, UNDP, GIZ, Plan International, UN Women, UNECA, etc.)	Provide funding, technical expertise, and advocacy platforms	Finance programmes; co-develop knowledge tools; share technical expertise	Expand regional coverage; mobilise new resources; co-lead advocacy on gender, governance, and enterprise development.
Civil Society & Communities (youth, women, entrepreneurs, grassroots organisations)	Beneficiaries, advocates, and co-creators of ALF programmes	Participate in training, research, and advocacy; provide feedback into MEAL systems	Amplify grassroots legitimacy; expand youth and women's leadership; strengthen local ownership of initiatives.
Private Sector (e.g., Microsoft, HP, Google, corporate SMEs, LEs and Others)	Co-funders of enterprise and technology initiatives; enablers of innovation	Provide CSR resources; share technical expertise; support SME financing	Support SME export readiness under AfCFTA; expand tech-preneurship and digital hubs; promote women in business.
Affiliated Organisations	Collaboration and Programme Delivery	Periodic provision of facilities and learning platforms	Support and availability of facilities for effective programme delivery.
ALF Executive Director	Strategic oversight and governance	Provide direction; mobilise political and financial support; uphold fiduciary responsibility	Strengthen credibility with donors; enhance strategic positioning; expand high-level networks.
ALF Staff and consultants	Programme implementation, research, and partnership management	Deliver programmes; generate evidence; manage partnerships; produce reports	Build institutional capacity; adopt digital MEAL and knowledge management tools; strengthen internal coordination.

4. STRATEGIC PLAN 2026–2030

4.1 STRATEGIC CONCERNS AND PRIORITIES

The situational analysis highlights ALF's strengths (e.g., legacy, partnerships) and challenges (e.g., funding, MEAL, operational gaps). The plan addresses these by focusing on six key priorities:

1. **Shared Values Advocacy and Communication:** Promoting ALF's core values and AU shared values through targeted campaigns.
2. **Resource Mobilisation and Financial Management:** Diversifying funding sources and improving financial controls.
3. **Human Resource Capacity Development:** Enhancing staff strength and skills.
4. **Monitoring and Evaluation Frameworks:** Building a robust MEAL system with SMART indicators.
5. **Research and Development Capacity:** Strengthening evidence-based programming.
6. **Intra-ALF Coordination and Harmonisation:** Improving internal processes and stakeholder collaboration.

4.2 FOUNDATIONS OF THE STRATEGIC PLAN

The plan is grounded in ALF's vision, mission, and core values, aimed at delivering transformative impact through evidence-based programmes, stakeholder inclusivity, and alignment with continental and global goals (AU Agenda 2063, SDGs, AfCFTA).

4.3 OVERVIEW OF STRATEGIC PILLARS, OUTCOMES, AND OUTPUTS

The plan is structured around three interconnected strategic pillars, each with specific outcomes, actions, and indicators. These three pillars reinforce ALF's core strengths and address identified opportunities.

Pillar 1: Strengthening Transformative Governance and Leadership

This pillar is the strategic responsibility of the Centre for Governance and Capacity Development.

Focus: Enhancing democratic institutions, promoting ethical leadership, cultivating the leadership potential of Africa's youth and strengthening public policy formulation and implementation.

Outcomes:

- Improved Democratic governance capacity in 10 AU Member States
- Strengthened election management systems
- Enhanced reintegration in conflict-affected regions
- Increased youth participation in governance
- Strengthened AU youth engagement

Key Programmes:

- Election Management Program (EMP)
- Capacity for Local Leadership and Governance (CLLG).
- Parliamentary Capacity Development.
- Disarmament, Demobilization, and Reintegration (DDR).
- Human Rights Defenders Initiative.
- The Aspiring Democrats Training Programme (ADTRAP).
- Legislative Internship
- AU Youth Engagement.
- Partnerships with the Pan-African Parliament (PAP).

Pillar 2: Advancing Gender Equality and Policy Research

The Centre for Gender Equality and Policy Research takes charge of this pillar.

Focus: Empowering women and girls, challenging harmful social norms (e.g., positive masculinity), addressing unpaid care and domestic work, and promoting inclusive development through research and policy analysis.

Outcomes:

- Increased Member States Maputo protocol reporting from 14 Member states to 33 Member States
- Ratification of AU-CEVAWG by 70% AU Member States
- Reduced gender-based violence (GBV) through Positive Masculinity programmes
- Increased Production Capacity for Women within the Agri-Business Value Chain Across Africa.
- Enhanced ICT skills for women and girls.

- Increased Youth Involvement in Gender Equality, Advocacy, and Development Issues.

Key Programmes:

- MPSI Implementation
- UCDW Advocacy (WE-Care Phase 5.3 and subsequent phases) Positive Masculinity Programme
- G-TECH Expansion
- Maternal Health Accountability System (MHAS)
- Women's Rights Digital Reporting System (WoRDRS)
- AU-CEVAWG Advocacy and implementation
- Empowering Women in Agriculture (EWA)
- Gender Responsive Budgeting and fiscal policies Advocacy.

Pillar 3: Fostering Sustainable Economic Empowerment

The Centre for Enterprise Development is responsible for upholding this pillar.

Focus: Supporting private sector development, youth and women entrepreneurship, promoting agribusiness development, and leveraging technology for economic growth.

Outcomes:

- Increased SME export readiness and financing
- Expanded entrepreneurship schemes and tech-preneurship hubs
- Enhanced Private sector growth and development
- Enhanced AfCFTA integration

Key Programmes:

- Strategic partnerships for SME Development
- Export Readiness Capacity Strengthening for SMEs and Integration into AfCFTA.
- Regional Private Sector Development Advocacy Programme.
- Tech-preneurship Hub
- Entrepreneurship Development Programmes for SMEs in Nigeria
- Business Development Support (BDS) Services

4.4 STRATEGIES AND ACTIONS

The following table provides the strategies and actions aligning with the six priorities and three pillars:

Table 4.1 Strategies and Actions

Priority	Outcome	Actions	Key Indicators	Responsible Actors
1. Advocacy & Communication	AU shared values integrated into ALF programmes	• Develop advocacy campaigns aligning with AU values • Publish annual reports and policy briefs • Launch social media and branding initiatives	Number of campaigns launched; reports published; social media reach increased by 50%	ALF Communications Team, CGCD
2. Resource Mobilization	20% funding increase by 2030	• Secure \$3.65M in grants (AU: \$2M, OiA: \$150,750, UNDP: \$1M, GIZ: \$0.5M) • Engage the private sector to raise \$1.5M • Launch crowdfunding for \$0.5M	Funding targets met; number of new donors	ALF Resource Mobilisation Team, Afreximbank, AU, GIZ, OiA, OXFAM International, UN Women, UNDP, UNECA, Ford Foundation,

3. Human Resource Development	ALF Secretariat staffed to optimum capacity	- Recruit MEAL and partnership experts - Implement staff career development programmes. - Strengthen Integrated Knowledge Delivery Approach (IKDA) - Strengthen performance management	80% staff retention rate attained; training programmes completed; 75% of the staff are more integrated with ALF programmatic activities	ALF HR Team, Executive Management
4. M&E Frameworks	Robust MEAL system established	- Develop SMART indicators, - Conduct baseline surveys & mid-term evaluations, and - Publish M&E reports	MEAL system operational; reports published annually	ALF MEAL Team, Partners MEAL Teams
5. Research & Development	Evidence-based programming enhanced	- Establish research partnerships with universities. - Publish policy briefs and governance reports. - Develop a business plan hub/repository for research in entrepreneurship and business development. - Publish bi-annual research journal on contemporary development issues in Africa.	Number of publications; Business plan hub launched by 2027; Number of articles published	CGER, CGCD
6. ALF Operational Coordination	Improved operational efficiency	- Deepen partnership with selected regional organisations for effective programme delivery - Upgrade accounting and data systems - Ensure policy compliance	Programme delivery partnership operational by 2030; compliance rate at 100% by 2030	ALF Executive Management Board, ALF Operations Team



PART C

IMPLEMENTATION AND PERFORMANCE MEASURING

5. PROGRAMME BUDGET & FINANCING

ALF's financial sustainability is critical for achieving its strategic objectives. The Partnership and Resource Mobilisation Strategy (PRMS) will guide efforts to diversify and increase funding by approximately 152%, from US\$2,462,799 secured over the last decade (2015 to 2025) to a proposed budget of US\$6.2 million for the 2026 to 2030 strategic period.

5.1 PROGRAMME BUDGET

Total estimated budget: \$6.2 million (2026–2030).

- **Breakdown:**

- **Grants (\$3.65M):** Proactively target grants from donors, international development agencies, and regional NGOs aligned with ALF's thematic areas (governance, gender, economic empowerment, and youth leadership development). Strengthen relationships with UN agencies (e.g., UN Women), African Union organs, regional economic communities (RECs), Development Finance Institutions (DFIs), and MDAs in various African Countries.
- **Corporate Partnerships (\$1.5M):** Engage private sector companies for CSR initiatives, co-funding programmes, and technical expertise, especially for enterprise development. Deepen Afreximbank collaboration and trigger AfCFTA partnership for SME financing. Engage with identified corporate

entities whose programmes and activities align with ALF's strategic priorities, such as Microsoft, Hewlett Packard, and Google, for G-Tech programmes.

- **Crowdfunding (\$0.5M):** Explore platforms for engaging individual donors and the diaspora, leveraging ALF's reputation.
- **Contingency (\$0.565M):** This is 10% of the total budget for contingencies.

- **Allocation:**

- Governance & Capacity Development Programmes: \$2M
- Gender Equality and Research Programmes: \$2.5M
- Economic Empowerment Programmes: \$1.7M

5.2 STRENGTHENING PARTNERSHIP MANAGEMENT

- Institutionalise a structured due diligence process for selecting partners, assessing risks, and ensuring alignment with ALF's values (as per PRMS).
- Develop clear MoUs and partnership agreements outlining roles, responsibilities, and accountability frameworks.
- Cultivate long-term, strategic relationships with key partners through regular communication and joint programme development.

5.3 ENHANCING GRANT MANAGEMENT CAPACITY

- Strengthen the specialised resource mobilisation function within ALF to ensure adequate human resources and technical skills.
- Conduct landscape/market analysis, identifying potential grant opportunities available within ALF programmes' scope.
- Develop high-quality grant proposals aligned with donor requirements and ALF's strategic priorities.
- Engage Project Finance and Control Personnel to ensure timely and accurate financial and programmatic reporting to donors, adhering to the Financial Policy and Effective Budget Management guidelines.
- Hire a Partnership Development Manager.



6. ORGANISATIONAL CAPACITY

To support the realisation of the strategic plan, ALF will focus on strengthening its internal capacities.

- **Human Resources:**
 - **Staff Development:** Implement a continuous professional development plan for staff, focusing on areas identified for improvement (e.g., MEAL, digital skills, advanced programme management).
 - **Talent Acquisition:** Recruit and retain skilled professionals by 2026, particularly in MEAL and gender policy analysis, partnership and resource mobilisation, and specialised technical areas for each strategic pillar.
 - **Performance Management:** Strengthen the performance management system to align individual performance with strategic objectives, guided by the HR Manual.
- **Financial Management:**
 - **Budget Management:** Implement stricter adherence to the Effective Budget Management policy, including maintaining zero-based budgeting, regular review, variance analysis, and informed decision-making on resource allocation. Adhere to global standards.
 - **Internal Controls:** Continuously strengthen internal controls for assets, inventories, and project advances, as outlined in relevant policies, to safeguard funds and prevent fraud.
- **Financial Systems:** Explore upgrading accounting software and systems to enhance efficiency, transparency, and reporting capabilities.
- **Annual Audits & Reports:** Conduct regular annual external audits to ensure financial integrity and compliance, with findings publicly reported to enhance transparency and accountability.
- **Operational Efficiency:**
 - **Policy Implementation:** Ensure all staff are fully aware of and compliant with ALF's comprehensive policies (Ethics, Human Resource, Fraud, Harassment, Data Protection, Safeguarding, Procurement, Travel, etc.).
 - **Technology:** Leverage technology to streamline internal processes, enhance communication, and improve data management. Deploy Power BI dashboards and upgrade ALF Tech-Hub.
 - **Operations:** Deepen partnership with selected regional organisations for effective programme delivery.

- **Governance:**

- **Board Structure and Roles:** ALF will ensure a clearly defined governance structure to prevent overlap and ensure responsibilities are understood. The process for appointing board members will be transparent and democratic.
- **Policy Framework:** The organisation will maintain and continuously strengthen transparent and well-documented policies, including the Conflict of Interest and Whistleblower policies, to uphold ethical conduct, prevent misconduct, and ensure accountability. Clear guidelines for decision-making processes will be established, recorded, and communicated to foster consistency and transparency.
- **Development and Oversight:** ALF is committed to development through ongoing education on governance best practices, legal

requirements, and sector trends. Regular individual and group assessments will be conducted to foster accountability and identify areas for growth within the board.

- **Strategic Oversight and Accountability:** The Leadership will maintain its fiduciary responsibility for overseeing the organisation's finances and ensuring resources are used ethically and efficiently to achieve the mission. It will actively engage in strategic planning and ensure ALF aligns with the mission and vision and help define measurable long-term goals. Furthermore, the Board will ensure transparent communication with all stakeholders through regular updates and reports, fostering trust and loyalty.

7. MEAL FRAMEWORK

Monitoring, Evaluation, Accountability, and Learning (MEAL) is central to the effective implementation of the ALF Strategic Plan (2026–2030). It provides the evidence base for tracking progress, assessing results, demonstrating accountability to stakeholders, and fostering organisational learning. Through MEAL, ALF will ensure that its programmes contribute meaningfully to continental priorities, including the African Union’s Agenda 2063 and the United Nations Sustainable Development Goals (SDGs).

7.1 OBJECTIVES OF MEAL

The MEAL framework is designed to:

1. Monitor progress towards achieving ALF’s strategic goals and objectives.
2. Evaluate impact of interventions, ensuring that results are measurable, credible, and sustainable.
3. Ensure accountability to beneficiaries, partners, funders, and governance structures through transparent reporting.
4. Foster learning and knowledge exchange to strengthen programme design and implementation.
5. Build capacity within ALF and its partners to apply evidence-based decision-making.

7.2 INSTITUTIONAL FRAMEWORK

The MEAL system will be anchored in a dedicated MEAL Unit within the ALF Secretariat, supported by programme focal points across thematic areas. Roles are defined as follows:

- **MEAL Unit:** Lead system design, coordinate evaluations, manage data quality, and generate consolidated reports.
- **Programme Managers:** Integrate MEAL requirements into work plans and supervise implementation at the thematic level.
- **Field Officers:** Collect, validate, and report primary data.
- **Partners and Consultants:** Provide technical support and conduct independent evaluations.
- **Beneficiaries and Stakeholders:** Actively engage in feedback mechanisms, ensuring programmes remain relevant and inclusive.

7.3 KEY COMPONENTS OF THE MEAL FRAMEWORK

- **Monitoring:** Continuous tracking of outputs and outcomes using SMART indicators and digital dashboards.
- **Evaluation:** Independent assessments including a baseline in 2025, mid-term review in 2028, and final evaluation in 2030.
- **Accountability:** Regular community and stakeholder feedback mechanisms to strengthen transparency and responsiveness.
- **Learning:** Annual reflection and learning forums, after-action reviews, and publication of knowledge products to promote adaptive management.

7.4 GUIDING PRINCIPLES

The MEAL system will be guided by the following principles:

- **Participatory and Inclusive:** Engaging stakeholders at all levels, including beneficiaries.
- **Evidence-Based:** Grounding decisions in credible data and analysis.
- **Adaptive:** Ensuring flexibility to respond to emerging challenges and opportunities.
- **Transparent and Accountable:** Sharing progress openly with stakeholders and funders.
- **Gender-Responsive:** Mainstreaming gender considerations in measurement, analysis, and reporting.

7.5 REPORTING AND LEARNING CYCLE

ALF will implement a structured reporting and learning cycle:

- Quarterly reviews at programme level.
- Annual organisational performance reports shared with stakeholders.

- Mid-term review (2028) to assess progress and recommend adjustments.
- End-line evaluation (2030) to measure impact and inform the next strategy.

Findings from monitoring and evaluation will feed directly into strategic decision-making, programme adjustments, and external accountability reporting.

7.6 DETAILED MEAL PLAN

This Strategic Plan provides the high-level MEAL framework. A comprehensive MEAL Plan (2026–2030) exists as a companion document, containing detailed logframes, indicators, methodologies, data collection tools, budgets, and risk management arrangements. Together, these documents ensure that ALF's strategic ambitions are matched by robust systems for evidence, accountability, and learning. Figure 1 illustrates the results chain of ALF's MEAL system — moving from inputs through to impact — with accountability and learning feedback loops ensuring that evidence continuously informs adaptation.

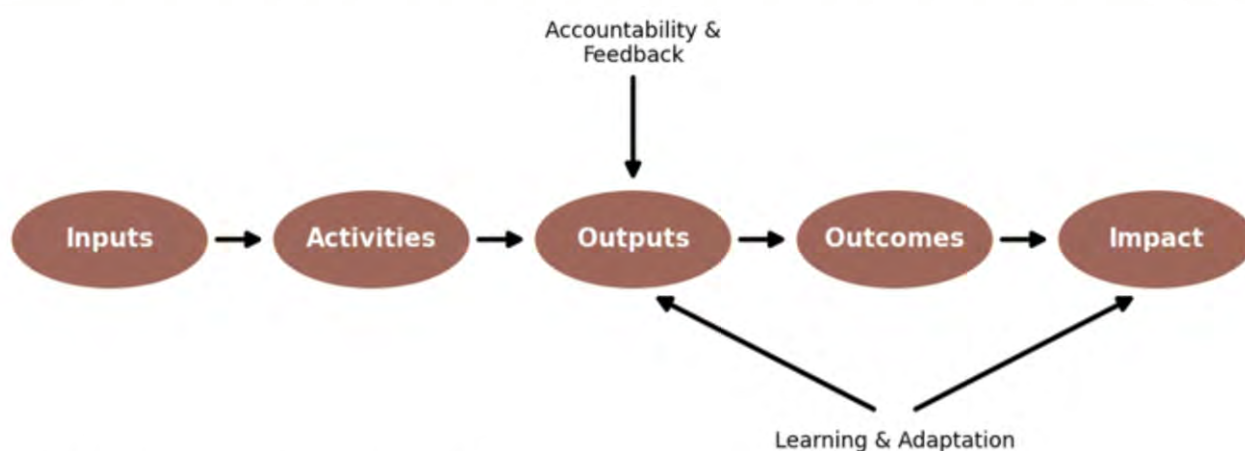


Figure 1: ALF MEAL Framework (At-a-Glance)

8. IMPLEMENTATION ROADMAP

Table 8.1 provides details of activities and the proposed roadmap for their implementation

Table 8.1 Implementation roadmap

Pillar 1: Strengthening Transformative Governance and Leadership: Enhancing democratic institutions, promoting ethical leadership, and strengthening public policy formulation and implementation.			
Outcomes	Strategic Activities	Deliverables/ Outputs	Strategic Partners
Improved Democratic governance capacity in 10 AU Member States	- Train 500 parliamentarians and support staff (2026–2030) - Conduct 5 CLLG workshops in Nigeria (2028) - Develop 10 model laws (2026–2030)	- Workshop reports - Model laws	AU, AU-PAPs, Pan African Parliament (PAP), UNDP
Strengthened election management systems	- Creation of 500 – Trained Corps of Election Observers (TCEOs) for AU and RECs (2026 – 2030) - Support AU election missions (3 countries) (2026–2030)	- EOM reports - Training reports	AU
Enhanced reintegration of ex-combatants in conflict-affected regions	Implement DDR in 3 regions (2028)	DDR plan	AU
Increased youth participation in governance	Train 2,000 youth via ADTRAP/internships (2027)	Training reports	UNDP, RECs
Pillar 2: Advancing Gender Equality and Policy Research: Empowering women and girls, challenging harmful social norms, addressing unpaid care and domestic work, and promoting inclusive development through research and policy analysis.			
Increased implementation and reporting of Maputo Protocol in 33 AU Member States through the instrumentality of MPSI	- Launch MPSI training for 10 AU Member States (2026) - Complete MPSI training for 33 Member States (2028)	- Training reports - AU-MS reports to ACHPR - Country briefs	AU, OiA, Plan International, other Donors

Ratification of AU-CEVAWG by 70% AU Member States	• Support AU-CEVAWG engagements (2027) • Influence the implementation of 5 CEVAWG policies (2026–2030)	• Engagement reports • Policy influence reports	AU, UNWomen, ACHPR, OiA
Reduced gender-based violence (GBV) through Positive Masculinity programmes	• Promote Positive masculinity through dialogues across Sub-Saharan African countries (2026–2030)	• Training reports	OiA
Enhanced ICT skills for women and girls	• Scale G-TECH to 500 girls (2026)	• G-TECH certificates	NITDA, Google, Microsoft, HP
Increased Youth Involvement in Gender Equality, Advocacy, and Development Issues	• Commence WE-Care Phase 5.3 advocacy (2026) • Strengthen the capacity of African Gender Budgeting (AGEB) Network members (2026)	• Advocacy reports • Workshop reports	Oxfam, AU, UNWomen, UNDP, UNECA
Expanded AYNUA membership and advocacy	• Expand AYNUA to 100 members and support Community Advocacy Projects (2026) • Scale AYNUA to 200 members (2027–2030)	• AYNUA members Advocacy reports	AYNUA, OiA
Tech-preneurship programmes expanded and business-plan hubs created	• Relaunch ALF's tech-preneurship programmes • Create tech hubs and shared facilities • Create Hubs for Business Plans and other BDS	• Tech-preneurship programmes reports • Fully operational tech hub locations • Business Plan Templates/Guides • Partnership agreements	Google, Microsoft, HP, other Private Sectors-CSR
Pillar 3: Fostering Sustainable Economic Empowerment: Supporting youth and women entrepreneurship, promoting private sector growth, agribusiness development, and leveraging technology for economic prosperity.			
Increased SME export readiness and financing	• Expand agribusiness export readiness training to Southern Africa (2026) • Expand agribusiness export readiness training to Central Africa (2027) • Expand agribusiness export readiness training to North Africa (2028) • Implement AQAC quality certification partnership with Afreximbank (2026) • Facilitate \$2 million in SME financing (2026 – 2030) • Train 1,000 SMEs across Sub-Saharan Africa (2026–2030)	• Training reports • Partnership agreements/MoUs • Financing agreements	Afreximbank, AQAC, IITA, AfCFTA, Private Sectors-CSR

Enhanced Private sector growth and development	• 1 Special Assessment Study on the Contribution of Indigenous Large Enterprises to Regional Development (2026) • Coordinate with relevant Chambers/BMOs 3 Regional conferences on the Place of Indigenous Large Enterprises in Accelerating Africa's Industrialisation (2026 – 2030) • Advocacy Partnership with PAP, Regional Chambers/Organised Private Sector to Attract Special Incentives for Promoting Indigenous Entrepreneurship on a Large Scale.	• Generation of a comprehensive assessment report • One major Regional conference per annum. • One advocacy memo prepared and presented to PAP, with resolutions transmitted to national parliaments for legislative adoption and executive implementation • Preparation, signing and implementation of MOUs with at least four Regional Chambers on Advocacy for incentivised Large-scale Indigenous Entrepreneurship.	Pan-African Parliament, Regional Chamber of Commerce, RECS, Africa Business Council (AfBC), AfCFTA Secretariat
Tech-preneurship programmes expanded and business-plan hubs created	• Relaunch ALF's tech-preneurship programmes • Create tech hubs and shared facilities • Create Hubs for Business Plans and other BDS	• Tech-preneurship programmes reports • Fully operational tech hub locations • Business Plan • Templates/Guides • Partnership agreements	Google, Microsoft, HP, other Private Sectors-CSR

9. LINKAGE OF STRATEGIC PILLARS TO AGENDA 2063 AND SDGS

The three strategic pillars were carefully designed to address Africa's key continental and global development priorities. Each pillar aligns with the African Union's Agenda 2063 and the 2030 Sustainable Development Goals (SDGs) and ensures ALF's interventions and programmatic activities contribute to Africa's long-term transformation and global commitment to inclusive and sustainable development.

The AU Agenda 2063 highlights critical success factors such as visionary leadership, capable institutions, and citizen-driven development. It also warns against risks, including governance fragility, gender inequality, and youth exclusion, and points to mega-trends such as digital transformation, demographic shifts, and regional integration. The ALF pillars respond to these priorities while advancing the corresponding global goals outlined in the SDGs.

This positions ALF as a catalyst for Africa's stability, prosperity, and inclusion, which is also reflected in the tagline: "ALF...Championing a Stable, Prosperous, and Inclusive Africa." The pillars bring this vision to life by promoting Stability through democratic governance, leadership, and peacebuilding; driving Prosperity through economic empowerment and digital inclusion; and fostering Inclusion through gender equality and sustainable development.

The table below illustrates the alignment of ALF's strategic pillars with Agenda 2063 aspirations and relevant SDGs, as well as the rationale for each pillar.

Strategic Pillar	Agenda 2063	SDGs	Justification
Pillar 1: Strengthening Transformative Governance and Leadership	- Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice, and the rule of law. - Aspiration 4: A peaceful and secure Africa.	- SDG 16: Peace, Justice and Strong Institutions. - SDG 17: Partnerships for the Goals. - SDG 4.7: Education for sustainable development, including civic and leadership education.	This pillar promotes peace and stability by strengthening democratic institutions, ethical leadership, and ensuring inclusive youth participation in governance.

Pillar 2: Advancing Gender Equality and Policy Research	• Aspiration 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth.	• SDG 5: Gender Equality. • SDG 10: Reduced Inequalities. • SDG 8.5: Productive employment for women and youth. • SDG 3.1 & 3.7: Maternal health and reproductive rights. • SDG 17.14: Policy coherence for sustainable development.	This pillar promotes peace and stability by strengthening democratic institutions, ethical leadership, and ensuring inclusive youth participation in governance.
Pillar 2: Advancing Gender Equality and Policy Research	• Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development. • Aspiration 2: An integrated continent, politically united and based on Pan-African ideals.	• SDG 8: Decent Work and Economic Growth. • SDG 9: Industry, Innovation and Infrastructure. • SDG 17: Partnerships for the Goals.	This pillar fosters prosperity by creating opportunities for women and youth entrepreneurs, strengthening SMEs and agribusiness, and supporting AfCFTA integration

Reference Documents

1. <https://africanunion2063.org/courses/agenda-2063-frame-work/lesson/chapter-5-critical-factors-for-success-potential-risks-and-mitigation-strategies/>
2. Agenda 2030 (SDGs) vs. Agenda 2063 – STYIP – IPRT
3. Goals & Priority Areas of Agenda 2063 | African Union
4. Agenda 2063 Technical Document

10. RISK MANAGEMENT

A proactive approach to risk management is essential for ensuring the continuity and success of ALF's strategic objectives. Table 9.1 identifies key risks that could hinder the achievement of the Strategic Plan 2026–2030 and outlines detailed strategies to mitigate them.

Table 9.1: Risks and Mitigation Strategies

Risk	Mitigation
Financial Risks: Funding shortfalls, economic instability	Diversify Funding Portfolio: Aggressively pursue multi-year institutional funding from diverse sources (e.g., private sector, foundations, non-traditional donors) to reduce dependency. Strengthen Financial Controls: Strict adherence to established financial protocols and transparent forecasting. Explore Co-Funding Models: Actively pursue joint-funding opportunities with the African Union (AU) and Regional Economic Communities (RECs) to leverage continental resources and share financial risk.
External Risks: Inconsistent policies, political instability	Proactive Contextual Analysis: Conduct quarterly, in-depth political and security risk assessments for all operating countries. Adaptive Programme Delivery: Increase the use of virtual, hybrid, and decentralized programme models to ensure continuity even during periods of restricted movement. Strategic Stakeholder Engagement: Maintain high-level engagement with RECs, host governments, and diplomatic missions to advocate for policy consistency and gain exemptions for programme continuity.
Operational Risks: Staff turnover, capacity gaps, technology gaps	Enhance Staff Retention and Development: Implement competitive remuneration packages, offer continuous learning/mentorship programmes, and create clear career progression paths. Invest in Digital Infrastructure: Upgrade the Management Information System (MIS) and network capacity; invest in robust cloud-based storage and cybersecurity measures. Mandatory Digital Training: Provide recurring training on virtual delivery tools, data management, and remote collaboration to ensure business continuity.
Programmatic Risks: Poor stakeholder engagement, limited scalability	Implement Robust MEAL Framework: Systematically track stakeholder satisfaction and use feedback mechanisms to course-correct program design mid-implementation. Design for Replication: Ensure all pilot programmes include a clear, documented model for scaling across different regions and contexts. Ensure Inclusivity and Accessibility: Integrate specific indicators and data collection tools focused on Persons with Disabilities (PWD), women, and youth to guarantee program relevance and broad impact. Develop Mobile and Offline Tools: Utilize mobile units and offline data collection tools to reach remote or low-connectivity areas, enhancing program access and data quality.

11. CONCLUSION

The ALF 5-Year Strategic Plan (2026–2030) represents a bold and forward-thinking blueprint that positions the Africa Leadership Foundation as a pivotal force in advancing transformative governance, gender equality, sustainable economic empowerment, and youth leadership across the continent. Rooted in ALF's foundational ethos of fostering informed, evidence-based solutions and institutional strengthening, this plan builds on the organisation's 30-year plus legacy of impactful programmes, such as the Maputo Protocol Scorecard and Index (MPSI), African Youth Network for Unpaid Care and Domestic Work Advocates (AYNUA), Election Management Program (EMP), Entrepreneurship Development, and WE-Care initiatives. This plan also addresses critical operational gaps like funding constraints, weak MEAL systems, and compliance challenges. Through its three strategic pillars (Strengthening Transformative Governance & Leadership, Advancing Gender Equality and Policy Research, and Fostering Sustainable Economic Empowerment and Enterprise Development), the plan integrates stakeholder insights from consultations, desk reviews, and partnerships to deliver measurable outcomes, including a 30% increase in programme reach, 50% women's participation, and a 20% funding growth by 2030.

Strategic collaborations with the African Union (AU), Oxfam in Africa (OiA), Afreximbank, and other key actors ensure seamless alignment with AU Agenda 2063 and the Sustainable Development Goals (SDGs), enabling ALF to drive inclusive, resilient development that empowers marginalised groups, promotes peace and stability, and unlocks Africa's economic potential. By scaling innovative interventions, enhancing organisational capacity through staff development and technology upgrades, and fostering a culture of accountability and continuous learning, ALF is poised not only to achieve these ambitious targets but also to inspire a new generation of African leaders, contributing to a prosperous, equitable, and self-reliant continent by 2030 and beyond.





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