



**AFRICAN UNION  
LEADERSHIP ACADEMY**  
*DRIVING THE AFRICA WE WANT*



Case study one:

# Preparing tomorrow's leaders and drivers of change for the Africa We Want





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## EDITORIAL

H.E. Dr. Nkosazana  
Dlamini Zuma

The African Union has embarked on a transformation journey for the successful implementation of Agenda 2063. We mapped our flagship projects and initiatives across the Union and the RECs and clarified areas of increased focus in light of Agenda 2063 and its first Ten Year Implementation Plan, a strategic execution plan. The African Union needs to rethink its overall structure and endow its leaders with a different set of skills to achieve the ambitious goals set by the Agenda 2063.

Transforming an organization and leading the transformation require innovative approaches and different set of Leadership capabilities. It is important to learn how to anticipate and define clearly our goals and the required resources to attain them. It is essential to have the capacity to engage our teams, as well as to lead and manage our resources efficiently. It is also important to know how to develop our networks and to constantly enhance and update our knowledge base. Setting aside old habits and adapting to be on top of the new trends and technological advancements occurring worldwide is imperative. Besides overcoming these various challenges, the Leadership Academy of the African Union (AULA) must prepare the next generations for a brighter, constructive and engaging future. Our Academy will be one of the driver to build the Africa we want.

The Academy will train a thousand of civil servants in Leadership, Planning and Project Management, as well as in the legal instruments of our Union during the next twelve months. We will partner with the best Leadership Institutes in our countries, along with Leadership Centers of Excellence worldwide. Your contributions, ideas and suggestions are most welcome to make this Academy a lighthouse of leadership development in the public sector in Africa with an African sensitivity and learning methods that take into account our African, identity, cultures and values.

Its programme will therefore enable staff and other actors to acquire the requisite skills to meet the ever-changing and complex demands of our societies. The programme will also be supported by efficient technology and information tools coupled with standardization and harmonization of operating systems.

These publications which will be a regular feature to inform the concerned audiences on this transformation journey aim at providing an overview of the achievements and progress made, the specific actions under implementation, the challenges encountered in the process as well as the projections for the years ahead within the First Ten Year Implementation Plan of Agenda 2063, in particular the progress made with regard to our flagship projects which would anchor the visibility of the Continent's socio-economic transformation. The publications would further define all contributions expected from Member States, the RECs and at the continental level, in line with the principles of subsidiarity and complementarity.

All together, we shall strive to transform our continent for the betterment of the livelihoods of our peoples in accordance with the aspirations enshrined in Agenda 2063.

Long live the African Union!





## 5 AULA aims at **target groups:**

AU Staff, AU Elected Officials, Permanent Representatives Council members and staff of the Embassies accredited to the AU, Young African citizens wishing to pursue careers in the AU and its Institutions, Civil servants in African Member States, Regional Economic Communities

## 4 AULA proposes **programs:**

Leadership programme, Programme/project Management, Policy programme Dialogue, History of AU and Integration



To date, AULA helped in the capacity-building of

## 50 people

on Programme/Project Management and Policy Programme Dialogue

# Why an Academy of Leadership?

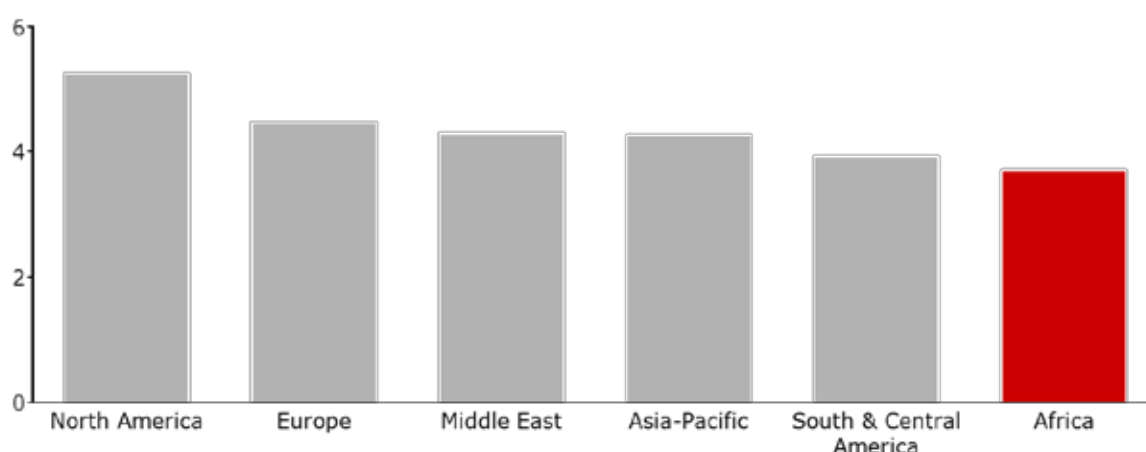




**Capacity building is one of the biggest challenges that public institutions face, especially in Africa, preventing successful implementation of public policy programs. For instance, African region ranks lowest on efficiency and effectiveness of training compared to rest of the world.**



On-job training index: Availability of research and training services and extent of skills of staff (score)







Furthermore, education and skills development has been highlighted as one of Africa's biggest challenges. In the Survey on global agenda 2015, Africa's top challenges were:

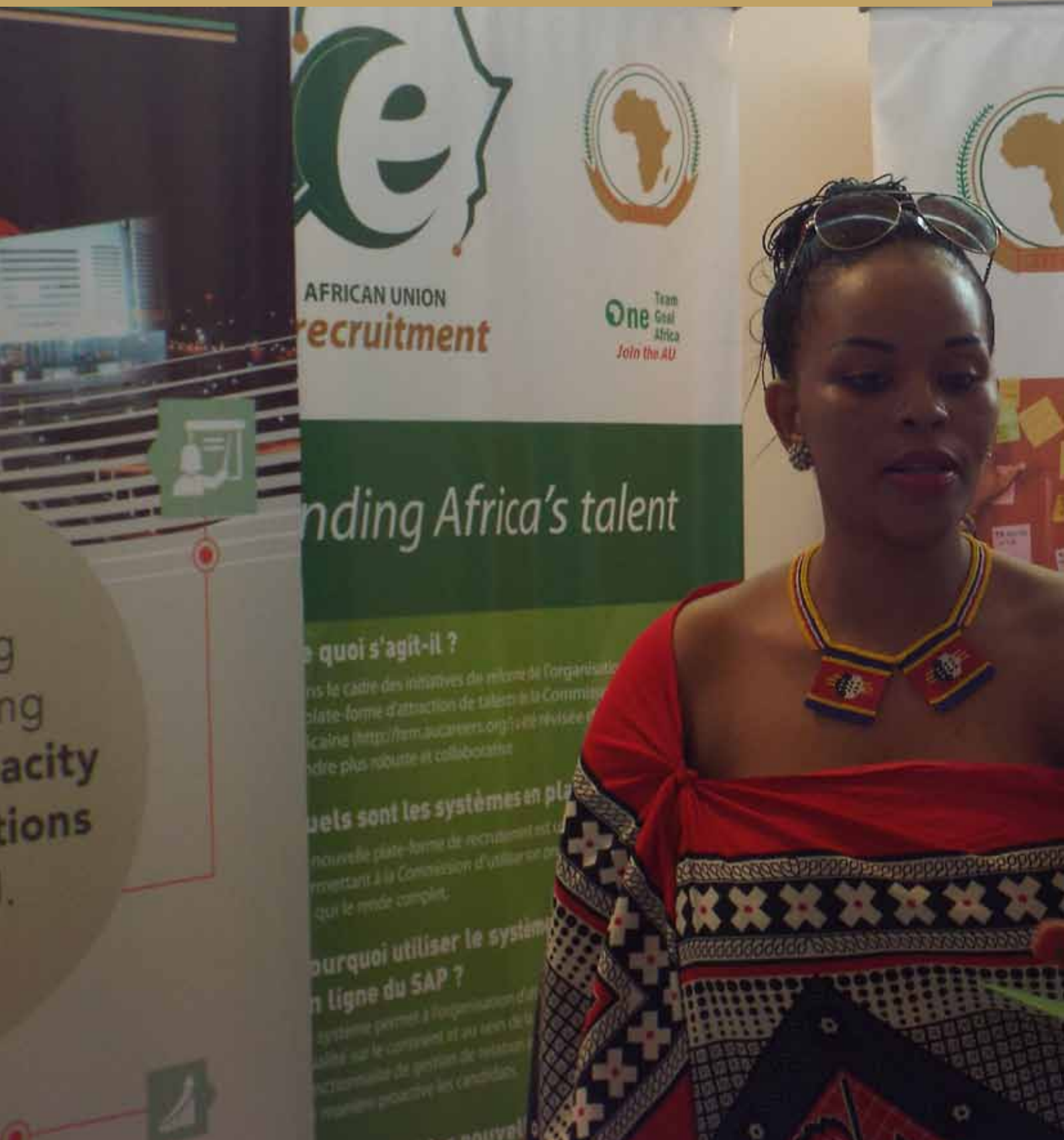
- Education & Skills Development
- Sustainable governance systems
- Delivery of hard infrastructure

A Gap-assessment conducted identifies key pillars of capacity building specific to the African context. However, capacity building programs to address them are few, fragmented and not aligned with the pillars identified.

**A Need for dedicated agency that executes training on skills critical for implementing Agenda 2063, creating transformational leaders within AU and across Africa's public sector is thus crucial.**

Therefore the African Union Leadership Academy was created. It aims to be a continental agency creating change agents of Agenda 2063 and will amplify learning experience in the public sector, adding on to AU's in-house offering.

# African Union Leadership Academy







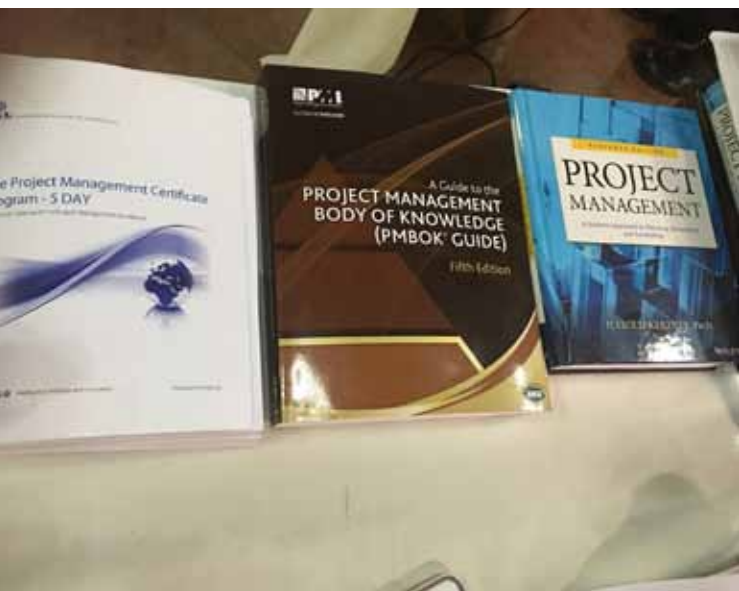
## Vision:

A high level Pan African Learning and Development center driving capacity building solutions to the challenges of managing the process of realization of the African Union Agenda 2063.



## Mission:

Working in concert with Member States, and relevant institutions worldwide, in developing and delivering innovative capacity building solutions for the AU decision-making, policy and programme development within the framework of the Constitutive Act of the African Union.







## Objectives:

- To develop and implement various L&D interventions which add value to the business of the AU Organs.
- To develop learning content and delivery modes for capacity building solutions in Africa's public sector.
- To identify and develop professional skills that are essential within the AU.
- To equip staff of the AU with decision making skills for effective policy design and program delivery.
- To develop and offer specialized and professional courses for young Africans aspiring to pursue careers in the AU.

## Target Audience:

The AU Academy is envisaged to reach diverse but critical groups within the AU and Member States. The intended target groups are as follows:

- AU Staff
- AU Elected Officials
- Permanent Representatives Council members and staff of the Embassies accredited to the AU
- Young African citizens wishing to pursue careers in the AU and its Institutions
- Civil servants in African Member States, Regional Economic Communities

# Proposed Programs:

## Leadership Programme (Inside Out/ Outside In)

This programme provides opportunities for the target group to examine the various leadership challenges through different lenses and perspectives both personally and professionally. The leadership programme will focus around political skills, political and administration leadership and management. Furthermore, personal and social competencies will enable managers to rise up to the leadership challenge. The programme will be an intensive three to five day coaching, both individually and group which will guide participants from 'macro' issues such as organisational structures, incentives, and informal networks to 'micro' topics like managing performance, providing and using feedback to enhance personal and professional growth.

This Leadership Programme is designed around the African Union towards the implementation and realization of the Agenda 2063 and particularly its first 10-Year Implementation Plan.

**Target Group:** Elected Officials, Directors and Heads of Divisions, PRC Members

**Duration:** 3-5 days + coaching

**Session Offered twice a year:** 1st and 3rd quarter

## Programme /Project Management

This programme aims to improve the management of programmes and projects in the African Union by developing competencies of the AU staff and other key stakeholders involved in AU programmes and projects, raising awareness and general level of programme /project management knowledge and skills through the delivery of specifically tailored courses and bringing participants to a level of expertise in specific programme /project management areas. Participants will be equipped with the essential skills, tools and good practices for the successful design, implementation and management of programmes and projects. The programme will include but not limited to Project Needs Assessment, Planning, Programming and Monitoring Projects, Evaluating Projects, Results-based Management and Project Cycle Management

**Target Group:** African Union staff and stakeholders from RECs and Member States involved in the planning, design, implementation and management of AU Agenda 2063 Flagship programmes and projects.

**Duration:** 5 days

**Session Offered twice a year:** 1st quarter and 2nd quarter

## Policy Programme Dialogue

PPD intends to provoke a re-thinking of the past, current and future of African Union program implementation more broadly through a programme of seminars, workshops and collaborative learning opportunities. The programme will reflect and discuss a range of problematics concerning the AU decision-making processes; resource mobilization; program implementation and accountability to its citizens among other issues. Each theme will stretch over approximately two months totaling to 5 days during which international, regional and local speakers will present thoughts in seminars, participate in roundtable discussions, teach/meet with the AU Leadership Academy programs participants as well as focal persons for AU flagship programs. Throughout the year, an intensive coordination group will work alongside the seminar series in order to engage key programme documents that will prepare AU Leadership Academy programs participants and staff for close engagement with the programme's themes and with the work of visiting speakers. The seminar series will facilitate the development of new programme that the AU Leadership Academy will be launching in the next three years on enhancing the implementation of the Agenda 2063.

**Target Group:** New Staff, AU elected officials; Permanent Representative Committee (PRC) members, PRC subcommittee members within the African Union

**Duration:** 5 days

**Session Offered twice a year:** 1st quarter and 3rd quarter

## History of AU and Integration

The AU history and integration programme will be part of an induction for newly recruited AU staff, PRC and PRC SubCommittee members, RECs, AU Organs who constitute key decision-making stakeholders in the implementation of AU programmes. The programme will include but not limited to AU History and how the AU was derived from the OAU, Current Affairs, System and Mandate, Regulatory Frameworks, Decision Making for AU Programmes. The programme will develop and deliver innovative capacity building solutions for the AU decision-making, policy and programme development. Furthermore, it will deliver a deep understanding and appreciation of African diversity; in-depth knowledge of the evolution of the African society; the challenges and super-complexity of the African continent; and the programme will also suggest continent's context-specific solutions.

**Target Group:** New AUC Staff, AU elected officials; Permanent Representative Committee (PRC) members, PRC subcommittee members within the African Union; Regional Economic Communities (RECs) and AU Organs.

**Duration:** 3 days

**Session Offered twice a year:** 1st quarter and 3rd quarter



# Achievements







## January 2016 : AULA Launch

The African Union Leadership Academy (AULA) was launched in January 2016 during the 26th Summit of Heads of State and Government of the African Union. It aimed at driving capacity building toward the implementation of Agenda 2063.

Several pertinent points related to the specific capacity development needs across the continent were raised during the launch discussion.







It was outlined that capacity development needs to be viewed systemically – individual, institutional and societal – and that the three were interconnected. It's thus important to re-think the current approaches to capacity development and to consider focusing more attention on youth training and empowerment.

The need for an education dialogue which focuses on heavy investment in the youth and science and technology was also raised. In fact there is a significant gap in skills in our continent. For instance, we needed 4.3 million engineers and around 8 million doctors and health experts.

Finally it was noted that development was not simply an accumulation of capital but an accumulation of knowledge as well.

This discussion was moderated by four high level representatives: UNEconomic Commission for Africa Executive Secretary Dr. Carlos Lopes, AUC Deputy Chairperson Mr. Erastus Mwencha and the Executive Secretary of the African Capacity Building Foundation Prof. Emmanuel Nnadozie, NEPAD.



## March 2016 : First training on Programme Management

AULA convened its first capacity building program on the 7th March 2016 in Debre Zeit, Ethiopia. It held a 5-day Project Management Certification for 40 staff involved in the planning, design, implementation and management of flagship projects within the AU Strategic Plan.

This Program aims to improve the management of programmes and projects in the African Union by developing competencies of the AU staff and other key stakeholders. Participants were selected from different departments and Offices within and

outside the Head-Quarters. They were equipped with the essential skills, tools and good practices for the successful design, implementation and management of programmes and projects.

The program was facilitated by a PMI Certified trainer from The International Learning Institute (ILI). Comprehensive learning materials accompanied this 35 hours session. Participants needed additional 200 hours for examination preparation.

## May 2016: Policy Programme Dialogue Session

The first PPD Session was convened on May 12-13 2016, in Naivasha (Kenya) to strengthen the capacity of the African Group of Negotiators for the forthcoming African Preparatory Committee for the 3rd United Nations Conference on Housing and Sustainable Urban Development [Habitat III].

Policy Program Dialogue (PPD) intends to provoke a dialogue and sharing of experiences around African Union program implementation more broadly through a programme of knowledge and experience sharing seminars, workshops and collaborative learning opportunities. All PPD Sessions are aligned to the implementation of Agenda 2063 priorities. Particularly, PPD Sessions have been formulated to strengthen African Union's capacity on its on-going and future programs through knowledge forums that can enhance AU commitments to firmly position the organization towards the perceived and imagined future of Africa.

### Planned 2016 Training Programs:

- Results-Oriented Engagement between AUC and RECs
- Induction of New Staff at African Embassies in Addis Ababa
- Leadership Development for Women in Executive Roles
- Tailored training programs for NEPAD and PAP staff

### Policy Program Dialogue (PPD) Sessions on:

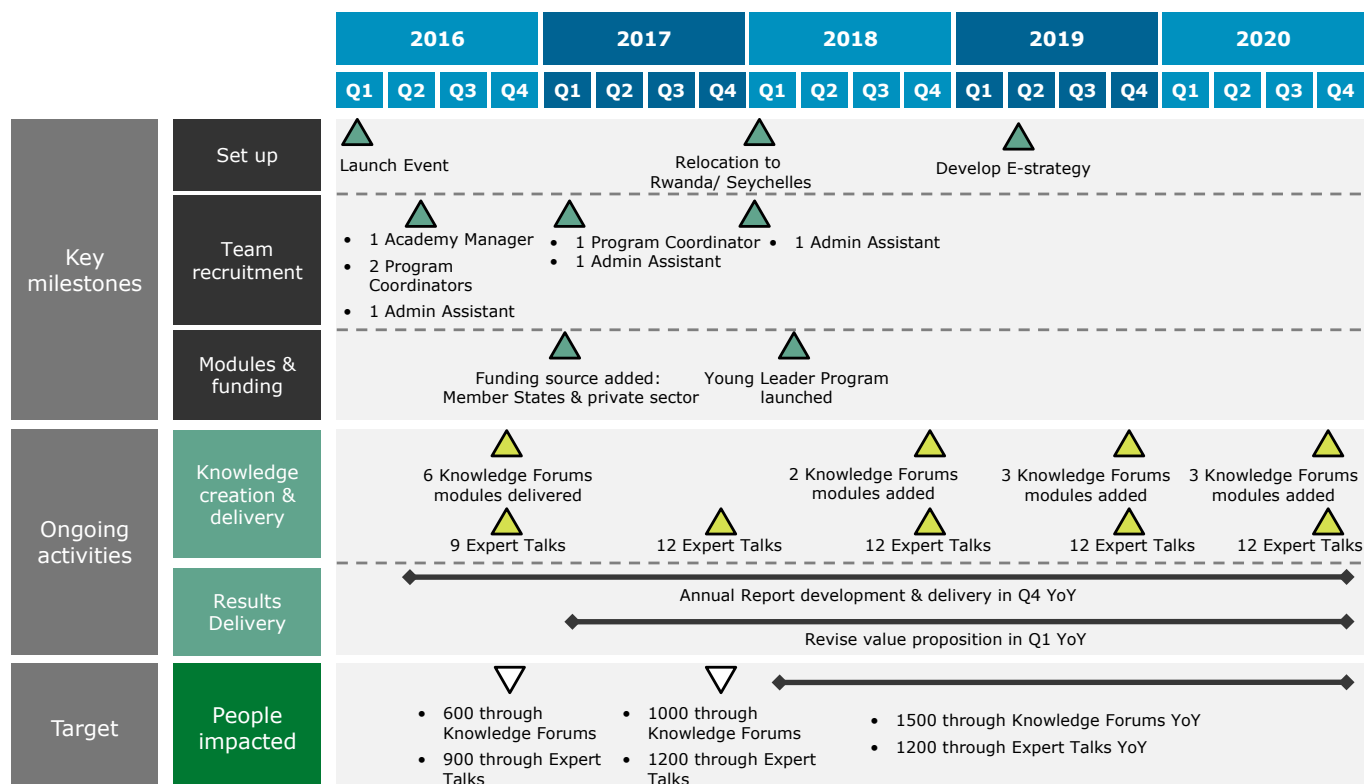
- Building of African Negotiation Capacity for the preparation of the African Common Position for the Habitat III
- Taking stock on achievements on the implementation of the Maputo Protocol on Women's Rights
- Driving Agenda 2063 through Statistics
- Transforming National Judiciary Systems through IT



The background of the page is a photograph of the Leaning Tower of Pisa, showing its characteristic tilt. The tower is a tall, cylindrical stone structure with multiple tiers of arches. It is set against a clear blue sky. In the foreground, there are some green trees and a paved area.

# Roadmap

# 5 year plan with key milestones







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