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ANNEX 4

of the Commission Implementing Decision on financing of the multiannual action plan in favour of Sub-Saharan Africa for 2022-2024 Part 1

Action Document for the "Young Africa Leaders Programme (YALP II)"

MULTIANNUAL PLAN
This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plans in the sense of Article 23(2) of NDICI-Global Europe Regulation.

1   SYNOPSIS

1.1   Action Summary Table

1. Title **CRIS/OPSYS** **business reference** **Basic Act**	Young Africa Leaders Programme (YALP II) OPSYS 60672 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)
2. Team Europe Initiative	No
3. Zone benefiting from the action	The action shall be carried out in Africa (African Union)
4. Programming document	Multi-Annual Indicative Programme for Sub-Saharan Africa.
5. Link with relevant MIP(s) objectives / expected results	Priority 1 "Human Development (Education and Skills)". Specific objective 2: "Enhance regional and continental (Intra-Africa) integration for improved quality of education and skills development; and EU-Africa policy dialogue and cooperation in the fields of education, skills development, youth learning mobility, and teacher governance, leadership, training and professional development" Result 2.4: Skills and competences are increased through learning mobility opportunities at regional and continental level, with a special focus on youth.
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Capacity Development, Leadership skills, Policy Analysis, Management Skills, Innovation, Operations and Strategy, Africa-Europe Partnership, Transnational Governance
7. Sustainable Development Goals (SDGs)	- SDG 4 "Quality Education", in particular targets 4.7 and 4.B - SDG 5 - "Gender equality", in particular 5.5 and 5.C - SDG 16 – "Peace, Justice, and strong Institutions", in particular 16.3, 16.6 and 16A - SDG 17 "Strengthen the means of implementation and revitalize the global partnership for sustainable development", in particular targets 17.8 and 17.9

8 a) DAC code(s)	11430; 15110			
8 b) Main Delivery Channel @	47000 and 51000 (EUI is a multilateral institution and university)			
9. Targets	☐ Migration ☐ Climate ☒ Social inclusion and Human Development ☐ Gender ☐ Biodiversity ☒ Education ☒ Human Rights, Democracy and Governance			

10. Markers (from DAC form)	**General policy objective** @	**Not targeted**	**Significant objective**	**Principal objective**
	Participation development/good governance	☐	☐	☒
	Aid to environment @	☒	☐	☐
	Gender equality and women's and girl's empowerment	☐	☒	☐
	Trade development	☒	☐	☐
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction @	☒	☐	☐
	Inclusion of persons with Disabilities @	☒	☐	☐
	Nutrition @	☒	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity @	☒	☐	☐
	Combat desertification @	☒	☐	☐
	Climate change mitigation @	☒	☐	☐
	Climate change adaptation @	☒	☐	☐

11. Internal markers and Tags:	**Policy objectives**	**Not targeted**	**Significant objective**	**Principal objective**
	Digitalisation @	☐	☒	☐
	Tags: digital connectivity		☐	☐
	digital governance		☒	☐
	digital entrepreneurship		☐	☐
	job creation		☐	☐
	digital skills/literacy		☒	☐
	digital services		☐	☐
	Connectivity @	☐	☐	☐
	Tags: transport		☐	☐
	people2people			

energy digital connectivity		☒ ☐ ☐	☐ ☐ ☐
Migration @ (methodology for tagging under development)	☒	☐	☐
Reduction of Inequalities (methodology for marker and tagging under development)	☐	☒	☐
Covid-19	☒	☐	☐

BUDGET INFORMATION	
12. Amounts concerned	Budget line(s) (article, item): West Africa BGUE-B2022-14.020120-C1-INTPA: EUR 420 000 East and Central Africa BGUE-B2022-14.020121-C1-INTPA : EUR 420 000 Southern Africa and Indian Ocean BGUE-B2022-14.020122-C1-INTPA : EUR 360 000 Total estimated cost: EUR 1 200 000

MANAGEMENT AND IMPLEMENTATION	
13. Type of financing[1]	**Direct management** through: - Grants

1.2 Summary of the Action

Building on the implementation of the EU-funded programme "Young African Leaders Programme" implemented by the European University Institute (EUI) in Florence and its School of Transnational Governance (STG) from January 2021 to February 2022, the new "Young Africa Leaders Programme" provides a unique opportunity for 60 young policy experts from Africa (all regions) to further develop their policy work and professional skills amidst international experts.

More precisely, for two consecutive years, in 2022 and 2023, the Programme targets 30 (per year) mid-career, high potential policy-makers, diplomats, and professionals from Africa. Potential beneficiaries are working in national and local authorities, regional, continental, international organisations and development partners, civil society organisations, academia, media and the private sector, in Africa. More precisely, the Programme is open to young female and male professionals, mid-career and executives alike, who are nationals of African countries, residing in Africa and are under the age of 35.

In the new programme, the EUI/STG will aim to reach at least 50% of female participants. In the pilot project, 11 out of 17 fellows (or 59%) were female. To keep this target, the EUI will distribute the call for applications among The African Women Leaders Network (AWLN). The AWLN is a women's led movement, launched in 2017 with the support of the African Union Commission and the United Nations, he African Women's Development and Communications Network, Association of African Women for Research and Development, and African Women's

Association. In addition, applicants with disabilities are strongly encouraged to apply. Mechanisms to support successful applicants with a disability will be put in place, including for example arrangements for accessibility and suitable learning materials.

In the dynamic academic environment of the EUI, selected participants will travel to Florence for a three-month residential fellowship. Here they will take part in workshops, training and skills development sessions, and conferences. The series of sessions will address Africa's specific challenges through topics such as governance, peace and security, democracy, terrorism, gender, trade, digital politics and access, economics and social sciences, sustainability, city and urban governance, climate, migration and humanitarian disasters such as pandemics.

In-class training will be complemented by study visits to relevant universities in Europe, European Institutions and International Organisations, e.g. the UN and any other institutions relevant to the fellows' interests and expertise such as the AU. Interaction with other fellows, policy-makers and the academic community at the EUI will make this a truly valuable learning and growth experience.

The Young African Leaders Programme responds to the strategic European interest to strengthen public leadership in Africa and create new networks, connecting a strong cohort of leaders committed to driving change in their own countries and across the continent.

2   RATIONALE

2.1   Context

In March 2020, building on the Declaration of the 5th AU-EU Summit held in Abidjan, Cote d'Ivoire on 29 – 30 November 2017,[2] the European Commission and the High Representative of the EU for Foreign and Security Policy proposed to build a new and comprehensive partnership with Africa and released the Joint Communication "Towards a comprehensive Strategy with Africa" (referred to as the Africa-EU Partnership).[3] The strategy calls for an enhanced collaboration between the two continents, which should allow the two partners to tackle common transnational challenges and to share mutual opportunities, to "build a more prosperous, more peaceful and more sustainable future for all", around five priority areas, which are (i) green transition and energy access; (ii) digital transformation; (iii) sustainable growth and jobs; (iv) peace and governance; and (v) migration and mobility.

The second AU-EU Foreign Affairs Ministerial Meeting in Kigali Rwanda, 25-26 October 2021[4] reaffirmed the relevance of the five key areas identified by, accordingly: Investing in people – education, science, technology and skills development; Strengthening Resilience, Peace, Security and Governance; Migration and Mobility; and Mobilising Investments for African structural sustainable transformation.

At the national level, many EU Member States have paid renewed strategic attention towards Africa since the late 2010s. In addition to those countries that traditionally prioritised several sub-regions of Africa including the Sahel and the Horn of Africa in their strategic agendas, others have expanded or enhanced their strategic footprint. Africa has therefore gained centrality in the agendas of national policy planners, producing implications for EU strategy-making in terms of resetting common priorities.

In the context of this strengthened partnership, the EU is committed to supporting capacity development within Africa at individual and institutional levels, and the development of research and innovation capacities, harnessing the interaction between education, science, technology and innovation. This calls for a mutual 'paradigm shift', which can only be sustained with substantial improvements in the understanding of the methods and practices of governance.

Furthermore, this is combined with the policy framework for the EU's development cooperation laid out in the European Consensus on Development (2017) and which sets the political vision underlying the financial proposals of the Multi-Annual Financial Framework (2021-2027). The core objective remains the eradication of poverty and the implementation of the Sustainable Development Goals (SDGs) of the UN's 2030 Agenda. In that vein, the EU will continue to tackle challenges related to human development, inclusive and sustainable growth, climate change,

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[2] URL: https://www.consilium.europa.eu/en/meetings/international-summit/2017/11/29-30/
[3] *Towards a comprehensive Strategy with Africa,* JOIN (2020) 4, European Commission and European External Action Service, March 2020. URL: https://ec.europa.eu/international-partnerships/priorities/africa-eu-partnership_en
[4] URL: www.consilium.europa.eu/media/52671/20211026-au-eu-fam-meeting_joint-communiqué.pdf

environmental degradation, migration and mobility, as well as promote good governance, democracy and human rights. The objectives of the regional Multi-Annual Indicative Programme (MIP) for Sub-Saharan Africa are well aligned with the SDGs and the main components of the UN's 2030 agenda. The COVID-19 pandemic has exposed several global challenges and new important political priorities have emerged in 2020, as expressed in the Joint Communication on the global EU response to COVID-19 and the Communication establishing a European Health Union.

The Young Africa Leaders Programme falls into the priority areas of the EU's cooperation in Sub-Saharan Africa within Sub-Saharan Africa Multi-Annual Indicative Programme 2021-2027, in particular related to Priority Area 1: Human Development, Specific Objective 2: "Enhance regional and continental (Intra-Africa) integration for improved quality of education and skills development; and EU-Africa policy dialogue and cooperation in the fields of education, skills development, youth learning mobility, and teacher governance, leadership, training and professional development" and Result 2.4: Skills and competences are increased through learning mobility opportunities at regional and continental level, with a special focus on youth.

2.2   Problem Analysis

Home to over 1 billion people, Africa has become one of the most rapidly changing regions in the world. Its demographic and economic growth characterized by the world's youngest population. With a 1.2 billion-person market, Africa is home to the world's largest free trade area and is forging an entirely new development path.

However, only about a third of African countries have achieved inclusive growth. Over 416 million Africans still live in extreme poverty. Several long-standing and structural challenges remain, such as lack of electricity for 640 million people (a third of whom live in fragile and conflict countries), rising public debt and not enough meaningful employment opportunities for most of young people seeking work. High youth unemployment produces challenges for peace and security, transnational crime, irregular migration and persistent gender inequalities in (*inter alia*) the labour market. It is estimated that fragility is costing a .5% growth per year, effectively precluding Africa from reaching its full growth and innovation potential.

Furthermore, COVID-19 socio-economic impact is immense, costing the region between €34.3 and €73.3 billion in estimated output losses in 2020, reducing agricultural productivity, weakening supply chains, increasing trade tensions, limiting job prospects, and exacerbating political instability and regulatory uncertainty.

In addition, the recent resurging military coups in Africa represent a big threat for democracies and stability as well as raises concerns on the trust that young Africans put on democracy itself. Furthermore, it raises questions on democracy and stability, as to whether the reaction by the African Union and the Regional Economic Communities (RECs), including ECOWAS, and the international community as a whole is effective and commensurate with the scale of the problem.

The state of democracy in Africa has been undermined in recent years by interference with constitutional texts and a wave of military coups. The regional programme for sub-Saharan Africa seeks to support the African Union in its efforts to curb autocratic excesses and reassert the rule of law. Among the actions to be carried out, the training of young leaders and talented young professionals from the continent is essential. Such training is an opportunity to provide these young leaders with the knowledge they need to consolidate their advocacy and influence in favour of democracy and to participate in their turn in good governance in Africa. The African Union (AU)'s ambitious plan aiming at a continental transformation "Agenda 2063: The Africa We Want", aims for "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena".[5] To achieve this vision, the Agenda 2063 envisages that all African countries will move to middle-income status powered by knowledge-based economies.

The 1st Continental Report on the achievement of Agenda 2063 of February 2020 highlights that AU Member States registered a low of achievement rate (16%) on economic growth, transformation and job creation as well as on advancing Education, Science, Technology and Innovation revolution, both crucial for young people.[6]

The African Continental Free Trade Area (AfCFTA) entered into force in 2018.

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[5] *Agenda 2063: The Africa We Want*, African Union. URL: https://au.int/en/agenda2063
[6] 38060-doc-agenda_2063_implementation_report_en_web_version.pdf (au.int)

Creating AfCFTA would increase total African exports by 4% ($25.3 billion) and result in a general 52% ($34.6 billion) growth in intra-African trade compared to the baseline figure in 2022 and would raise intra-African trade by 15 to 25 % by 2040 compared to an Africa without AfCFTA[7].

However, the implementation of above-mentioned vision faces several and complicated impediments that stem from the lack of foresight and fundamental issues of the African political economy, as well as of transnational governance approach.

Transnational governance in Africa also faces the all familiar challenges namely political, including historical factors, ideas of sovereignty, security threats, a trust deficit and the negative mind-set of current leadership. Other challenges arise from nation-based policies, which inhibit cross border governance through current inhibitive policies, laws, regulations and working procedures.

There are also socio-economic and cultural barriers, in the form of culture and religion concerns, demographic shifts, pressure on economic benefits and competition for jobs. Physical barriers arising from poor service infrastructure, including migration, transportation and hospitality facilities. The absence or poor quality of infrastructure inhibits transboundary governance. The capability limitations mainly reflect the limited allocation of the necessary finance, human resources and skills sets necessary for implementing the Agenda 2063, where cross border and transnational governance are at stake.

Despite the emergence of a new class of entrepreneurial leaders, the ability of this new class to deliver on Pan Africa's regional level and continental has been hampered by barriers to effective governance across Africa. While transnational opportunities and challenges manifest beyond the State-level, transnational efforts are yet to be forged. Visionary and capable leadership in all sectors of society is essential to accelerate the Africa's critically needed systemic change to ensure sustainable transformations.

Women in Africa face particularly high barriers to becoming leaders. These include social and cultural barriers, traditional gender roles, the low status of women in many societies, and limited access to educational and employment opportunities. Early in their lives, women experience the double burden of both gender and youth. The small number of women in leadership positions across fields from business to science and politics in Africa is both an indicator of these barriers, and a barrier itself. These challenges are not unique to Africa, yet the share of African women enrolled in secondary and tertiary education, in formal employment and in government leadership positions is particularly low compared to that of most other world regions

Exposure to experience of other regions such as Europe and EU in the governance of beyond a state offers perspectives and might inspire new generations of leaders in Africa, who can consequently inspire and enable the transformations, to achieve the Africa 2063 vision, as well as to facilitate the implementation of the Africa-EU Partnership in the strategic interest of the EU.

In the context of the AU-EU strengthened partnership, the EU is committed to support capacity development within Africa at individual and institutional levels, and the development of research and innovation capacities, harnessing the interaction between education, science, technology and innovation. This call for a mutual 'paradigm shift', which can only be sustained with substantial improvements in the understanding of the methods and practices of governance.

To help catalyse and foster changes as envisioned in the Africa Agenda 2063 and in the Africa-EU Partnership, the School of Transnational Governance (hereinafter referred to as the "STG") at the European University Institute (hereinafter referred to as the "EUI") will design and host a tailor-made fellowship and training programme, based on the EU-funded Young African Leaders Programme – Pilot Phase implemented from January 2021 to February 2022.

The programme will play an important role in making available to the alumni the compelling scientific data gathered by researchers (V-DEM, Birmingham University, Carnegie) showing how democracy pays of, in the long run, in terms of prosperity, stability and equality.

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[7] UN Economic Commission for Africa (UNECA)

Other EU actions, such as the current EU-funded V-DEM (Varieties of Democracy) programme with the University of Gothenburg, or the coming flagship programme on Youth Participation in Public Affairs, can be connected to the YALP II in order to increase its contribution to promoting universal fundamental values.

The Young African Leaders Programme responds to the strategic European interest to strengthen public leadership in Africa and create new networks, connecting a strong cohort of leaders committed to driving change in their own countries and across the continent, as well as address the gender gaps in the leadership roles.

New leadership is critical for promoting accountability and ensuring inclusive governance in all sectors of society, as well as for tackling the common transnational challenges as outlined in the Joint Communication of March 2020. Indeed, discussion on the roll-out of impactful development policy and programmes is often focusing on the challenges of the current African leadership.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The **overall objective** of the Young African Leaders Programme is:

To contribute to fairer societies by training young African leaders in transnational governance. This will lead to good governance, sustainability and capacity development across the continent. The **specific objectives** of Young African Leaders Programme are the following:

1.   To develop capacity and provide immediate gap filling, targeting selected mid-career practitioners from Africa, with a potential to be actors of change and already operating in the African policy-making landscape, which includes public authorities at central and local levels, regional and continental organisations (including the African Union and Regional Economic Communities), diplomacy and international cooperation missions (including the EU Delegations), entrepreneurship, finance and business, civil society actors, media.

2.   To develop a community of practice of young public and private professionals working at the interface of law, public policy and entrepreneurship, promoting a culture of knowledge sharing and learning across stakeholders in Africa and the wider community, and upholding and strengthening tight links with the EU

3.   To capacitate current and future policy-makers and policy influencers to support their own countries and also bring a new understanding to the cross-national issues driving the continental developments

The **expected outcomes** of the Young African Leaders Programme are the following ones:

• Outcome 0. Building on the pilot phase of the Young African Leaders Programme (2021), a   training programme on transnational governance that meets the training needs of high potential African policy-makers in different policy areas. Linked to specific objective 1

• Outcome 1. Enhanced capacities of selected African policy-makers and future leaders in Africa from different types of institutions (public service at local/national/regional/, private sector, CSOs, etc.) and backgrounds (including amongst others young people with disability). Linked to specific objective 2

• Outcome 2. Increased ability to apply knowledge and understanding of transnational governance issues in professional settings across participants' sectors, thereby contributing to effective, inclusive, sustainable and accountable institutions in Africa. Linked to specific objective 3

• Outcome 3: Connection to network of scholars and practitioners, including from the diasporas, who are knowledgeable in relevant transnational governance challenges including regional governance, gender governance, climate change, cross border resource governance, diplomacy, digital politics, cross border economic governance, social sciences, regional response to humanitarian disasters such as pandemics and sustainability, whilst defining an alumni network that can be promoting the EU in Africa. Linked to specific objective 2.

3.2 Indicative Activities

- Identify and select 30 African mid-career professionals per year, who have demonstrated leadership potential at local, regional and/or national levels and express an interest in developing key leadership skills. Particular attention will be given to an inclusive representation, including, where possible incentives for female potentials and for traditionally underrepresented groups (e.g. people with disabilities) ;

- Design and deliver of Executive Training Seminars on thematic issues and policy areas where exploration and discussion of gender equality is a core component, targeting 30 fellows from Africa per year

- Design and delivery of Professional Development Workshops, providing a set of leadership skills, tools and concrete case studies;

- Support participants in defining individual projects identifying gaps in leadership skills and competences in the their own area of work, to prepare them for their own professional leadership actions after the termination of the programme;

- Organisation of Study Visits to international organisations and EU institutions;

- Organisation of activities to promote social engagement in the hosting context;

- Enriching participants' experiences of the programme through actively enabling them to share their knowledge and experiences in the host country, and virtually with European and African stakeholders;

- Support fellows in producing a final individual written assignment that contributes to scholarship and impact in their field or areas of work by demonstrably being of acceptable publication quality in recognised reviews or specialised outlets (for example by means of peer review);

- Award the Young African Leaders Programme certificate of attendance, including a supplement detailing the modules and activities undertaken;

- Publication of Policy Briefs;

- Connection to network of scholars and practitioners spanning not only across African countries, but also across disciplinary boundaries. In doing so, it will be of utmost importance that the Programme continues nurturing the relationships established with the African Union Commission during its the pilot phase in 2021, particularly in the framework of the AU's Youth Charter and policies. Furthermore, with the support of DG INTPA, the Programme will build links with the Youth Sounding Board established by the EU Commission, in order to contribute to the EU's external action as well as to peer with the 10 African representative of the Board and share their experience and acquired leadership skills;

- Organisation of meetings of the Fellowship Wise Persons Group with the aim to receive advice on trends, shaping the future of Africa in the next ten years, emphasising challenges and opportunities for the academia and policymaking. Following the first Wise Persons Group of the Young African Leadership Programme, the Group is made of eminent figures from Africa and worldwide, united by the knowledge, competences and vision to support young African leaders on critical and necessary actions to achieve transformative change in Africa by 2030;

- Consolidation of Fellows Alumni Network after the Fellowship Programme and regional reach out events, notably through engagement with EU Delegations and ASAF, the EU-funded African Student Alumni Forum;

- Monitoring, Evaluation and Reporting.

3.3 Mainstreaming

Environmental Protection and Climate Change

Given the nature of the Action, there is no need to undertake an SEA screening, EIA (Environmental Impact Assessment) screening or a CRA (Climate Risk Assessment) screening.

However, a special attention will be paid to environmental protection and climate change in the training programme, notably in relation to EIAs and environmental health in the workplace and also on climate adaptation, notably by looking into the Africa Union's Programme of Action for the implementation of Sendai Framework for

Disaster Risk Reduction 2015-2030 in Africa, in line with the Africa Regional Strategy for Disaster Risk Reduction and how the European Union is addressing the Green Deal.

Gender equality and empowerment of women and girls
The programmes promotion and selection processes will be gender-sensitive with the aim to ensure at least 50% of the fellows will be female. Moreover, the training will cover gender equality and empowerment. Adequate means will also be ensured to attract applications from women and dedicated measures foreseen if required during the fellowship.

Human Rights
A focus on the role of (young) leader in promoting and expanding on human rights in their societies will be ensured through targeted activities in the training programme

Disability
Special attention will be paid to ensuring access to the programme for young people with disabilities and dedicated measures will be foreseen during the fellowship as needed.

Democracy
Will be addressed in the contents of the training programme

Conflict sensitivity, peace and resilience
Will be addressed in the contents of the training programme

Disaster Risk Reduction
N/A

Sustainability
Supporting different African leaders and filling in the generational and perception gaps can only be reinforced when the younger generation of leaders are given a seat at the table, to reassess the established paradigms and forward the conversations. To this end, the Young African Leaders Programme fosters a unique network across generations, continents, and cultures, aimed at connecting, empowering and inspiring rising leaders and professionals and stimulating intergenerational dialogue, whilst promoting strong sense of commitment to social, economic, and development issues facing their communities in particular and the world in general.

By gathering a diverse group of young leaders, each with a different story and experience, the EUI/STG provides the backdrop for cross-sectoral collaborations and synergies, and will be a vector for inspiration, new ideas and perspectives, whilst providing beneficiaries with tools they can take away and use in their respective careers.

After completing the Young African Leaders Programme, beneficiaries will join an interconnected and inclusive community (alumni, world of work etc.) across and beyond the African continent, sectors and backgrounds. This community will connect present and future leaders. It will be a diverse and dynamic community that will contribute to lasting social change, create impact and change narratives to the benefit of community sustainability. The Alumni network will engage and establish structured relations with the EU Delegations, particularly with staff managing policy areas that expertise of each of the fellows who attended the programme. This will capitalise on the learned competences and knowledge and will ensure tight links with the EU are maintained.

3.4 Risks and Lessons Learnt

Category	Risk	Risk Level	Impact (High/ Medium/ Low)	Mitigation Measures
	Possible lack of support from	LOW	MEDIUM	• Institutionalized stakeholder dialogue

	African stakeholders			• Mobilization of AUC and RECs to increase likelihood of political support • Good communication strategy and awareness creation
	Difficulty in reaching candidates from underrepresented groups	MEDIUM	HIGH	• Develop targeted incentive mechanisms, i.e. with the mobilization of Alumni and organizations representing Disabled People • Develop a targeted communication and dissemination strategy (e.g. for disadvantaged areas, people with disabilities etc.)
	Inadequate skills capacity	LOW	HIGH	• EUI/STG continues to assess its expertise for rapidly responding to existing fellowship needs • A high-level coordination with DG INTPA to systematically and critically assess the project direction and outcomes
	Mismatching between capacity gaps and STG training offer	LOW	HIGH	• EUI/STG performs a rapid capacity assessment to fellowship participants, to immediately readdress the mismatch • Consulting academic partners, mainly in Africa with experience in similar programmes, to receive advice and possible technical support • Counting on the expertise available at the European and Transnational Governance Network,[8] which reunites 8 European renowned academic institutions specialised in executive education for leadership
	Limited interest and level of co-ownership among African stakeholders	LOW	HIGH	• EUI/STG leverages on the EUI Africa Platform, capitalizing on experience and network in Africa • EUI/STG continues working closely with African stakeholders • Expansion its network in Africa on the basis of

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[8] URL: https://stg.eui.eu/Executive-Training-Seminars/European-and-Transnational-Governance-Network-ETGN

				• fellowship beneficiaries' needs and gaps • Continue performing EUI/STG stakeholder mapping in Africa
	Limited safety might prevent physical organisation of events and implementation of the action, due to the Covid-19 pandemic	MEDIUM	HIGH	• Regular observation of the safety situation • Virtual events, remote mentoring and digital study visits • Co-operation with established partnerships to facilitate access • Implementation of some activities in other locations with the support of African stakeholders • Stakeholder dialogue
	Delivery of courses in residence Affected by the Covid-19 pandemic	MEDIUM	HIGH	STG prepares and applies a hybrid methodology of delivery on virtual and physical training courses to cater to existing and emerging restrictions.
	Potential lack of sustainability	LOW	MEDIUM	• Comprehensive alumni policy facilitating interconnections and exchanges among young leaders after the Programme • Development of expertise and confidence as strategic sustainability leaders aiming at changes in their communities • Sustainability key aspect for all activities • Analysis of availability of potential co-donor of fellowship in Africa • Dissemination of results to inform other leadership programmes including publications by fellows

Lessons Learnt:

The renewed Young African Leaders Programme could enhance following aspects: (i) the All-Africa approach; (ii) the emphasis the Programme places on development of skill sets highly demanded in Africa policy making circles, on horizontal learning and experiencing, to enhance the leadership capabilities of participants, with training courses in intersection with policy-relevant research project and policy-dialogue events - also taking place in some of the African countries, possibly in coordination with EU Delegations and EUI/STG partners; (iii) innovative approaches on North-South, South-South and triangular cooperation, by benefiting from EUI's experience in cooperating with several higher education systems in the context of the European Education Area; (iv) sustainability, aiming at increasing global active citizenship and enhancing youth opportunities in Africa, as leaders in education and research, in politics, in civil society, media, think tanks and creative and sustainable industries.

The second phase of the Young African Leaders Programme aims to engage junior and mid-career African leaders from public and private organisations on matters relating to policy-making, transnational governance, sectoral polices relevant to Africa (especially Agenda 2063) in view of developing their capacity to act and negotiate in today's interconnected world, to manage the financial and human means put at their disposal and ultimately to strengthen strategic relations between the African and the EU.

3.5   The Intervention Logic

The underlying intervention logic for this action is to identify, nurture and equip Africa's future leaders with experiences, insights, and tools so that African-led solutions are developed to address Africa's challenges. If capacities of young and talented African professional (fellows) active in the policy-making world (e.g. local/national/regional authorities, international and regional organisations such as AU, RECs, CSOs and think tanks, media) are strengthened, through the provision of tailored training courses covering thematic policy areas as well as transversal leadership skills, informed by research, cases studies and lessons learnt, this will have an impact on the promotion and increase of civic engagement and more equal participation (women/men, young/senior, minorities, people with special needs) in the definition of the public goods and related policies and resource, leading to the promotion and protection of the rule of law and human rights, good governance, gender equality, equal development and growth, environmental protection as well as stabilisation in conflict-affected societies.

The Programme wants to be a part of the positive change in the region, by cultivating talented African fellows while training the whole of our student body about Africa's intellectual wealth and economic potential.

Overall it provides a unique environment for mid-career self-reflection on one's leadership journey in transforming Africa, and has been described as life changing by many participants.

3.6   Logical Framework Matrix

Results	Results chain (@): Main expected results (maximum 10)	Indicators (@): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact	The overall objective of Young African Leaders Programme is to contribute to fairer societies by training young African leaders in transnational governance. This will lead to good governance, sustainability and capacity development across the continent. .	Number of students accepted, (disaggregated by country, sex, age and disability if possible) Number of graduates of the programme (disaggregated by country, sex, age and disability if possible) Level of satisfaction of the programme's graduates		Two cohorts of alumni with enhanced capacity development by 2024. At least 50% are young women	Interim report, mid-term evaluation, final report, final evaluation report	*Not applicable*
Outcome 1	Enhanced capacities of selected African policy-makers and future leaders in Africa from different types of institutions (public service at local/national/regional/, private sector, CSOs, etc.) and backgrounds(including amongst others young people with disability)	See indicators below for Outcome 1 outputs				
Outcome 2	Increased ability to apply knowledge and understanding of transnational governance issues in professional settings across participants' sectors, thereby contributing to effective, inclusive, sustainable and accountable institutions in Africa	Please see indicators of the specific outputs related to outcome 2 below			Mid-term evaluation	
Outcome 3	Connection to network of scholars and practitioners, including from the diasporas, who are knowledgeable in relevant transnational governance challenges including regional governance, gender governance,	Please see indicators of the specific outputs related to outcome 3			Study visit programme, interim report,	

	climate change, cross border resource governance, diplomacy, digital politics, cross border economic governance, social sciences, regional response to humanitarian disasters such as pandemics and sustainability, whilst defining an alumni network that can be Ambassador for the EU in Africa.				
Output 1 **related to Outcome 1**	Skills training: executive training seminars (ETS) with a focus on topics relevant to the latest evolutions and innovations in transnational governance of relevance to development policy	Leading experts working in the African policymaking field to deliver sessions to participants (disaggregated by country and sex and disability if possible) Promotion campaign with a communication strategy including underrepresented young people is realized. Accessibility for disabled people is guaranteed and promoted.			
Output 2 **related to Outcome 1**	New ETS series on "Africa's potential" to crosscut the different STG thematic clusters, and address Africa's specific challenges	Professors and visiting lecturers to prepare a list of readings and materials that are disseminated to participants before each session (disaggregated by country and sex and disability if possible)			

Output 1 **related to** **Outcome 2**	Applied learning: professional development workshops (PDW) responding to the specific interests and needs of the programme participants	Policy briefs, policy documents, Scenario-building, reflective essays prepared under the supervision of STG faculty, which include 15% on gender equality and women's empowerment and/or 15% of social inclusion as main or relevant topics.				
Output 2 **related to** **Outcome 2**	Policy briefs/policy documents/scenarios/reflective essays prepared	Field visits and study visits to policymaking centres, e.g., study visit to EU institutions in Brussels				
Output 3 **related to** **Outcome 2**	Practical, practitioner-based learning: field trips and study visits based on applicability of topics addressed	Number of study visits completed				
Output 4 **related to** **Outcome 2**	4a: Final individual written assignment, which will take into account the different component of the training programme, to test the acquired competence and skills by beneficiaries, publication of policy briefs /scenarios/reflective essays in the form of Africa Programme Series, under quality assurance of the EUI/STG faculty members Output 4b: Project on leadership applicable in participant's own context	Number of written assignments and projects finalized by participants, which include 15% on gender equality and women's empowerment and/or 15% of social inclusion as main or relevant topics.				
Output 5 **related to** **Outcome 2**	Award of the Programme certificate of attendance	Number of certificates awarded				
Output 1	Exposure to scholars and practitioners through: training programme, seminars and workshops; visiting lecturers; field					

related to Outcome 3	visits; continuing mentorship using regional reach out events in Africa	Syllabus/programme				
		ETS, PDWs, field visits, Networking events, mentorship opportunities with EUI/STG professors				

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is not envisaged to conclude a financing agreement with the African Union or other AU member states.

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures[9].

4.3.1 Direct Management (Grants)

Grants: (direct management)

a) Purpose of the grant(s)

This action will be implemented by the School of Transnational Governance of the EUI. The envisaged entity has been selected as renewal of the pilot phase of the Young African Leadership Programme (YALP), funded DG INTPA in December 2020 under the European Development Fund.

Through this action, the EUI will contribute to develop capacity, targeting selected young practitioners from Africa, with a potential to be actors of change and already operating in the African policy-making landscape, which includes public authorities at central and local levels, regional and continental organisations (diplomacy and international cooperation missions (including the EU Delegations), entrepreneurship, finance and business, civil society actors, media. The grant will also contribute to create a community of practice of young public and private professionals working at the interface of law, public policy and entrepreneurship, promoting a culture of knowledge sharing and learning across stakeholders in Africa and the wider community.

(b) Type of applicants targeted

The European University Institute (EUI) is the leading institute in Europe dedicated to social sciences and humanities. Founded in 1972 by the six original members of the then European Communities, the EUI has earned a reputation as a transnational hub of research and higher learning.

(c) Justification of a direct grant

A pilot YALP phase was implemented from January 2021 to February 2022 by the EUI and its School of Transnational Governance to respond to the strategic European interest to strengthen public leadership in Africa and create new networks, connecting a strong cohort of young leaders committed to driving change in their own countries and across the continent. New leadership is critical for accountability and inclusive governance in all sectors of society, as well as for tackling the common transnational perspectives and challenges.

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[9] www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

The EUI is a university with the status of an international organisation and a truly European character that is not embedded in any national scientific approach or culture, the EUI is uniquely placed to deliver high-quality training in a way that responds to the perspective and the needs of policymakers and young leaders.

Moreover, the EUI is committed to supporting the EU's action in Africa, by making it an institutional priority to strengthen the capacities in the region's policy-making and academia. To this end, next to the aim of consolidating strategic partnerships with academia and institutions from the African continent, the EUI has also trained numerous early-stage researchers from the region through its doctoral and post-doctoral programmes.

In 2017, the EUI established the STG with a mission to train current and future leaders, acting as a hub for innovation in public policy education and training. The STG is a truly transnational environment with over 50 countries represented within its community of over 100 students, scholars, policy fellows and staff.

Under the responsibility of the Commission's authorising officer responsible, the grant will be awarded without a call for proposals to the School of Transnational Governance from the EUI. A direct grant to such School is justified because the action has specific characteristics requiring a specific type of beneficiary on account of its technical competence, its high degree of specialisation and administrative powers (in line with Article 195 point f of the Financial Regulation).

(d) Exception to the non-retroactivity of costs

The Commission authorises that the costs incurred may be recognised as eligible as of 1st August 2022 because it ensures the continuity with YALP I -already funded by the EC - and guarantees that the YALP II training courses could start with the beginning of the Academic Year 2022-2023 at the EUI, on the 1st of September of 2022.

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
Objective/Output 1 **Objective/Output 2** **Objective/Outputs 3**	500 000 500 000 200 000
Grants (direct management) – cf. section 4.3.1	1 200 000
Evaluation – cf. section 5.2 **Audit** – cf. section 5.3	(will be covered by another Decision)
Communication and visibility – cf. section 6	(Will be built in individual contracts)
Contingencies	Contingencies will be built in individual contracts
Totals	1 200 000

4.6 Organisational Set-up and Responsibilities

This action will result in one single contract with EUI. The project's operational base will be at the School of Transnational Governance of the EUI. The intended start date is May 2022 and the period of implementation of the contract will be 24 months from the start date.

DG INTPA A2 will be responsible of the management of the action. Close cooperation will be ensured throughout the programme. The European Commission will be consulted on the selection criteria for the fellowships, informed about and at the different stages of the selection process and associated to the decision on the fellows selected.

DG INTPA will be also involved in the information and dialogue with AUC, RECs, national authorities and concerned EUDs. INTPA will also follow up on the preparation of the curricula and to create linkages with existing and complementary initiatives that will be operational during the implementation of YALP II.

The Communication Strategy will be outlined to the Commission and any recommendations taken on board. Engagement with the African Union Commission will also be ensured and the European Commission will be consulted on any major communication or engagements in the public arena.

The EUI will be responsible for two main areas:
- The design and setting-up of the training programme
- The implementation of a second and third training cycle
- Monitoring and Evaluation of the implementation
- Ensuring visibility of the Programme
- Coordination with the European Commission and EU Delegations in countries of origins of the Fellows
- Organization of the project's Steering Committee

The selection of fellows (Young African Leaders) will be done through a call for applicants. The EUI will establish a Selection Committee where DG INTPA A2, responsible for the management of this project, will be also represented. EUDs will be also implicated in the selection if needed. This process will be steer by the EUI. In selecting potential beneficiaries, beyond quality and experience of each of the candidates, the Selection Committee will pay particular attention to gender balance, fair presence of the different categories of actors (authorities, civil society, international organisations, etc.), as well as good representativeness across sub-regional geographical areas in Africa, as well as looking at creating opportunities to candidates that have not joined such type of programmes in the past. The AUC, RECs, national authorities and EUDs will be involved to disseminate the call for applicants and informed about the selected candidates.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (Outputs and direct Outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) and the partner's strategy, policy or reform action plan list (for budget support).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Roles and responsibilities for data collection, analysis and monitoring:

Each implementing partner will have specific responsibilities for monitoring and reporting under this action. Common indicators will as much as possible be used in order to allow AD wide reporting.

Indicator values will be measured at continental, regional or on a country-by-country basis depending on the nature of the activities.

5.2 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the pilot nature of the intervention.

The Commission shall inform the implementing partner at least 1 month in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities].

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination[10]. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The financing of the evaluation shall be covered by another measure constituting a Financing Decision.

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead-be consolidated in Cooperation Facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

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[10] See best practice of evaluation dissemination

Appendix 1 REPORTING IN OPSYS

An Intervention[11] (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: 'a given contract can only contribute to one primary intervention and not more than one'. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a 'support entities'. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

The present Action identifies as

Action level		
☒	Single action	Present action: all contracts in the present action
Group of actions level		
☐	Group of actions	Actions reference (CRIS#/OPSYS#): <Present action> <Other action>
Contract level		
☒	Single Contract 1	<foreseen individual legal commitment (or contract)>
☐	Single Contract 2	<foreseen individual legal commitment (or contract)>
	(…)	
☐	Group of contracts 1	<foreseen individual legal commitment (or contract) 1> <foreseen individual legal commitment (or contract) 2> <foreseen individual legal commitment (or contract) #>

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[11] ARES (2021)4204912 - For the purpose of consistency between terms in OPSYS, DG INTPA, DG NEAR and FPI have harmonised 5 key terms, including 'action' and 'Intervention' where an 'action' is the content (or part of the content) of a Commission Financing Decision and 'Intervention' is a coherent set of activities and results which constitutes an effective level for the operational follow-up by the EC of its operations on the ground. See more on the concept of intervention.