



African Leadership Excellence Academy

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Center for Medemer and African Integration

Introduction

The ideas of Medemer and African integration are currently on the agenda both in Ethiopia and Africa, and it is believed that these ideas have a very high role in changing the country and the continent, which leads to prosperity. Both Afrikanians and their leaders strongly believe that Africa should focus on the idea of unity and Medemer in order to achieve sustainable and reliable universal development by crossing into a social, economic, and political union. There is no substitute for the role played by institutions in influencing this thinking.

Institutions should perform the task of expanding and instilling such thinking by giving it a special place. For this reason, the establishment of centers that run research, workshops, seminars, conferences, and training is basic.

In view of the mission given by the African Excellence Leadership Academy, one of them is to empower and accelerate senior, successor, and female leadership at all levels around current transnational agendas. To realize this, the academy is currently preparing a new reform, scaling up, and transformation program document, as well as a project for the idea of Medemer and African integration, which is able to help us work hard from generating ideas to promoting and instilling Medemer and African integration.

Therefore, in order to transform this idea of prosperity into action, the Academy has prepared this basic document for the establishment of the Center for Inclusion and African Integration in order to coordinate with the key partners of the Academy.

2. The Basic Concept of Medemer

The idea of inclusion refers to the journey of ensuring universal development by taking the differences in thinking, attitude, and skills among people as a good opportunity and by reconciling and harmonizing the conflicting needs and ideas and bringing them to a closer perspective by turning them into social, political, and economic energy. The thought that came to the fore in Ethiopia was set as one of the government's implementation strategies by the Prime Minister, Dr. Abiy Ahmed. He has written three books on the idea of Medemer.

According to Dr. Abiy, integration is an idea that affects all personal and social life styles, including socio-political and economic sectors, and its end outcomes are the roads and destinations that our country, Ethiopia, should go to and reach. One of the main reasons behind the idea is that the national change that has taken place in our country, Ethiopia, in the last 6 years has shown us that there are national challenges that need a permanent and immediate solution. Therefore, the idea of Medemer is based on the actual problems and conscious conditions of our country, and the source of the idea is the national actual and contextual conditions. It has been seen that the interpretation given to Medemer is derived from this and the actual situation. It is also believed that international knowledge can contribute to the development of the idea of Medemer. However, it is clear to anyone that the measure of the value of this international knowledge is actually the continental situation.

The main purpose of Medemer is to maintain and expand the political and economic victories that our country has achieved in the past years, to correct the mistakes made, and to achieve the interests and needs of the future generation. Therefore, Medemer is indigenous in terms of problem analysis, and in terms of finding solutions, it is believed that it was formulated by taking lessons from within and outside the country.

In order to maintain our existence while creating integrity, we need to gather, consolidate, and accumulate our thoughts, money, knowledge, actions, lives, etc., so voluntarily spending ourselves in this process and ensuring integrity is very important in our daily lives and routine work. By gathering, we mean bringing the scattered to one, and in the notion of Medemer, it refers to the side sum. This means bringing together the potential of different forces.

On the other hand, when we say accumulation, we mean to add one to another, while in Medemr, it refers to downward accumulation, which means to add today's thoughts and actions to yesterday's actions and thoughts.

The idea of Medemer is very important in terms of creating a prosperous country and an advanced manufacturing force by combining energy and skills. The thinking is broad and deep, so it is difficult to say that all sections of society have understood it equally. We have a long way to go before we can share this thought and turn it into action with the people who own it. In

particular, it is too difficult to say that leaders at different levels have done their homework on the creation of Medemer citizens by enriching the required ideas on the issue. So it is very important to have a special place in the leadership development program to expand and instill the idea.

Since the scope of the idea of Medemer is wide, the actors are all, and the dimension is unlimited, that is why we need to expand the idea throughout the continent and beyond Ethiopia.

There are many potentials here and there that can ensure national prosperity in our country, Ethiopia. As owners of many ethnicities, languages, histories, good values, cultures, and traditions, we have many opportunities to integrate.

It is the most important task to expand and instill the idea of Medemer to produce peaceful, democratic, and good governance-clad leadership and citizens by taking care of our values that allow us to realize our development and progress by understanding our differences.

Today, when the world has come to one village, there can be no other option but to unite with the social, economic, and political events that bring us together and ensure our mutual benefit. The concept of Medemer is not a daily consumption that is seasonal and timeless, flows with the flow, changes with the change of government and system, but is an eternal value that is closely related to the life and lifestyle of human beings. Therefore, it is necessary to have its own center for the purpose of widening and internalizing the idea. That is why the African Leadership Excellence Academy has begun to act by giving a special emphasis to the Medemer and African Integration Center in addition to its leadership development program.

In general, the establishment of the center is to expand and instill the ideology inside and outside the country. Moreover, leaders who are undertaking courses within the compound can utilize the center for practical activities so as to make their leadership program more meaningful.

3. Some challenges related to Medemer

Although the idea of Medemer is the government's thinking, it is doubtful that the thinking has expanded as needed for the great majority of the community. The idea seems to be limited only

to the top leaders and not shared by a vast majority. However, the idea of Medemer is being brought up for discussion and is being developed by professionals as an agenda for discussion and defense. There is a lot to be done. The executive bodies at different levels did not bring the idea to the ground, specifically in their work processes or social lives. Scholars, followers, consultants, lawyers, business associations, civic associations, scholars, and other sections of society have not reported much on the concept of integration, and it is not yet developed. It is not yet developed and requires a lot of expansion and implementation work, so it should be given special attention and become a guide for the life and work of every Ethiopian citizen.

The concept of Medemer is the most important task to realize a prosperous Africa through the guidance of all Africans, which is a good contribution to the integration of Africa beyond Ethiopia. However, even the idea has not reached Africa, and it has not been spread and deleted as much as it should be.

Although Africa is the owner of virgin natural resources, its people have been oppressed by the slave trade and colonization for centuries; its economy has been exploited; its social values and culture have been eroded by alienation; and the majority of its society is suffering from slavery. For this reason, there is no choice other than Medemer. Moreover, since the population of Africa is small compared to other continents, it will not be difficult to realize the idea of Medemer.

As Dr. Abiy pointed out in his article, it was clearly seen that Ethiopia's efforts to go to the top with its economic and political efforts and to ensure its existence will be slow and complicated because it is not used to the starting point of collecting and adding to the existing ones. This also invites us to be new to the circuit of things because instead of building on yesterday, we are always obsessed with starting anew, so we can see that it is the main reason to use our potential to the fullest. Second, instead of using what we have together, we end up separately, so we always realize our limitations. It won't save us from rolling. Therefore, we will be less likely to cause complaints. When we say money in business, it is the basic resource needed to run a business, and in addition, money means the existing capacity to start our next business.

If our cultural, political, economic, technological, etc. reserves do not grow and we do not stand up and do our next work, our progress will always be slow. Instead of adding to what was

already there, if we don't tear down what was there and cover it up, we don't think we have done it. No matter what happened, instead of correcting the mistake and waiting for the next time, we tear down what was and start anew. And things alone are small and weak unless they are gathered and accumulated. For many centuries, Ethiopia buried itself in its mountains and kept its doors closed to communication.

The main problem facing our country now is that we are not able to use our potential instead of running separately. In many cases, since our starting point is at the lowest floor, it is imperative that we use all of our potential to rise to the top as soon as possible. Just as there are cases where we have been accumulating since yesterday and we have enough initial cash, in many cases we have arrears rather than reserves. Before moving on to the next task, we need to study this work. We cannot ease this backlog by traveling alone. If we want to protect our existence while proving our claim, we must join together soon to solve the deficiency of loneliness that leads us to decay.

4. The Basic Concept of African Integration

Since the time of independence, there have been failed attempts to industrialize efficiently using import substitution, which gave rise to the notion of regional integration as a means to facilitate structural transformation in Africa. As a result, African countries have embraced regional integration as an important component of their development strategies, primarily driven by the economic rationale of overcoming the constraint of small and fractioned economies working in isolation. Several pan-African organizations have successively been working towards deepening economic, social, and political cooperation and integration in Africa.

A number of colonial cross-border arrangements have continued to exist post-independence and have served the regional integration agenda thus far. Prime examples are related to the previous African Financial Community (CFA) zone, comprising the West African CFA franc and the Central African CFA franc. The West African CFA franc was ultimately integrated into the West African Economic and Monetary Union (WAEMU) in the territory of ECOWAS, while the Central African CFA franc is set to join the envisioned Economic and Monetary Union of Central Africa (CEMAC) in the ECCAS region. Likewise, in Southern Africa, the Southern

African Customs Union (SACU) with its associated monetary union, the Common Monetary Area, is set to be integrated into the SADC constituency.

Generally, various pan-African organizations are, through different mechanisms, promoting sustainable economic growth and development, where the key component of regional integration is present in their workings.

5. Critical Issues in African Integration

While other regions have successfully used their integration mechanisms to improve their economic welfare, Africa lags behind with respect to GDP growth, per capita income, capital inflows, and general living standards. This is a problem across most of the continent, in spite of the existence of a plethora of policy plans and grand visions.

Integration processes on the continent are hindered not only by the remnants of the political and socio-economic hangovers from the colonial past but also by the deficiencies in the political, economic, social, administrative, and cultural systems of African countries, as well as unforeseen developments in the international economy.

There are some common challenges to regional integration arrangements in Africa, including the RECs and AU. Integration in Africa differs from that of the more developed countries because the latter enjoy political stability and have advanced with the requisite institutions and infrastructure, but these are lacking in Africa. In other words, certain fundamentals of growth and development that are required for rapid regionalism in Africa are absent.

Political Stability and Integration

The first important challenge in the integration process in Africa is political stability. Not all countries enjoy enduring political stability. Political instability in its subtle form has been expressed in stresses and strains in the political system and, at the other extreme, in civil disorder and war. Political instability often emerges from poor governance, weak development of national unity, and inequitable development. Regional integration has been severely disrupted in regions where Member States experienced civil wars, such as in the ECOWAS.

Sovereignty and nationalism

The concept of sovereignty represents a major challenge in the regional integration process in Africa. The idea of sovereignty is associated with the preservation of national identity. Adherence to sovereignty is very strong given the fact that integrating states are young; most acquired independence in the 1960s after the end of the Second World War. There is a resilient tendency for countries to assert themselves individually in international relations. They operate collectively in international relations, largely on the premises of the preservation of national sovereignty and interests. The loyalties of Member States have not totally shifted to the ideals of supranational authority and the long-term benefits of integration.

Non-State Actors and Integration

As of now, the principal actors in regional integration are the governments of the member states. Governments initiate the establishment of communities and are, by and large, responsible for the implementation of integrative measures and development programs. Other national actors that are stakeholders are currently encouraged to participate in the integration process. There is a hiatus in the mobilization of non-state actors to understand the importance of regionalism and mainstream them in the process. In addition, most of the non-state actors are institutionally and operationally weak.

Weak Infrastructures

Most countries are characterized by deficiencies and poor infrastructure. Inadequate infrastructures, both within and among countries in Africa, have posed considerable challenges to the integration and development processes. The network of roads, railways, waterways, ports, airways, and telecommunications is poorly maintained and inadequate. The infrastructures inherited at independence were inadequate, and many countries have failed to bring about substantial improvements because of insufficient resources or the failure to accord them the adequate priorities they deserve.

Weak Institutions

The institutions in most of the regional integration arrangements are weak. Human resource capacity is inadequate for the efficient running of the institutions. The institutions do not have the manpower for technical studies and the implementation of measures on integration and development. They also lack sufficient financial resources for the implementation of regional integration and development programs. In effect, there is reliance on development partners for the implementation of regional integration and development programs and projects. The good news here is the recognition of this challenge and that there are actions underway for some solutions. For example, SADC is at this moment undertaking the strengthening of its Secretariat. Also, the on-going process of consolidating the AUC and continental integration could be further strengthened through the adoption of some of the recommendations in the Audit Report on the AUC.

Weak Implementation of Protocols

The important challenge, which is the focus of our discussion here, is the lackluster implementation of protocols. Regional integration arrangements adopt a number of protocols to address specific integrative measures and deepen integration. However, the experience in most member states is that these protocols are not effectively implemented. One of the reasons for this failure is the delay emanating from the process for legislative approval within Member States, which is cumbersome and time-consuming. Legislative approval could be delayed if there are perceived detriments in the protocols. Secondly, implementation is delayed or frustrated in Member States without specific institutions to articulate and disseminate information on the protocols to all stakeholders in government establishments, the private sector, civil society, etc. Besides, where protocols have been adopted, implementation runs into difficulties due to a lack of capacity and resources to implement them.

6. The future of regional integration in Africa

It has already been pointed out that the primary factors of success for regional integration in Africa would require political liberalization and sound macro-economic reforms. This should be underpinned by infrastructure development, attracting and nurturing private economic activities,

supporting socially and economically viable indigenous practices, and creating the right climate for the expression of a plural and divergent political voice in civil society. These factors together could significantly contribute to the vitality of Africa's integration process.

In most countries on the continent, the state, through parastatal organizations, still plays a dominant role in the economic sphere, and this sidelines private sector entrepreneurs, generates rent-seeking behavior, and perpetuates inefficient practices. National legislation, policies, rules, and regulations will have to accommodate change if integration is to be a success. Such flexibility would further have to translate into the subordination of domestic political interests to common regional goals.

Another area that would need to receive attention is that related to the high dependence of a large number of African countries on external financing. This places these countries at the mercy of developed countries and international financial institutions. This dependence on aid flows is partly caused by an absence of strong capital markets and poorly developed financial systems. In this respect, continued links with providers of aid, such as countries and institutions in Europe, could serve as much-needed agencies of restraint, even though such links may not be desirable in the long run. Appropriately managed, these could inject dynamism into Africa's integration efforts.

A high level of macro-economic convergence in the integrating economies, including stabilizing cross-regional exchange rates, achieving intra-regional convertibility, and establishing common regional currencies, are some of the steps that need to be taken in building a viable regional integration mechanism on the continent.

7. Objectives of the Establishment of the Center

Main objective: The main objective of this center is to realize the prosperity of Africa by expanding and instilling the idea of Medemer and African integration.

Specific objectives:

- Expanding and establishing the idea of Medemer and African integration with the help of scientific research;
- Dissemination of reports on Medemer and African integration
- Addressing the idea of Medemer and African integration to the public with the help of multilingual mechanisms;
- Bringing the idea of integration and African integration to Ethiopia and Africans through various means of dissemination; and
- Expanding the idea of Medemer and African integration through discussion and debate.

8. Expected Outcome

- More Ethiopian and African citizens who understand the idea of Medemer and African integration will be created.
- Having books, articles, and reports that raise awareness about the idea of Medemer and African integration;
- Citizens can easily understand and put the idea into practice;
- Medemer and African integration become realities in Ethiopia and Africa;
- Medemer and African integration would be the main agendas for discussion and debate;
- To see a prosperous continent through Medemr and African integration;
- strong and competent workforce will be created in Africa through Medemer and African integration; and
- Strong and more secure social, economic, and political integration in Africa.

9. Significance of the Center Establishment

By expanding and instilling the idea of Medemer and African integration, it will bring Africans together and make it competitive with other developed continents in the area of all-sided development programs. Moreover, by bringing together the scattered development potential of

the people of Ethiopia and Africa, by creating a sense of brotherhood among the people, and by crossing the poverty line that binds them, it will raise the honor and reputation of the country and make it a respected and feared country. In addition to this, Africa will create the capacity to feed the world beyond itself by jointly cultivating its virgin natural resources. Apart from the fact that the lifestyle of its people will be full of peace, democracy, and justice, ultimately the continent will come out of violence and bring sustainable and reliable development.

In general, the Center for Medemer and African Integration will play major roles in benefiting the people of Ethiopia and Africa by expanding and instilling the necessary awareness on the prescribed development agenda.

10. The scope of the center

The Center for Inclusion and African Integration to be established by the African Leadership Excellence Academy is to make the idea of Middle East and African integration accessible to Ethiopians and Africans. Moreover, African leaders, international researchers, prominent individuals, government bodies, and those involved in leadership development programs at the academy and at the academy's expense will mainly receive the service.

At the center, the basic concept, significance, and benefits of Medemer and African integration, as well as ways to expand and instill the idea, will be carried out for the benefit of Ethiopians and Africa. In addition, it serves as a center for conducting research, providing advisory services, and conducting demonstration activities to enhance the leadership development program.

11. Major Activities

As mentioned in the introduction above, the African Leadership Excellence Academy will pay special attention to expanding and instilling the idea of Medemer and African integration through the following major activities:

- Expanding and instilling the idea in Ethiopia and Africans;
- It serves as a distribution center for research and research results, prepared books, magazines, and journals;

- Articles, reports, and documentaries about the idea of inclusion will be published and distributed;
- Documents and films prepared around the idea of inclusion will be translated and distributed in different languages.
- The development of the idea will be done by conducting research, panel discussions, workshops, and conferences around the idea;
- By bringing together scholars from the country and abroad, debates, discussions, and more articles will be prepared around the idea;
- With the help of simulation, ideas will be created, expanded, and installed;
- By using the center as a laboratory during the implementation of the leadership development program, the leadership will gain a deeper understanding;
- Training on Medemer and African integration will proceed;
- A training curriculum and module will be developed to be used as training resources;
- The strategy and policy documents will be produced.

14. Required resources

- A modern and well-furnished building with interior facilities;
- A modern auditorium and dormitory that can accommodate up to 500 people;
- syndicate rooms, each holding 50 people;
- auditorium seating, sound system, and other auditorium facilities;
- Beds, wardrobes, and chairs for 500 people;
- Chairs and tables for 30 rooms, each accommodating 50 people;
- Computers, copiers, projectors, and printers for training resources; Whiteboards and sound systems;
- Office supplies for use by the director and staff;
- One director who leads the center and about 10 experts engaged in training and research;
- Fund for director and professional salary and benefits (project-wise).

15. Strategies

- Facilitates the situation of entering into joint implementation by identifying and partnering with the bodies that work to expand and instill the idea of inclusion;
- The Academy will work on finding resources by working on a project with individuals from institutions in donor countries;
- The government will facilitate the provision of budget subsidies by paying attention to the center.
- The Academy works to find patriotic experts from inside and outside who provide professional services for free.
- Ø The Academy works to find sponsorship for the events held at the center every season.
- The Academy The academy works to have sustainable and reliable financial capacity by enhancing its internal revenue potential.
- A system of human and experience exchange will be established with domestic and foreign equivalent institutions, and
- A task force will be formed from within and outside the academy to strengthen the center through periodic project work and fundraising.

16. Risks and Mitigation Mechanisms

The idea of Medemer and African integration are urgent and important issues for Ethiopia and Africa. They are a bridge that requires a lot of wealth and resources for the future prosperity of the country and its people. However, there is fear that the work will be delayed due to a lack of budget and delays from donor institutions and countries.

There is also a fear that the bodies with sufficient knowledge and experience in thinking are not easily available, mostly in the top management, and they will face time problems to spread and expand the ideas.

In order to solve these and other related problems, the Academy will work together with the partners to make project proposals, to make the partners play the role of ownership, and to establish a sustainable and reliable center to strengthen the capacity of internal revenue.

In terms of solving the problem of human resources, in addition to face-to-face discussions, virtual presentations will be employed.

17. Monitoring and Evaluation Mechanism

A number of activities will be carried out to generate, expand, and instill ideas within and outside of the country about the integration of Africa. Research, seminars, conferences, panel discussions, debates, and training activities will be conducted. Therefore, a clear monitoring and evaluation system will be established, as close monitoring and support for the activities carried out by the center are essential. Out of these, the work performance of the center will be evaluated every quarter, a report will be prepared to be submitted to all concerned parties, and continuous improvement will be done by collecting feedback on the platform. In addition to this, a special arrangement will be prepared for stakeholders so that partners can attend each center periodically and give their opinions.