

Leadership • Sustainable Development • Africa



2011-2015 STRATEGIC PLAN



UONGOZI Institute

Institute of African Leadership for
Sustainable Development



We are pleased to present to you a summary of the first strategic plan for UONGOZI Institute, also known as the Institute of African Leadership for Sustainable Development.

In today's fast-moving and interconnected world, leaders struggle to cope with the demands placed upon them. In developing countries this challenge is exacerbated by poverty, weak infrastructure and public servants lacking appropriate knowledge and skills. Leaders find themselves often criticised, yet rarely supported to advance their knowledge and skills to enable them to improve their performance. This shortfall reinforces the underlying problems hindering a nation's progression.

UONGOZI Institute has arisen out of the desire to address the lack of support to leaders of African nations. Sustainable development in Africa cannot be achieved without leaders realising their best potential to serve their nation and its citizens; thus this institute is here to foster leadership for sustainable development.

The board members, management and staff of UONGOZI Institute would like to record their gratitude for the guidance received in the development of this strategic plan from current and past presidents and prime ministers of Tanzania and Finland, current and past heads of the public service in Tanzania, politicians, leaders from the public service sector, private sector and civil society, development partners, academics, and the media.

These stakeholders embraced the concept of the need for an organisation to support leaders to become better equipped to lead the way to attaining sustainable development for their nation. This institute has a large responsibility to live up to, we must not fail our stakeholders' belief that UONGOZI Institute will make a positive contribution to the development of leaders and emerging leaders in Africa. We hope you will support us as we implement this first strategic plan.

Anne Sipiläinen
Chairperson of the Board of Directors

Joseph Semboja
Chief Executive Officer

UONGOZI Institute exists to support African leaders to attain sustainable development for their nation and for Africa.

We provide inspiration to leaders and promote the recognition of the important role of leadership in sustainable development.

Our Vision

We want to see:

A prosperous and equitable Africa through effective leadership for sustainable development.

Our Mission

We can help this to happen by:

Inspiring and equipping African leaders to fulfil their personal and collective potential to deliver sustainable solutions for African citizens.

There are three pillars to our vision; these direct the focus of our work:



Leadership

We offer leaders opportunities to learn, orientate, grow and reflect, so that they may realise their full potential in contributing to Africa's sustainable development.



Sustainable Development

We recognise the need for sustainable development across Africa. In this respect, the Institute follows the definition for sustainable development provided by the United Nations: "...development that meets the needs of the present without compromising the ability of future generations to meet their own needs."¹

Economic development, social development and environmental protection are mutually dependent and crucial to sustainable development. We also recognise the central role of poverty reduction and gender equality in sustainable development.



Africa

We desire to see African solutions to African challenges. We encourage African leaders to be innovative, learn from others' experiences, and adapt best practices and contemporary knowledge from around the world to develop locally grounded and viable solutions for sustainable development.



Why UONGOZI Institute Exists



Leadership is the key to achieving sustainable development

Sustainable development is vital for humanity; the needs of future generations cannot be ignored in order to satisfy the needs of people today. However, achieving a positive balance between economic, social and environmental concerns is a difficult task for any nation. There are inevitable trade-offs when addressing equity in social and economic progress. There can also be differing needs and perceptions within national, regional and international contexts.

Recognising that sustainable development cannot happen without sound leadership and that there is an inextricable link between leadership and sustainable development; UONGOZI Institute works with leaders across Africa. It is the leaders who are the drivers of sustainable development; our desire is that through working with these leaders we will provide tangible and long lasting benefits to sustainable development in Africa.



The development of a leader requires specific grooming

Managers are vital to the processes of any organisation, but it is leaders who ultimately determine success. A well-informed leader values differing perspectives, is open to new ideas, readily shares knowledge and exercises foresight. A proficient leader determines the judicious allocation of resources and strategically manages trade-offs to achieve the desired results. They skillfully lead change and mobilise others to give their best. A masterful leader has integrity, knows their personal strengths and weaknesses, and is accountable. A competent leader must possess highly developed skills in analytical thinking, communicating, negotiating and synthesising issues.

Thus UONGOZI Institute's programmes focus on strengthening leadership competencies in order to foster leadership for sustainable development across Africa.

¹ Our Common Future, Report of the World Commission on Environment and Development, World Commission on Environment and Development, 1987. Published as Annex to General Assembly document A/42/427. <http://www.un-documents.net/wced-ocf.htm>



An African model for outstanding leadership

In Africa there can be a shortfall of skilled personnel to undertake policy making and negotiations; this lack of capacity to develop home-grown policies and strategies can lead to adopting generic programmes. The resulting inattention to the local context and subsequent reduced relevance of these programmes then limits the likelihood of success in achieving national and global targets for sustainable development. UONGOZI Institute's services and products reflect the local context, drawing from local and international research and expertise.

By combining the best attributes of contemporary methodologies and tools with African practices, our services and products are more likely to be effective within an African context.

What UONGOZI Institute Does

Our purpose is to help leaders to learn, grow, orientate and reflect upon their important role in the sustainable development of Africa. Our aim is that leaders will think critically, have a deep understanding of the complexities of their role, the implications of their actions, and of the expectations others have of them.

Our work supports African leaders to:

- Develop national and/or organisational agendas and oversee the implementation of strategies;
- Analyse and understand local, global and regional developments, and interpret their implications within national and organisational contexts;
- Pursue their country's and/or organisation's interests in global and regional negotiations;
- Make informed decisions, which they adhere to and are accountable for;
- Manage to achieve the best from their staff, and,
- Be accountable to the people and communicate well with stakeholders.

Who UONGOZI Institute Works With

We work with senior leaders who have a demonstrable impact upon society, as well as those recognised as emerging leaders who have the potential to make a positive impact. This includes ministers, permanent secretaries, chief executive officers, and directors, plus the deputies to the above. We reach out to senior and emerging leaders working in the public service, private enterprise and civil society in Tanzania and beyond.

We:

- Give these leaders opportunities to sharpen their skills; to be up-to-date with contemporary approaches;
- Challenge them to analyse national issues, to look beyond the horizon;
- Offer knowledge and experiences from others so that leaders may discover the many facets and complexities of issues;
- Challenge them to look within, as well as consider their working relationships with others, and
- Offer leaders opportunities to connect with peers, locally and internationally.

Our Goals

To realise our mission of **Inspiring and equipping African leaders to fulfil their personal and collective potential to deliver sustainable solutions for African citizens**, our work is organised around five goals:

- 1 Strengthen the proficiency** of senior leaders and emerging leaders across Africa;
- 2 Foster innovative partnerships and collaboration** amongst leaders by bringing together senior and emerging leaders across Africa;
- 3 Support a positive operating environment** for leaders by promoting accountable governance, and
- 4 Generate or collate knowledge** specific to leaders' concerns, as well as aiding leaders to share their knowledge.

The fifth goal relates to our organisation's development:

- 5 Build this organisation** to become a centre of excellence for leadership development and a showcase for sustainable development.

By offering linked and mutually reinforcing services in training, research, networking and policy dialogue, UONGOZI Institute can support leaders and emerging leaders to build their core leadership competencies of: making strategic choices; leading people and managing other resources, and excelling in personal leadership qualities. Thereby they will be better equipped to lead the way to attaining sustainable development.



Goal 1



Strengthen the proficiency of senior leaders and emerging leaders across Africa

This goal is designed to aid leaders to be proficient in their role and stimulate the optimal performance from their staff.

We offer leaders specialised training programmes that address the challenges they encounter in their work under the themes of:

- strategic leadership for sustainable development;
- leadership reflection and action;
- public sector management; and
- results-based management.

There is a multi-faceted dimension to personal development; a leader does not develop in logical progression, isolated from the influence of others and unaffected by personal experience. Furthermore, substantive consultations with stakeholders have taught us that leadership development should not be independent from the environment where these leaders operate. It is important that we understand and appreciate the organisational culture of these leaders, as well as link our work with the policies and agenda they follow.

Therefore our programmes are practical and directly relevant to the challenges leaders encounter in their work. Our events reflect the local context and the level of experience of clientele, and we use local and international expertise to determine the content and method of delivery of our programmes. We believe that the best contribution is made by offering interlinking and mutually reinforcing services in training, research, networking and policy dialogue. These all build the competencies of: making strategic choices; leading people and managing other resources; and excelling in personal leadership qualities.

This holistic approach to our leadership development programmes is the strength of UONGOZI Institute's method of operation. It reflects the varying needs of our clientele, as well as the diverse and complex nature of issues on the development agenda.

Our initial focus for this goal is largely on senior public servants in Tanzania. We will progressively offer training to other leaders in Tanzania and beyond, as it is our intention to benefit leaders and emerging leaders across Africa.

Goal 2



Foster innovative partnerships and collaboration amongst leaders by bringing together senior and emerging leaders across Africa

This goal is designed to encourage leaders to seek to collaborate with others to achieve their organisation's and nation's goals for sustainable development.

We provide opportunities for leaders to meet and share ideas so that they may understand the perspectives of others and find possibilities for synergy. African leaders from government, the private sector and civil society are offered opportunities to consider matters of national and global importance; including public-private partnerships for sustainable development.

We encourage interaction amongst leaders from all sectors of society by providing an environment where open and constructive dialogue can take place. As our emphasis is on achieving the best quality of debate, it is the content of the topic under discussion which determines the participants and mode of delivery.

Goal 3



Support a positive operating environment for leaders by promoting accountable governance

Our intention is that organisations and governments will be supported to create and uphold an environment where leaders work for the people, are results oriented, and focused on achieving goals in a sustainable manner.

We highlight the negative and positive impacts of an operating environment upon the efforts of leaders by promoting dialogue on aspects of governance, as well as supporting research.

As there are many organisations working in this field in Africa, we seek to complement the work of others by sharing research findings or supporting research initiatives. We also undertake research on specific topics.

Goal 4



Generate or collate knowledge specific to leaders' concerns, as well as aiding leaders to share their knowledge

Up-to-date and broad knowledge is vital to sustainable development. Leaders should know of global, regional and local developments and be aware of potential implications on national and/or organisational strategies.

We help leaders to be up-to date with contemporary knowledge and seek to stimulate the evolution of African solutions to African challenges. We also offer access to a network of peers across the world so that knowledge can be sought and shared.

The knowledge we generate, collate and share is specific to aspects of leadership for sustainable development for leaders and emerging leaders across Africa.

UONGOZI Institute's last goal relates to its own development:

Goal 5



Build this organisation to become a centre of excellence for leadership development and a showcase for sustainable development

We want to become an effective, independent Pan African organisation which is recognised for its positive contribution to leadership for sustainable development in Africa, while demonstrating best practice in institutional design and operations.

During this first five years of operation it is important that we progressively build a sound foundation. Our ambition is to reach leaders throughout Africa, but the reality of financial and organisational capacity means that our organisation's growth must be in phases. We also do not want to over-commit in delivery, as this could lead to a decline in the quality and subsequent effect of our services and products. A carefully planned progression will enable us to build on our experience and refine products and services so that we can provide the optimum benefit to our clientele. We will seek collaborative partnerships with similar service providers in order to strategically extend our reach across Africa.

The Institute is staffed by a small secretariat responsible for developing and coordinating the implementation of the core programmes and operational matters. A large number of experts are required to service the specialised content of our programmes and it is not possible to hire them all as permanent staff members. Thus many activities will be conducted by outsourced local and international experts.

We are also working towards having a permanent location to meet the needs of our organisation and its clientele.

The Budget

Of course the planned delivery of activities and acquisition of assets depends upon funding. The funding of the first phase of operations is currently provided by the governments of Tanzania and Finland. Efforts are being made to attract funding from other sources in order to ensure full implementation of our five-year plan. The more financing we can attract the more we will be able to reach leaders across Africa, particularly for activities relating to our goals to 'Strengthen the proficiency of leaders and emerging leaders across Africa' and 'Foster innovative partnerships and collaboration amongst leaders by bringing together senior and emerging leaders from across Africa'. The other goals to 'Support a positive operating environment for leaders by promoting accountable governance' and 'Generate or collate knowledge specific to leaders' concerns, as well as aiding leaders to share their knowledge' can reach across Africa without a significant manpower and cost outlay, particularly by using electronic media.

The total funds required to implement this strategic plan amount to 16.5 million Euros.

67% of the budget is allocated to the core services, including the human resources input directly related to production and delivery. The overhead costs account for 28% of the total budget, including administration and supporting functions such as management information systems, communications and knowledge management. Establishing the permanent site for UONGOZI Institute is a separate project outside of this budget, aside from planning and design costs.

The largest expenditure allocation is to goal 1: 'Strengthen the proficiency of leaders and emerging leaders across Africa', followed by the allocation towards goal 2: 'Foster innovative partnerships and collaboration amongst leaders by bringing together senior and emerging leaders across Africa.'

2011- 2015 Budget by Goals



About Us

We are a recently established organisation, the first of its kind in Tanzania, based in Dar es Salaam. We are currently funded by the Governments of Tanzania and Finland. Our Chief Executive Officer is Professor Joseph Semboja.

Our Values

It is important to us that we:

- Provide innovative and relevant services of high quality;
- Are transparent and accountable;
- Are politically neutral and respect confidentiality;
- Respect differing perspectives and foster an environment of open discussion, and
- Promote sustainable development.

Our Board of Directors

Mrs. Anne Sipiläinen: Chairperson

Under-Secretary of State, Ministry of Foreign Affairs, Finland

Dr. Flora Musonda: Deputy Chairperson

Director of Trade for the East African Community, Tanzania

Professor Glenn Denning

Professor of Professional Practice, Columbia University, U.S.A.

Mr. John Haule

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Dr. Frannie Léautier

Executive Secretary, The African Capacity Building Foundation, Zimbabwe

Ms. Anneli Temmes

Managing Director, HAUS - Finnish Institute of Public Management, Finland



We would like to hear from you

Please contact us for further information on our programmes, to register for our information service on leadership for sustainable development, and to obtain more detail on our strategic plan for 2011 - 2015.

UONGOZI Institute

Institute of African Leadership for Sustainable Development

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