



STRATEGIC PLAN

2016/17 – 2020/21

Advancing Leadership and Sustainable Development in Africa

▴ [A good leader] in Africa has to be both a nationalist and a pan-Africanist; a person of learning; a person of integrity; they must be disposed towards openness, in the sense of participatory leadership, with others helping them lead.


President Benjamin William Mkapa, ▴
TANZANIA





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A centre of excellence in leadership for sustainable development in Africa	

A close-up portrait of Nelson Mandela, showing his face and upper torso. He is wearing a yellow patterned shirt. The background is blurred.

▾ Action without vision is only
passing time, vision without action is
merely day dreaming, but vision with
action can change the world.

President Nelson Mandela ▾
SOUTH AFRICA

VISION, MISSION AND GOALS



GOALS

Our Goals

Goal 1: Leadership
performance enhanced

Goal 2: Sustainable
development
championed by leaders

Goal 3: Knowledge
and practise of good
leadership advanced

Goal 4: UONGOZI
Institute recognised as
a centre of excellence
in leadership for
sustainable development

VISION

Our Vision

A prosperous,
equitable and
sustainable Africa

MISSION

Our Mission

To inspire and equip African leaders to deliver
inclusive and sustainable solutions

OVERVIEW OF THE INSTITUTE

WORKING TOWARDS A PROSPEROUS, EQUITABLE AND SUSTAINABLE AFRICA

Africa is a continent endowed with rich and diverse renewable and non-renewable natural resources. Its population of over one billion people represents both a large emerging consumer market and labour force. Over the past decade, most African countries have enjoyed robust economic growth relative to their historical performance and the average growth rate for the global economy. The outlook for the continent remains bright at a time when the rest of the world is facing major political and economic challenges. In early 2015, global economic analysis indicated that Africa was home to six of the world's ten fastest growing economies.¹

Africa also has a rapidly growing middle class. The continent's uptake of technology is boosting growth with more than 600 million mobile phone users, more than America or Europe. Around a tenth of Africa's land mass is now covered by mobile-internet services, which represents greater coverage than in India.² Africa is becoming more integrated in the world economy and its partnerships are diversifying, revealing unprecedented economic opportunities.

Africa has made notable progress towards meeting the Millennium Development Goals. The proportion of people living in extreme poverty has fallen. Although poverty was not halved between 2000 and 2015, the reduction was significant. In addition, most countries achieved close to universal primary enrolment, with net enrolment rates of 90 percent or higher, even though the quality of schooling is often below what is required. The health of millions of Africans has also improved, and skills are improving with productivity growing by nearly 3% annually, compared with 2.3% in America.³

¹ World Bank Group. (2015). Global Economic Prospects, January 2015: Having Fiscal Space and Using It.

² Yonazi, E., Kelly, T., Halewood, N., & Blackman, C. (2012). The transformational use of information and communication technologies in Africa: Main report. Washington DC: World Bank. Available at: <http://documents.worldbank.org/curated/en/2012/05/17120711/transformational-use-information-communication-technologies-africa>

³ The Millennium Development Goals Report 2015

Despite Africa's immense potential and relatively strong economic growth, it remains the poorest region in the world, the least developed, the most technologically backward, the most indebted, the most food-insecure and the most marginalised. Furthermore, malnutrition, disease, environmental degradation, maladaptation to climate change, natural resource depletion, poor and inadequate infrastructure, youth unemployment, gender inequality, rapid urbanization and weak institutional capacities, continue to pose serious challenges to achieving sustainable development.

On 25 September 2015, world leaders gathered at the United Nations in New York to adopt the new Sustainable Development Goals (SDGs) with the aim of stimulating action over the next fifteen years in areas of critical importance for humanity and the planet. The set of 17 goals are integrated and indivisible, seeking to balance the three dimensions of sustainable development: the economic, social and environmental. The overall global success of the SDGs will largely be contingent on their success in Africa, where the rapidly growing population is in greatest need of the changes towards which the agenda aspires. For Africa to achieve sustainable development, it will depend on forward-looking, competent and sound leadership.

UONGOZI INSTITUTE

Supporting leaders to advance sustainable development in Africa

The idea for the UONGOZI Institute originated at the Helsinki Process on Globalization and Democracy (2002-2008), an international forum co-chaired by the governments of Tanzania and Finland. At the conclusion of the forum, the two countries made a joint commitment to establish a regional institute that would "...build capacity with a view to implementing international commitments and participating in international negotiations, especially those related to sustainable development." This led to the establishment of the Dar es Salaam Institute for Sustainable Development, formally opened by the prime ministers of Finland and Tanzania in March 2010.

Recognizing that sustainable development cannot happen without sound leadership, the Government of Tanzania took the decision in 2011 to merge the Dar es Salaam Institute for Sustainable Development with the concept of a leadership institute to establish the Institute of African Leadership for Sustainable Development, known as UONGOZI Institute. "Uongozi" means "leadership" in Kiswahili. The Institute is currently supported by the governments of Tanzania and Finland. It also receives project funding from the Bill and Melinda Gates Foundation and the United Nations Development Program (UNDP).

In all of its work, the Institute applies a holistic and mutually reinforcing approach to capacity development which recognizes that leadership competencies are developed through a continuous, lifelong learning process. The two strategic pillars of the Institute—leadership and sustainable development—are addressed through capacity development, policy forums and dialogues, training, technical support and research.

Under its initial strategic plan (2011-2015), the mission of the Institute was to "inspire and equip African leaders to fulfill their personal and collective potential to deliver sustainable solutions for African citizens." Today, as the Institute embarks on its second strategic period, much has been done towards achieving this mission. The following section highlights significant achievements of the Institute during its first five years, for which it has received notable recognition in different fora, including the African Union and the Global Go To Think Tank Index.⁴



⁴ The Global Go To Think Tank Index is an international survey conducted by the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania. See http://repository.upenn.edu/think_tanks/



UONGOZI ACHIEVEMENTS 2011 - 2016

Training

- Over 60 leadership courses were delivered to over 1,500 strategic and operational leaders from the public and private sectors, as well as civil society organisations. Participants were from Tanzania, Kenya, Uganda and South Sudan.

Forums and Events

- 33 policy forums and high-level roundtable discussions were held focusing on international and national issues of sustainable development and leadership.
- The African Leadership Forum was launched in 2014 as an annual event under the patronage of H.E. Benjamin Mkapa, former president of Tanzania. Two forums have been held under the themes of: 'Meeting the Challenges of Africa's Transformation' and 'Moving Towards an Integrated Africa'. Distinguished participants at those events included H.E. Yoweri Museveni, President of Uganda, H.E. Thabo Mbeki, former President of South Africa, H.E. Festus Mogae, former President of Botswana, H.E. Olusegun Obasanjo, former President of Nigeria, H.E. Bakili Muluzi, former President of Malawi, H.E. Hifikepunye Pohamba, former President of Namibia, and H.E. Jerry Rawlings, former President of Ghana.
- 5 events were organized on practical aspects of implementing sustainable development under the Green Growth Platform and the Decision Makers' Forest Academy.
- The Institute partnered with global institutions involved in leadership and development, including Club de Madrid, the BMW Foundation and Chatham House.

Technical Support

- The Institute provided tailored training courses and technical support to the Government of Tanzania and several Tanzanian corporations. The largest undertaking was the Natural Resource Management Programme, which is housed and managed by the Institute. This ongoing programme, the first of its kind in Tanzania, is concerned with the sustainable development of extractive resources in Tanzania. It supports the development of policy and strategy, shares expert knowledge and provides training in key competencies necessary for this sector.

Research

- Research conducted by the Institute has included an ongoing long-term, multi-country study on the enablers and disablers of leadership in Africa, involving Tanzania, Uganda, Rwanda, Ethiopia, South Africa, Ghana and the Democratic Republic of Congo. Smaller studies were also completed in Tanzania on challenges faced in leadership.

Televised Interviews

- In 2012, the Institute launched two TV shows. “Meet the Leader” interviews former and incumbent heads of state and other prominent leaders on their leadership careers and “In Focus” interviews prominent experts around the world on key issues affecting sustainable development in Africa. The interviews are aired monthly on national television in Tanzania and on satellite television across the continent, as well as made available on DVD, YouTube and the Institute’s website.
- In total, 14 “Meet the Leader” and 20 “In Focus” shows were produced between 2012 and 2016.

MEET THE LEADER SERIES

H.E. Martti Ahtisaari
former President of Finland

H.E. Tarja Halonen
former President of Finland

H.E. John Kufuor
former President of Ghana

H.E. Armando Guebuza
former President of Mozambique

H.E. Thabo Mbeki
former President of South Africa

H.E. Benjamin Mkapa
former President of Tanzania

H.E. Festus Mogae
former President of Botswana

H.E. Hassan Sheikh Mohamoud
President of Somalia

H.E. Yoweri Museveni
President of Uganda

H.E. Sam Nujoma
former President of Namibia

H.E. Olusegun Obasanjo
former President of Nigeria

H.E. Jerry Rawlings
former President of Ghana

H.E. Mary Robinson
former President of Ireland

H.E. Nkosazana Dlamini-Zuma
President of the African Union Commission

IN FOCUS SERIES

‘Enabling African businesses to drive sustainable development’
with Mr. Ali Mufuruki

Africa’s economic transformation’
with Prof. Thandika Mkandawire

‘Economic growth and inequality’
with Prof. Finn Tarp

‘Maximising returns from natural resources’
with Ms. Sheila Khama

‘Transparency in the Extractives’
with Dr. Peter Eigen

Managing Natural Resources in Africa’
with Prof. Paul Collier and
Amb. Ami Mpungwe

‘Sovereign Wealth Funds’
with Mr. Knut Kjaer

‘Local Content Policy’
with Prof. John Sutton

‘Global Governance’
with Amb. Augustine Mahiga

‘Lessons from Europe on
Regional Integration’
with H.E. Jyrki Katainen

‘Africa’s Relations with Partners’
with Dr. Martin Khor

‘Moving towards Africa’s integration’
with Mr. Abdoulie Janneh

‘Regional Integration’
with Amb. Juma Mwapachu

‘Realising Africa’s Transformation’
with Dr. Nkosana Moyo

‘Investing in Africa’s Future and
the Role of Private Equity’
with Dr. Frannie Leautier and
Ms. Wendy Luhabe

‘Urbanisation in Africa’
with Prof. Ivan Turok

‘Tanzania’s “Big Results Now” Initiative’
with Mr. Omari Issa

‘Knowledge and innovation for
Africa’s transformation’
with Dr. Carlos Lopes

Public Private Partnerships’
with Mr. Edward Yescombe

‘Election Management’
with Dr. Badru Kiggundu and
Prof. Joao Leopoldo da Costa

HOW WE WORK

Our Leadership Team

The Institute is managed by a highly experienced secretariat responsible for developing and coordinating the implementation of core programmes and operations, overseen by a Board of Directors that brings together outstanding leadership skills to guide the organization.

Board of Directors

The Institute's board members possess a wealth of experience in sustainable development, public policy and administration, education, economics and finance, and international relations. As at 30 June 2016, our board members were:

Amb. Kari Alanko CHAIRPERSON	➤ Ambassador of Finland, Embassy of Finland, Pretoria, South Africa
Mr. Philemon Luhanjo DEPUTY CHAIRPERSON	➤ Former Chief Secretary, United Republic of Tanzania
Professor Glenn Denning	➤ Professor of Professional Practice, School of International and Public Affairs, Columbia University, U.S.A.
Amb. John Haule	➤ Ambassador, High Commission of the United Republic of Tanzania, Kenya
Ms. Elsie Kanza	➤ Senior Director, Head of Africa, World Economic Forum, Switzerland
Professor Idris Kikula	➤ Vice Chancellor, University of Dodoma, Tanzania
Dr. Frannie Léautier	➤ Senior Vice-President, African Development Bank Group, Ivory Coast
Ms. Anneli Temmes	➤ Managing Director, HAUS - Finnish Institute of Public Management, Finland

Senior management

Senior members of the Institute's team are known for their long-term involvement in the development of Tanzania, especially in the areas of central and local government and macro-economics. To provide the highest quality of leadership services and products, the Institute also engages a network of local and international experts on a consultancy basis for specific training or research programmes. In-house expertise is also drawn from the internationally recognized training institute Haus Finnish Institute of Public Management Ltd. Members of our senior management team include:

Chief Executive Officer

Professor Joseph Semboja

Director of Finance and Administration

Mr. Alex Mwinuka

Head of Policy and Research

Mr. Dennis Rweyemamu

Head of Capacity Development

Mr. Kadari Singo



▶ A leader is best when people barely know he exists. When his work is done, his aim fulfilled, they will say: we did it ourselves."

Lao Tzu
CHINESE PHILOSOPHER

Credit: Statue of Lao Tzu (Laozi) in Quanzhou • Date: 7 January 2008 •
Source: <http://www.flickr.com/photos/gracewong/2175595214/sizes/o/>
• Author: Tom@HK

Our Clients

The Institute will deliver world-class products and services to senior and emerging African leaders from the public sector, private sector and civil society, including present and former African heads of state and government. In particular, the Institute will continue to focus on public sector leaders as the unmet demand for enhanced capacity among this cohort is vast.

In general, men in leadership positions in Africa still outnumber women, and, to date, this gender imbalance has been reflected in participation in the Institute's programmes. The Institute will, therefore, place a special focus on encouraging female leaders to participate in its future programmes.

Our Services

UONGOZI Institute specializes in leadership development. The Institute's products and services will draw from African and international research and expertise. Combining the best attributes of contemporary methodologies and tools with local practice will ensure the direct relevance and enhanced effectiveness of UONGOZI Institute's programmes within the African context. The Institute's products and services will be delivered under the following five broad categories.

▶ **High-level forums and roundtables on contemporary and emerging issues relevant to sustainable development in Africa**

These events provide opportunities for leaders to network, exchange ideas and learn. On an annual basis, the Institute will organize two flagship forums, both under the patronage of former presidents of Tanzania. Commenced in 2014, the highly successful African Leadership Forum hosted by H.E. Benjamin Mkapa will continue to focus on contemporary and emerging leadership issues facing the continent. Commencing in 2016, the African Sustainable Development Forum under the patronage of H.E. Jakaya Kikwete will focus on implementation of the sustainable development agenda in Africa.

In addition, seven smaller forums will be hosted each year, which will address existing and emerging issues of sustainable development facing leaders in Africa. These events will be organized mainly in Tanzania but all events will bring together leaders from different parts of the continent.

World-class leadership training

The Institute will deliver multi-module capacity building programmes for African leaders to enhance their skills and competencies, and, by extension, their performance, to effectively and efficiently carry out their duties and deliver sustainable solutions. The programme will have two focal areas: i) leadership competencies in general, and ii) leadership in natural resources management. The flagship training programme will be the *'UONGOZI Executive Programme'*.

Leadership knowledge

The Institute will strengthen its research arm to expand and advance the study of leadership and sustainable development in Africa. In doing so, the Institute will further enhance its profile as a think tank. We will also continue our two popular series of interviews:

- ▶ *'Meet the Leader'* which features current and former heads of state, as well as other major leaders from around the world sharing personal insights into their careers and the qualities of successful leadership.
- ▶ *'In Focus'* which features internationally recognized experts speaking on critical issues of sustainable development in Africa.

Interviews will be broadcast on national television in Tanzania, via satellite television across the continent, and made available on DVD, YouTube and the Institute's website. Leaders' access to knowledge will also be supported through the Institute's online services and onsite resource centre.

Technical support

Where appropriate we will provide tailored training or expert technical support on matters of leadership and sustainable development, especially related to policy and strategy development. In particular, the Natural Resource Management Programme will continue to provide specialized technical support to the Government of Tanzania for the management of the country's resources and the allocation of revenues derived from the extractive sector. This programme, the first of its kind in Tanzania, is housed and managed by the UONGOZI Institute.

Self-paced learning


Opportunities for self-paced learning will be available through the Institute's online learning resources and tools. In addition, the Institute will continue to expand its collection of books, journals, CDs, DVDs and electronic resources in its resource centre, which is open six days a week. We will also share our work on our website, via televised and print media and social media.

Why our work matters

Sustainable development⁵ is vital for humanity. The needs of future generations cannot be ignored to satisfy the needs of people today. However, achieving a positive balance between economic, social and environmental concerns is a complex task for any nation. There are inevitable trade-offs as a country strives to achieve equity in social and economic outcomes for its citizens. There can also be differing needs and perceptions of development within national, regional and international contexts.

Sustainable development and leadership are intrinsically linked. Managers are vital to the processes of any organization, but it is leaders who ultimately determine its success. By continuing to strengthen the competencies of African leaders, the UONGOZI Institute will make a valuable contribution towards promoting sustainable development across the continent.

⁵ The Institute's work acknowledges the definition of "sustainable development" as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" sourced from the World Commission on Environment and Development's (the Brundtland Commission) report: 'Our Common Future' (Oxford: Oxford University Press, 1987).



▴ The greatest threat to our
planet is the belief that
someone else will save it.

Robert Swan
POLAR EXPLORER, ENVIRONMENTALIST ▴

Source: 2041 Foundation

A black and white photograph of President Jomo Kenyatta of Kenya. He is shown from the chest up, in profile, looking towards the right. He has a full, grey beard and is wearing a dark suit jacket over a light-colored shirt. His right hand is raised, with the index finger pointing upwards. The background is dark and out of focus.

STRATEGIC PLAN

2016/17 – 2020/21

▴ Our children may learn about heroes
of the past. Our task is to make ourselves
architects of the future.

▴
President Jomo Kenyatta
KENYA

1. STRATEGIC FRAMEWORK

This is UONGOZI Institute's second five-year strategic plan. Under this new strategic plan, the Institute will continue on its course of becoming a centre of excellence for leadership for sustainable development in Africa.

Since the Institute's inception, our strategy has been built upon two pillars: leadership and sustainable development. For the purposes of this plan, the Institute adopts the following definitions for these two pillars.

Leadership is defined as:

*"A process of social influence, which maximizes the effort of others, towards an achievement of a goal."*¹

Deconstructing this definition reveals that:

- Leadership stems from social influence, not authority or power.
- Leadership requires others, not only subordinates.
- Leadership is not about personality traits, attributes, or even a title. There are many leadership styles and many paths to effective leadership.
- It includes a goal, not simply influence with no intended outcome.

Sustainable development is defined as:

*"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*²

Further, it is now widely accepted that sustainable development comprises three interdependent and mutually reinforcing components: economic growth, social inclusion and environmental protection. This understanding of sustainable development was reinforced by the Rio + 20 Summit in 2012 and provided the foundation of the development of the 2030 Agenda for Sustainable Development and the associated 17 Sustainable Development Goals (SDGs).

With respect to geographical scope, it is the continent of Africa in which the Institute operates. The Institute desires to see African solutions to African challenges. However, we acknowledge the importance of the bigger picture, including the political, socio-economic and environmental interdependencies between Africa and the rest of the world, as well as the opportunities to learn from others.



¹ Kruse, K. (2013, April 9). What is Leadership? Forbes Magazine. <http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/#3d3fe819713e>

² World Commission on Environment and Development's (the Brundtland Commission) report: 'Our Common Future' (Oxford: Oxford University Press, 1987).

1.1 Vision and Mission

UONGOZI Institute's vision is a prosperous, equitable and sustainable Africa by 2030. Achieving this bold vision will be attributable to many factors and actors. However, the Institute will be seeking to make an important contribution by fulfilling its mission of inspiring and equipping African leadership to deliver inclusive and sustainable solutions for African citizens.

UONGOZI Institute's space is in leadership development. We believe that leaders all over the world, including Africa, are the key to fostering sustainable development. Presently in Africa, there is a shortfall of skilled personnel to develop national policies and undertake bi-lateral and multi-lateral negotiations to achieve the most favourable development outcomes. The UONGOZI Institute will, therefore, build the skills and knowledge of African leaders to design policies and programmes which are tailored to their country's developmental needs, whilst taking into account regional and global implications.

Two important frameworks will guide our vision and mission: the United Nations 2030 Agenda for Sustainable Development³ and the African Union's Agenda 2063⁴.

The Institute will seek to enhance leaders' knowledge and competencies with respect to implementation of all 17 Sustainable Development Goals (SDGs) under the 2030 framework. However, our primary focus will be on Sustainable Development Goal 17, which aims to "Revitalize the global partnership for sustainable development". Our work will especially support the targets of SDG 17 in the areas of: capacity building, policy coherence for sustainable development, encouraging multi-stakeholder partnerships, and promoting monitoring and accountability.

We will also be guided by the African Union's Agenda 2063. In particular, our work will reflect the following Critical Enablers of Africa's Transformation as highlighted by Section 69 of the framework:

- Accountable leadership and responsive institutions;
- Capable and democratic developmental states and institutions;
- A Pan African perspective; and
- An African approach to development and transformation.

VISION

A prosperous, equitable and sustainable Africa

MISSION

Inspiring and equipping African leadership to deliver inclusive and sustainable solutions for African citizens.

³ At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E

⁴ http://agenda2063.au.int/en/sites/default/files/03_Agenda2063_popular_version_ENG%2021SEP15-3.pdf

1.2 Strategic Goals

To realise our mission, the Institute's work will be structured around the following four strategic goals:

GOAL 1: Leadership performance enhanced

GOAL 2: Sustainable development championed by leaders

GOAL 3: Knowledge and practice of good leadership advanced

GOAL 4: UONGOZI Institute recognized as a centre of excellence in leadership for sustainable development

The first two goals aim at inspiring and equipping leaders with the leadership knowledge, skills and tools to deliver sustainable and inclusive solutions for Africa and its citizens. The two goals are closely interlinked and mutually reinforcing. Goal 1 focuses on enhancing leadership skills and performance while Goal 2 focuses on ensuring that leaders understand and appreciate sustainable development and their role in advancing it. Together, these goals emphasize UONGOZI Institute's primary role as a capacity development institution. They are packaged under the themes of Leadership Development and Sustainable Development.

Goal 3 speaks to leadership but has a wider target audience, including the research community, students, development practitioners and even the wider public. Packaged under the theme of Leadership Knowledge, this goal conveys the Institute's growing status as a think tank.

UONGOZI Institute is still a relatively young organization and needs to strengthen its own capacity if it is to become a centre of

excellence in leadership for sustainable development. Goal 4 is therefore reflective. The theme, Institutional Excellence, is an overarching theme and intends to improve the Institute's internal capabilities and capacities to respond to the challenges and meet expectations of its stakeholders. For the Institute to be able to deliver on its mission, it will need to be a strong, trusted and recognized organization.

Together, these four goals will enable UONGOZI Institute to deliver on its mission. Through better performing leaders who internalize and appreciate sustainable development and who possess a better understanding of the essence and practice of good leadership, UONGOZI Institute believes that the citizens of Africa can expect their leaders to deliver solutions that will bring about a prosperous, equitable and sustainable Africa for all.



1.3 Core values

The Institute's core values form the basis of the organization's culture and its day-to-day work as well as the services it provides and the relationships it maintains. Taken together, the core values represent the philosophy that guides everything that UONGOZI Institute does. The values are:

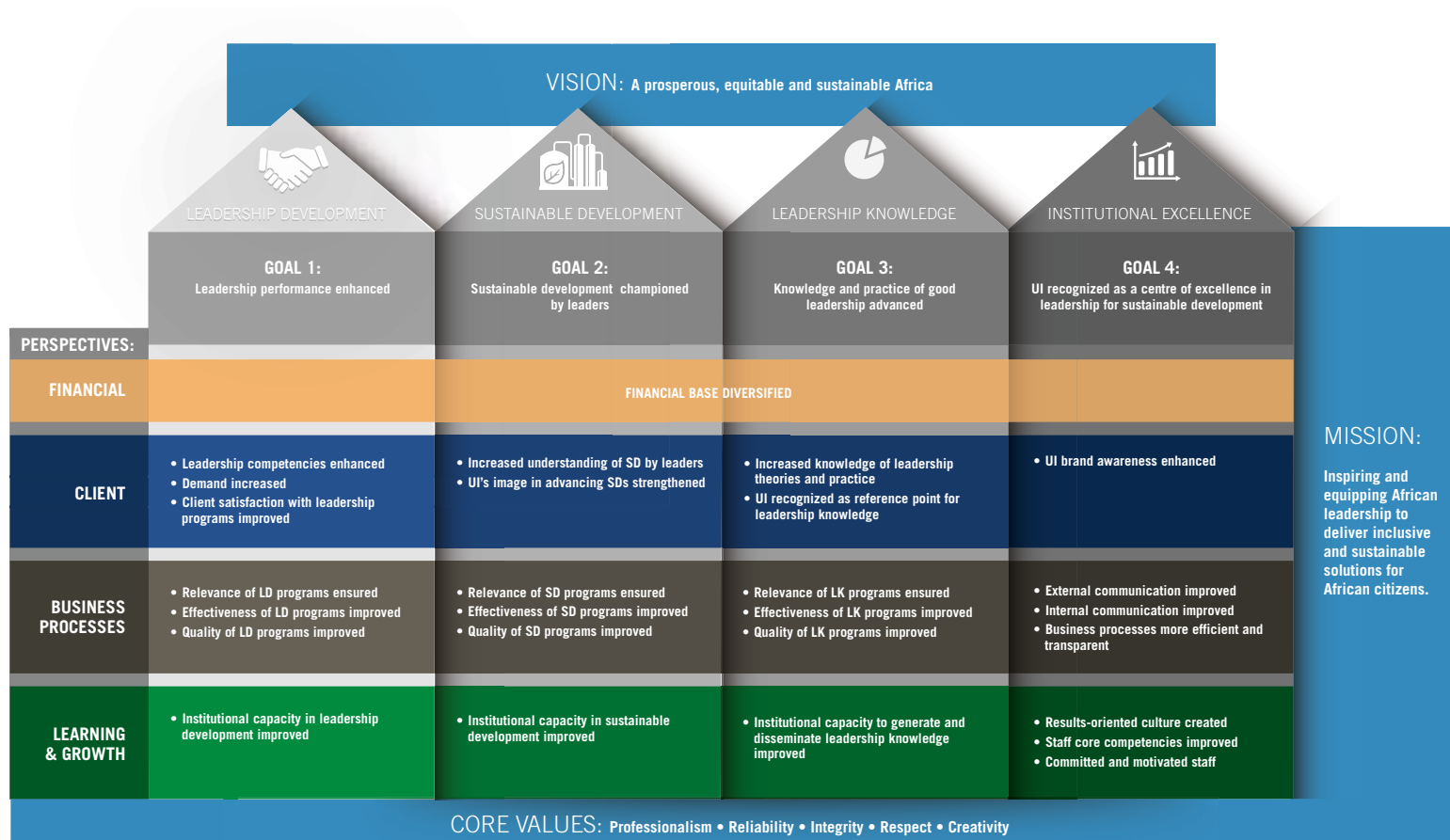
- Professionalism
- Reliability
- Integrity
- Respect
- Creativity

The Institute shall instil these values by continually communicating their meaning and how they should guide people's behaviour. The Institute shall also incorporate the values in its performance management system. It is expected that staff members will be driven by the desire to meet and exceed expectations, have respect for others and the work that they do, practice and promote what is right, and build an organization where new ideas thrive and the highest levels of professional standards are maintained.



1.4 Strategy Map

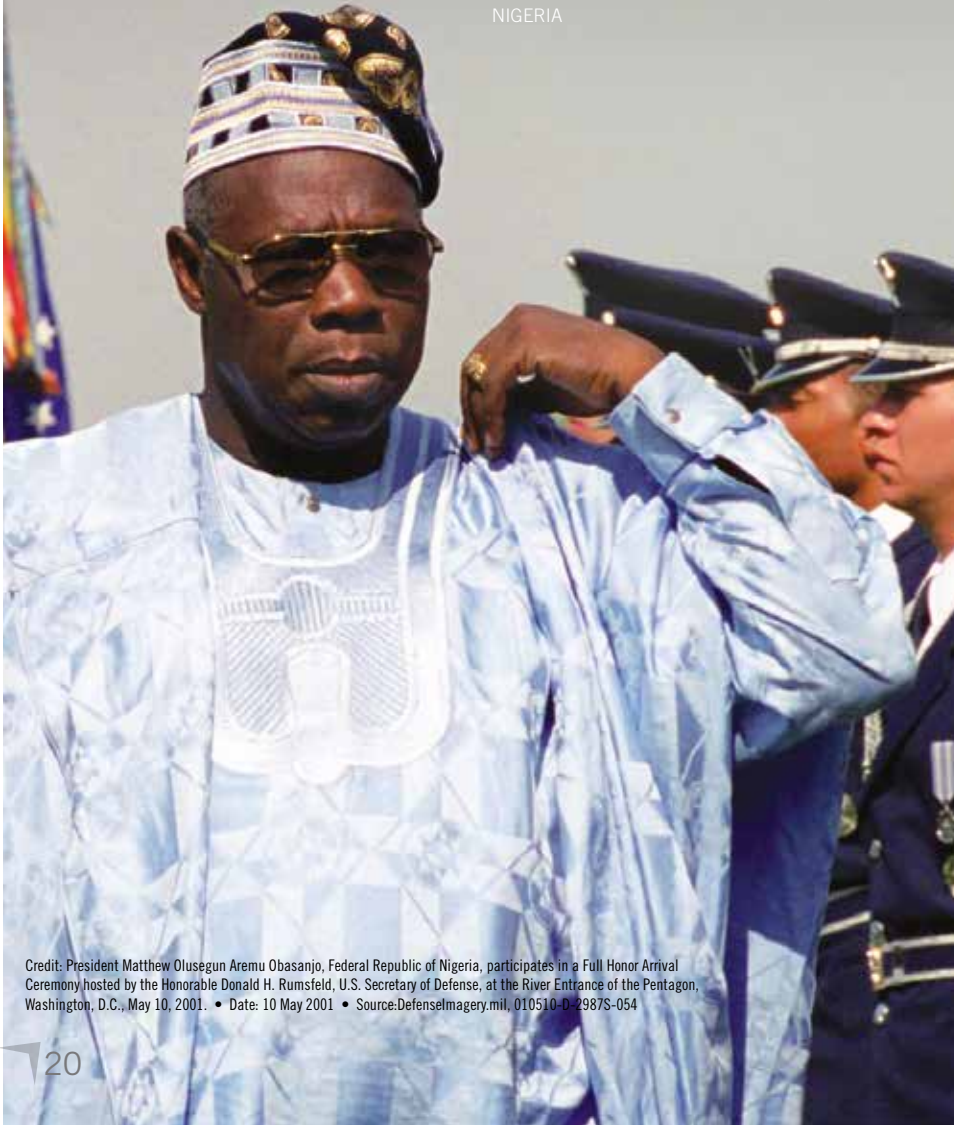
The strategy map below summarizes UONGOZI Institute's strategic framework and visually communicates how value is created for the Institute and its stakeholders. In the development of its Strategic Plan, the Institute applied the Balanced Score Card (BSC) approach which views an organization from four different perspectives: the financial, the client, business processes, and learning and growth.



STRATEGY MAP

➤ Policy must be clear, with no ambiguity about it, and (leaders) must be able to communicate it in very simple, clear language that people will understand, accept or reject. I would not say everybody would accept your policy, but there must be no doubt about where you stand and why.

President Olusegun Obasanjo
NIGERIA



2 OVERARCHING STRATEGIC ISSUES

As part of the development of this Strategic Plan, the Institute assessed the current and future opportunities and challenges for the organization, its strengths and weaknesses, and the expectations of its key stakeholders. Reflecting the results of this analysis against its vision and mission, the Institute identified the following overarching strategic issues that will need to be addressed during the next five years:

- Reach a wider audience of African leaders, including engaging more participants from outside Tanzania
- Strengthen organizational capacity to become a centre of excellence in leadership for sustainable development
- Ensure sustained support, including diversification of sources of finance
- Enhance the effectiveness of its work
- Achieve more results and better communicate them to target audiences

To address these issues the Institute will sharpen its focus, seek to deliver products and services in a linked and structured manner, further strengthen its internal capacity to meet the challenges of the evolving working environment, and enhance its profile and visibility as a world-class leadership institute. Organizational responses to each issue are discussed in greater detail in the following sections.

Credit: President Matthew Olusegun Aremu Obasanjo, Federal Republic of Nigeria, participates in a Full Honor Arrival Ceremony hosted by the Honorable Donald H. Rumsfeld, U.S. Secretary of Defense, at the River Entrance of the Pentagon, Washington, D.C., May 10, 2001. • Date: 10 May 2001 • Source:Defenseimagery.mil, 010510-D-2987S-054

2.1 Reaching a Wider Audience

During its initial five-year strategic plan, the Institute's operations were primarily focused on leadership development in Tanzania. Under this new plan, the Institute will extend its reach to other countries on the continent.

To achieve this outcome, UONGOZI Institute will organize an increasing number of policy forums and roundtables with a mix of African participants. Each forum will be on a specific theme, with attendees carefully selected to these invitation-only events. Forums will range from half-day to three-day events.

Two major regional forums will be held annually under the patronage of former presidents of Tanzania, drawing in leaders and experts from across Africa and internationally to share their views. The continuing African Leadership Forum will focus on contemporary and emerging issues of concern to African leaders, while the new African Sustainable Development Forum will direct thinking towards implementing sustainable development in Africa. In

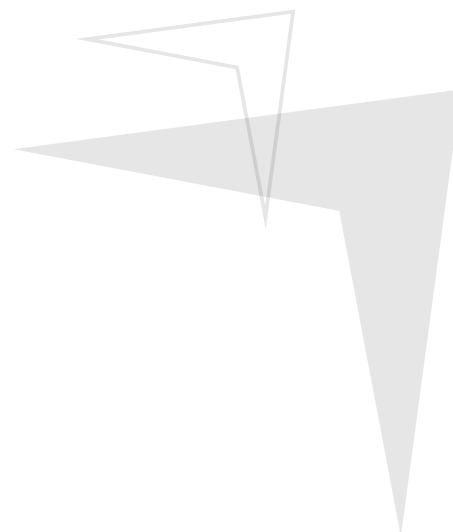
addition, seven smaller forums each year will cover existing and emerging issues of sustainable development facing leaders in Africa. These events will be organized mainly in Tanzania but all will bring together leaders from different parts of the continent.

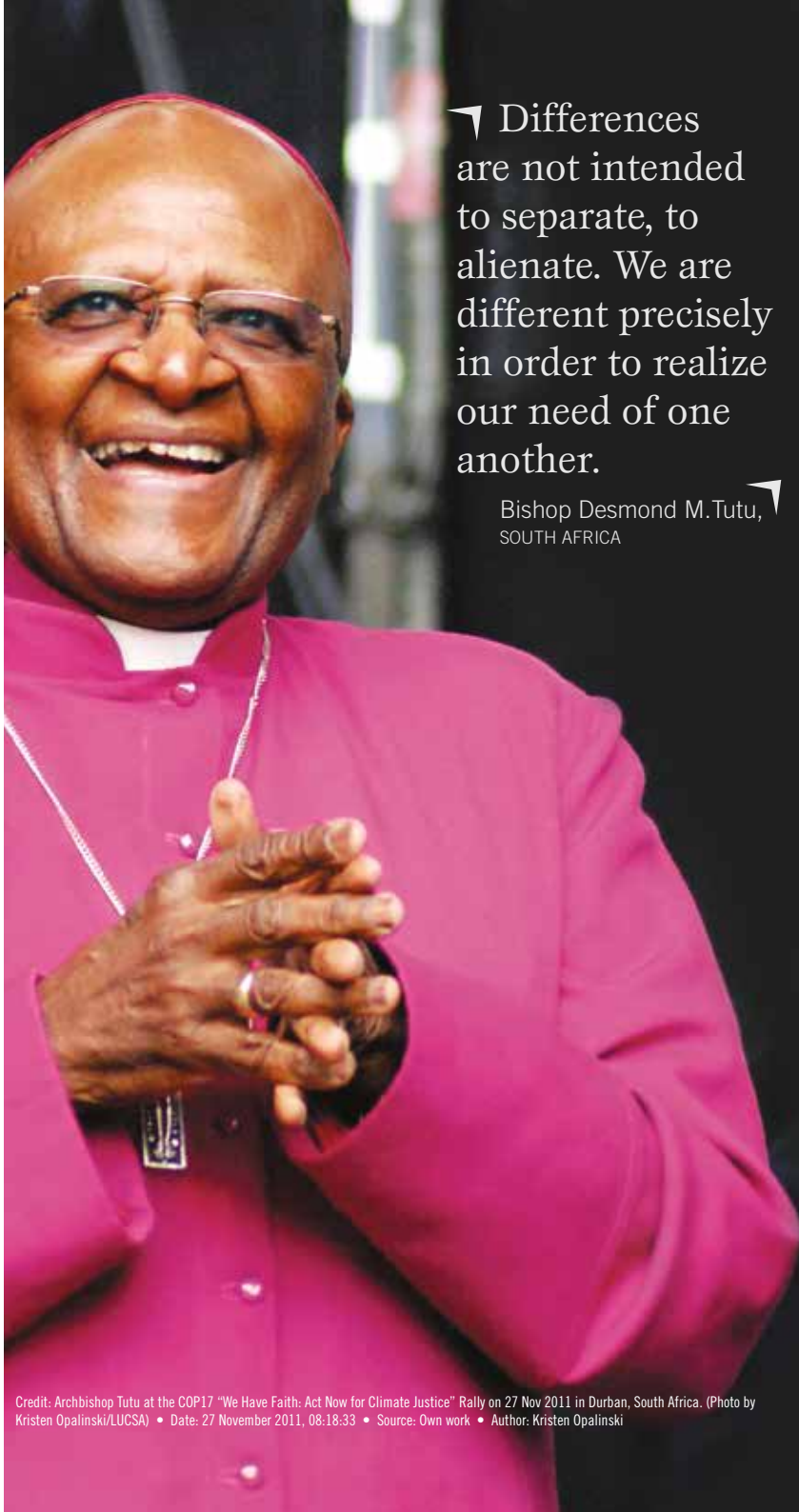
In addition, the successful modular training programmes on negotiation skills in general and negotiation skills on natural resources will be the Institute's flagship training programmes for delivery regionally. UONGOZI Institute's television shows are also aired in Africa, the Middle East and southern Europe through satellite (DStv) and the Institute will start publishing in French to cater to the leaders in francophone countries. The Institute's trainers, facilitators, speakers and researchers will increasingly be recruited from within Africa.

The implications of expanding the Institute's reach will necessarily include the needs for additional resources, both financial and human, an improved network of partners in the region, and new skills for staff.

2.2 Strengthening the Institute's Capacity

UONGOZI Institute is operating with a lean secretariat. Consequently, the business model is highly reliant on outsourcing. To become a think tank and a recognized centre of excellence, the Institute needs to complement the current model and add more resources. UONGOZI Institute envisages the need to strengthen the competencies of its staff through training, self-development and career planning. Staff composition will also need to be strengthened through new recruitments, mainly in the core business. In addition, the Institute will use less costly solutions, such as fellowships and the use of external researchers on sabbaticals. It will, however, continue to outsource various activities, especially facilitation of its leadership training.





➤ Differences are not intended to separate, to alienate. We are different precisely in order to realize our need of one another.

Bishop Desmond M. Tutu,
SOUTH AFRICA

2.3 Ensuring Sustained Support

UONGOZI Institute was conceived by the governments of Tanzania and Finland, and is owned by the Tanzanian government. In order to maintain their ongoing support, the Institute must create value for our shareholder and current funders and show results through excellent work, unique products and services, satisfied clients and enhanced profile and reputation.

The Institute recognizes the value of having more partners. It trusts that many other development partners, international agencies and companies share its vision for a prosperous, equitable and sustainable Africa, and accept and appreciate its leadership development concept. To sustain and grow the organization, the Institute will work to diversify its current support base and invite new strategic partners to provide their moral, financial and technical support. This will not only strengthen the Institute but also give existing and new partners a platform to jointly work towards better leadership in Africa; and enable UONGOZI Institute to extend its reach while saving on costs. In addition, the proposed development of the Institute's campus in Bagamoyo offers a unique opportunity to partners to participate in creating a showcase of sustainable development in Africa.

Credit: Archbishop Tutu at the COP17 "We Have Faith: Act Now for Climate Justice" Rally on 27 Nov 2011 in Durban, South Africa. (Photo by Kristen Opalinski/LUCSA) • Date: 27 November 2011, 08:18:33 • Source: Own work • Author: Kristen Opalinski

2.4 Enhancing Effectiveness

UONGOZI Institute will enhance the effectiveness of its policy forums by focusing on its two annual flagship forums, the African Leadership Forum and African Sustainable Development Forum. These events will raise the profile and visibility of the Institute and help build its image as a centre of excellence in leadership for sustainable development.

The Institute will further strengthen its programmatic approach in capacity building in leadership and sustainable development. The Institute will deliver multi-module capacity building programmes for Tanzanian and African leaders in two areas: overall leadership competencies, and natural resources management. The flagship multi-module programme will be the *'UONGOZI Executive Programme'*.

The *'UONGOZI Executive Programme'* will focus on three core leadership competencies:

- Making Strategic Choices, which encompasses strategic leadership, foresight and visioning, and leadership for results.
- Leading People and Managing Resources, which will include leading change, leaders as a coach, and leading a healthy working culture.
- Excelling in Personal Qualities, which will focus on ethical and responsible leadership, communicative leaders, and reflective and inspirational leaders.

This programme is spread over a period of nine months and consists of workshops, online studies, case studies and self-paced

learning. Training will be delivered in cooperation with Aalto University Executive Education Ltd from Finland.

Training regarding Natural Resources Management will focus on building proficiency in designing and implementing locally viable policies, legislation and sector development strategies, and contract negotiation. The central theme for this training will be managing natural resources in keeping with the ethos of sustainable development.

Through this long-term, modular approach to capacity building in the areas of leadership development and sustainable development, UONGOZI Institute will enhance the effectiveness of its work. It will also systematically work to bring various functions, such as training, policy work and research together under programmes, thereby increasing internal synergies and linkages for greater impact. This approach will limit the number of leaders the Institute can train. However, the Institute has taken this strategic decision, as it believes prolonged engagement with key leaders will yield greater returns, namely, better performing leaders.

Our research unit will also be strengthened and its purpose redefined to better complement our work in leadership for sustainable development, particularly within natural resource management. Research will take on board the four cross-cutting issues of social inclusion, economic growth, environmental responsibility, and governance.

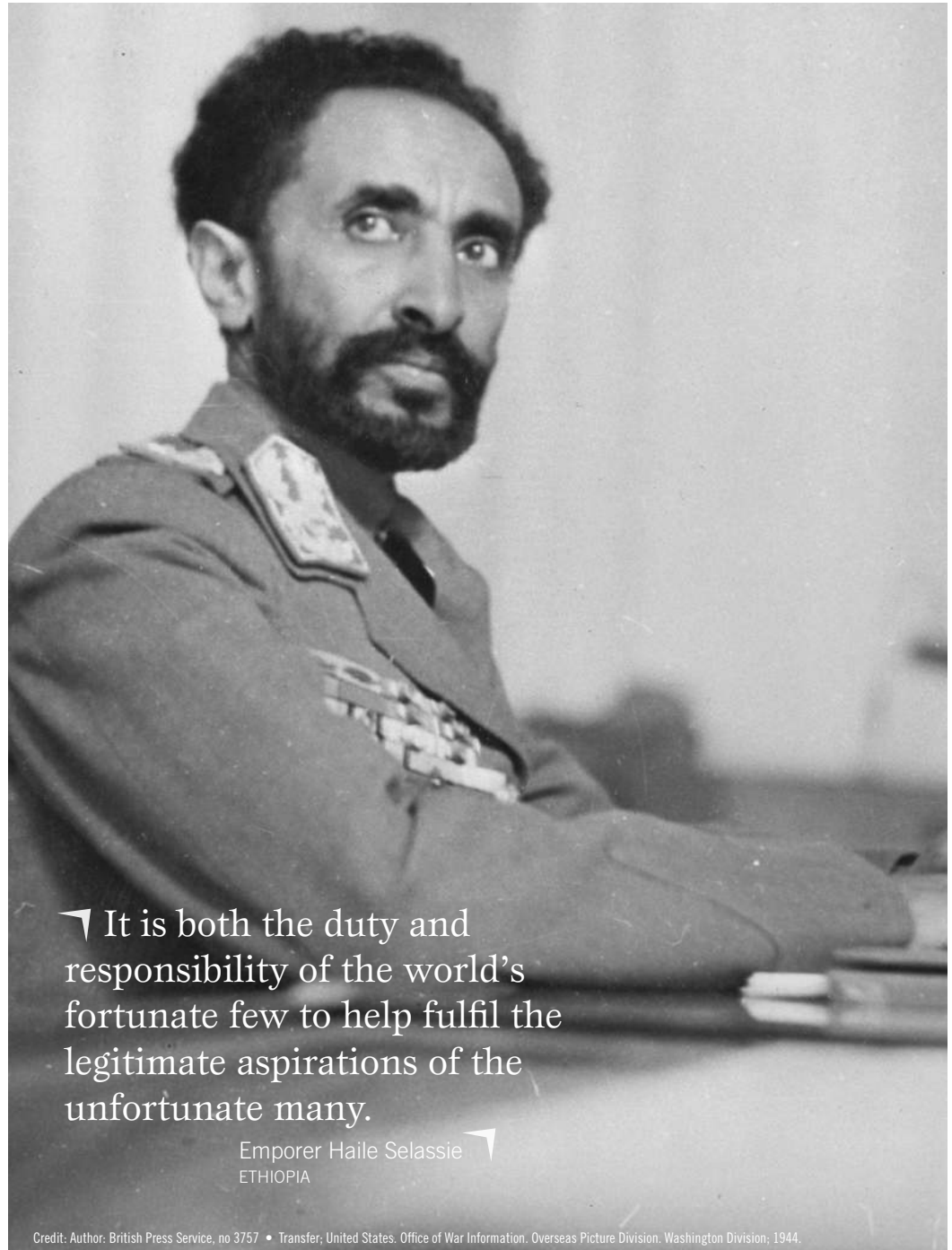
2.5 Achieving and Communicating Results

Direct measurement of the impact of the type of work that UONGOZI Institute does is inherently difficult. The realization of UONGOZI Institute's vision of a prosperous, equitable and sustainable Africa will be attributable to many factors and actors. However, by strengthening Africa's leadership, the Institute aims to make a positive, long-term contribution to the well-being of Africa's citizens.

Over the next five years, the Institute will place greater emphasis on achieving, measuring and communicating intermediate outcomes, for example, changes the Institute wants to see happening among leadership in Africa, and changes within the Institute as a direct result of our work.

By 2020/21, the Institute will measure the success of its endeavors by asking three broad questions. Has UONGOZI Institute:

- Contributed to improved leadership performance in Africa through its leadership development programmes?
- Advanced the knowledge and practice of good leadership in Africa?
- Become a trusted partner for leaders in Africa and a reference point for leadership and sustainable development?




➤ It is both the duty and responsibility of the world's fortunate few to help fulfil the legitimate aspirations of the unfortunate many.

Emporer Haile Selassie
ETHIOPIA

Credit: Author: British Press Service, no 3757 • Transfer: United States. Office of War Information. Overseas Picture Division. Washington Division; 1944.

3 FINANCING

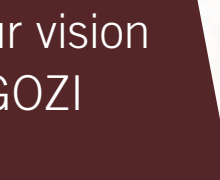
The financing requirements for the Institute's operations during the period of the Strategic Plan for 2016-2021 are estimated at Euro 37.7 million. The governments of Tanzania and Finland have committed to continue funding the Institute at an estimate of Euro 21.16 million over the next five year period. This translates into a funding gap of approximately Euro 16.54 million for the Strategic Plan. In funding the gap, UONGOZI Institute will seek to gain new funding partners to join the governments of Tanzania and Finland in the basket fund, as well as for programme and project specific funding.




▴ We need to defend
the interests of those
whom we've never met
and never will.

Jeffrey Sachs
USA ▴

Credit: Debby Wong : Shutterstock.com



This is our vision
for UONGOZI
Institute.
This is where we
are going.
We invite you to join
us on this exciting
journey to inspire
the continent's
leadership to realize
a prosperous,
equitable and
sustainable Africa.



4

OUR VISION FOR THE UONGOZI INSTITUTE

In ten years' time, the UONGOZI Institute will be a well-known leadership hub, a centre of excellence in leadership for sustainable development in Africa. Leaders from across the continent will gather in the green and inspiring campus in Bagamoyo to collaboratively learn new leadership skills, gain knowledge and visualize a more sustainable future for Africa.

The Institute envisions emerging leaders sitting and talking freely with senior leaders to learn and share their views and ideas. The Institute will be acknowledged for its contribution to leadership knowledge. Study results from ground-breaking research initiatives will be disseminated widely, and its Resource Centre will be used as a reference library on leadership and sustainable development by leaders and think tanks in the continent and beyond.

The Institute's staff will be internationally networked, able to engage with peers all over the world. The Institute will be a showcase of professional leadership. Many other organizations will keenly desire to recruit the skills and talents of our work team, and the Institute will be the employer of choice for its dynamic and loyal staff. At the same time, the Institute will continue to leverage new technologies to improve its efficiency and effectiveness and expand its reach. It will have fully integrated online platforms for its service provision, customer care and knowledge sharing. Leaders throughout the continent and beyond will speak of UONGOZI Institute as a trusted partner in Africa.

This is our vision for the UONGOZI Institute. This is where we are going. We invite you to join us on this exciting journey to inspire the continent's leadership to realize a prosperous, equitable and sustainable Africa.



▾ The size of your dreams must always exceed your current capacity to achieve them. If your dreams do not scare you, they are not big enough.

President Ellen Johnson-Sirleaf
LIBERIA ▾



Sound Leadership and Sustainable Development

Inspiring change towards a sustainable future in Africa.

Building leadership knowledge and skills.
Advancing sustainable development.

Identifying issues
Supporting policy analysis and strategy development

For further details on this Strategic Plan, to request a copy of the Strategy Implementation Plan, or to discuss how you could be involved with the Institute, whether as a supporter of our work, or as a client, please contact the Institute.

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The views expressed in this publication do not necessarily reflect the views of the sources of photographs used.