



Strategic Plan

2026/27 - 2030/31

Resilient leadership
for a **prosperous,
equitable and
sustainable Africa**



THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE

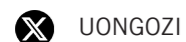
 **UONGOZI
Institute**



'The Institute of African Leadership for Sustainable Development, commonly known as UONGOZI Institute, is a regional leadership development hub operating under the Office of the President of the United Republic of Tanzania. Established in 2010 by the governments of Tanzania and Finland, the Institute is dedicated to inspiring and equipping African leaders to deliver inclusive and sustainable solutions for their nations and the wider continent.

It applies a holistic and mutually reinforcing approach to capacity development which recognises that leadership competencies are developed through a continuous, lifelong learning process. Its two strategic pillar - leadership and sustainable development - are addressed through four main areas: executive education, policy dialogues, action-oriented research, and technical support. Its clientele includes organisations as well as individuals from the public sector, private sector, and third sector (non-governmental and non-profit organisations).

www.uongozi.go.tz



UONGOZI



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Key Achievements: 2010 - 2025

STRENGTHENING LEADERSHIP THROUGH EXECUTIVE EDUCATION

600+

Executive education programmes delivered

23,000+

Leaders enrolled into executive education programmes

66,000+

Training days recorded

37%

Percentage of female participants in executive education programmes

1,000+

Leaders graduated from the PGD, WLP and CiL

2017

Launched Postgraduate in Leadership (PGD)

2020

Launched Certificate in Leadership (CiL)

2022

Launched Women's Leadership Programme (WLP)

2025

Launched Emerging Leaders Programme (ELP)

ADVANCING LEADERSHIP FOR SUSTAINABLE DEVELOPMENT THROUGH DIALOGUES AND RESEARCH

110+

Policy forums held

20,500+

Leaders participated in policy forums

39%

Percentage of female participants in policy forums

80+

Research projects implemented

45

Research papers published

3

Autobiographies of former African presidents and prime minister released

DEEPENING KNOWLEDGE THROUGH TECHNICAL SUPPORT, RESOURCE CENTRE, AND INTERVIEWS

75

Assignments delivered under the advisory services portfolio

37

Interviews with eminent leaders produced

62

Interviews with renowned experts produced



60,000+

Books and journal articles available at our Resource Centre

1,800+

Resource Centre members registered

8,000+

Resource Centre clients served annually

MEASURING THE IMPACT OF OUR PROGRAMMES

3

Mid-term reviews of strategic plans conducted

4

Outcome evaluation carried-out



100%

Of stakeholders rated the Institute's programmes as **relevant/highly relevant**

100%

Of participants rated the long-term executive education programmes as **"high/very high quality"**

100%

Of participants found the long-term executive education programmes as **"relevant/highly relevant"** to their work

Resilient Leadership for a Prosperous, Equitable and Sustainable Africa

Over the past five years, Africa has shown incredible resilience amidst global disruptions including health pandemics, persistent inflation, geopolitical tensions and climate shocks. Average real gross domestic product (GDP) growth

picked up marginally from 3.0 percent in 2023 to 3.3 percent in 2024¹, and is forecast to accelerate to 4.1 percent in 2025 and 4.4 percent in 2026. East Africa is expected to maintain its position as Africa's fastest growing region, with real GDP

growth projected to rise from an estimated 4.3 percent in 2024 to 5.9 percent in 2025 and 2026. This relatively favourable growth projection will be underpinned by dividends from economic reforms being implemented in the region. Tanzania, for instance, through its new Development Vision, aims to become a high-income economy with a GDP of USD 1 trillion by 2050. The country anticipates that the economy will be driven by a knowledge-based, industrialised and export-oriented structure.

create an estimated 234 million jobs by 2030.¹ In conjunction with this expansion, the continent is becoming more urbanised and rapidly transforming socially and economically. Africa is undergoing the Fourth Industrial Revolution. National economies are digitalising and becoming more service-oriented with the rapid adoption of technological innovations helping to propel economic growth while improving people's lives.³

Africa's population topped 1.5 billion people in 2024 and is projected to grow by 12 percent to 1.73 billion by 2030 and by 66 percent to 2.5 billion people by 2050.² To accommodate this population growth, the continent will need to

The continent has made good progress in achieving 12 of the 17 United Nations Sustainable Development Goals (SDGs). Improvements have been made in the areas of poverty reduction, quality education, clean water and sanitation, gender equality, and decent work and economic growth.



The pace, however, remains slow to meet the targets by 2030. The key challenges include the financing gap whereby Africa needs over US\$1.3 trillion annually to meet SDG targets but mobilises far less,⁴ ongoing instability in a number of regions, and climate issues that impact food security, infrastructure and livelihoods.

Sustainable development is Africa's pathway to a resilient, prosperous and equitable future. To accelerate progress in realising the SDGs and the African Union's Agenda 2063, the continent must act decisively. It must build on its inherent strengths. It is home to the world's youngest population, possesses vast natural resources, and is at the forefront of innovations in many fields from fintech to clean energy.

Leadership is a pivotal factor in sustainable development. It shapes policy, mobilises resources, drives national priorities, and ultimately influences institutional performance and citizens' well-being. Countries that have achieved inclusive, long-term progress consistently credit visionary, ethical and accountable leadership as a key enabler. By continuing to nurture and strengthen the competencies of African leaders, the Institute will make a valuable contribution towards fostering leadership for sustainable development in Africa.

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Overview of UONGOZI Institute

Origins, Founding, Governance and Financing

The Institute of African Leadership for Sustainable Development, commonly known as UONGOZI Institute, is a regional leadership development hub operating under the Office of the President of the United Republic of Tanzania. The Institute specialises in advancing leadership for sustainable development in Tanzania and across Africa.

The idea for the Institute originated through 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 *“enhance the capacity of African governments, the private sector organisations, and the civil society to participate in and benefit from the globalisation in the areas of trade, environment and sustainable development.”* The Institute was formally established through a Presidential Instrument that came into operation on 1 July 2010.⁵ It is managed by a lean staff structure responsible for developing and coordinating the implementation of core programmes as well as

quality assurance. An international Board of Directors with diverse expertise, knowledge and experience, appointed by the President of the United Republic of Tanzania, oversees the operations of the Institute. The Institute provides inspiration to leaders to promote the recognition and the important role of leadership in advancing sustainable development. Since inception, the Institute has received support mainly from the governments of Finland and Tanzania, along with project funding from various stakeholders such as the European Union (EU) and the Bill and Melinda Gates Foundation.

The Institute provides inspiration to leaders to promote the recognition and the important role of leadership in advancing sustainable development policies.

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Mobilisation of public and private resources to support development interventions in Africa is the right step to advancing our development agenda.

– H.E. Dr. Samia Suluhu Hassan
President of the United Republic
of Tanzania



Highlights of Previous Strategic Plans

The first strategic plan (2011–2015) laid the foundations for the launch of the Institute's programmes. This phase involved setting up an operational infrastructure and defining financial and administrative systems, the recruitment of staff and consultants, and the design of the leadership development framework and other fundamental materials to meet the specific needs of the Institute's clientele. The leadership development framework laid the ground for developing, piloting and launching training programmes as well as refining products and services. Another notable milestone was the introduction of the Institute's

flagship event, the African Leadership Forum. This unique regional platform brings together a network of African former heads of state and government, academics and leaders of business, media and civil society to share their knowledge, expertise and experience to address key challenges faced by the continent. During this initial period, the Institute quickly gained recognition as a promising and innovative initiative, with strong backing and commitment from the Government of Tanzania.

The second strategic plan (2016–2021) further refined, validated and strengthened the systems and procedures for the delivery of the Institute's training programmes, and defined the geographical scope of its activities



education was geared towards serving the Tanzanian public service while research and policy dialogues were extended to a regional audience. Strategic collaborations with regional and global institutions, such as Aalto University Executive Education and Professional Development (Aalto EE), University of Birmingham, Columbia Center for Sustainable Development (CSD), the African Development Bank (AfDB), and the United Nations University World Institute for Development Economics Research (UNU-WIDER), led to the introduction of the long-term executive programmes, Postgraduate Diploma in Leadership (PGD) and Certificate in Leadership (CiL), the implementation of the Natural Resource Management programme, and the publication of over 20 research papers on peace and security, economic transformation and inclusive growth in Africa. The Institute's second flagship event, the Green Growth Platform, was introduced to increase awareness and understanding of issues related to green growth and its potential for Tanzania's development.



Integrating digital technology and cost-sharing measures in programme delivery during this second phase allowed the Institute to widen its reach while securing sustainability.

The third strategic plan (2021–2025) aimed to consolidate and scale up the Institute's achievements. The Institute maintained its strong reputation as the partner of choice for professional education for the public sector in Tanzania while strengthening its position as a centre of excellence in leadership for sustainable development in Africa more broadly. During this phase, the Institute's executive education offerings, research programmes and policy forums were reviewed in the context of the Institute's regional mandate, operating environment and global trends. This resulted in the development and implementation of the

Women's Leadership Programme (WLP), a capacity building initiative targeting African women in mid- and senior-level positions. The programme attracted candidates from across the continent, and partners such as the EU, UN Women and Yale School of Management. The Emerging Leaders Programme (ELP), undertaken in collaboration with the Finnish Institute of Public Management (HAUS), further responded to the growing demand for self-paced programmes that empower African executives with skills to succeed at the highest levels. The Institute's research programme took a demand-driven approach, with key themes for study focused on natural resource management (below and above the ground), women's leadership, leadership development, economic transformation and inclusive development. The Institute worked together with relevant stakeholders to diagnose

problems and recommend suitable solutions. For example, the Institute collaborated with the Revolutionary Government of Zanzibar to develop its blue economy policy, and with the Tanzania Railway Corporation for its standard gauge railway project. The policy dialogues portfolio saw the introduction of the Institute's third flagship event, the Women's Leadership Forum in 2022, to discuss the complex issues surrounding the inclusion and advancement of women in leadership. Collaboration with peak institutions, such as the African Continental Free Trade Area (AfCFTA) Secretariat, United Nations Economic Commission for Africa (UNECA) and Thabo Mbeki Foundation, enabled the Institute to expand the impact of its dialogues at a regional scale.

As of July 2025, the Institute had delivered over 500 executive education programmes to 22,000 leaders in Tanzania and across the continent. The long-term programmes, PGD, CiL and WLP, had yielded a total of 865 graduates. Over 100 policy forums had been organised with an attendance of 20,000 leaders from Africa and internationally, and 80 research projects had been completed, including three autobiographies of former Tanzanian presidents (Ali Hassan Mwinyi and Benjamin William Mkapa) and prime minister (Edward Moringe Sokoine). Advisory services to public institutions had reached 50 commissions, and 100 interviews had been conducted with prominent leaders and experts.

Alumni forum

UONGOZI Alumni

Individuals who have successfully completed the Institute's long-term executive education programmes: Postgraduate Diploma in Leadership, Certificate in Leadership, Women's Leadership Programme, and Emerging Leaders Programme. It is a community of over 1,000 senior and emerging leaders from various sectors across Africa, and it is forecast to grow by 20% each year.



Clients

The Institute is committed to delivering world-class products and services to Tanzanian and other African leaders in the public, private and third sectors. The principal beneficiaries are senior and emerging leaders in the public sector. Senior leaders include ministers, members of parliament, senior officials of the judiciary, permanent secretaries, board directors, chief executive officers, regional commissioners, regional administrative secretaries, district commissioners, district administrative secretaries/executive directors, as well as heads of directorates and sections. Emerging leaders include professionals in middle management positions, who have the potential to progress to more senior leadership positions.

Over the next five-year phase from 2026 to 2031, the Institute will continue to help senior and emerging leaders develop the skills and

knowledge necessary to tackle challenges at organisational, national, regional and global levels. Executive education services will mainly be targeted at the Tanzanian market, specifically the public sector. Regional clientele will be reached through online programmes, the WLP, as well as short-term programmes. Policy forums will engage leaders from across Africa. Advisory services will mostly be directed towards Tanzanian public institutions but may extend to regional organisations. Across all programming, the Institute will intensify its efforts to ensure better gender balance among participants with the aim of contributing to an increase in the number of women in leadership positions.



Programmes and Services



EXECUTIVE EDUCATION

Executive education programmes promote a leadership style that goes beyond traditional management to drive innovation and foster a culture where everyone feels valued and empowered. The programmes use engaging teaching techniques, stimulating discussions, practical insights and real-life case studies to help senior and emerging leaders excel in personal, people and organisational leadership. The teaching faculty for these programmes consists of leadership and management

experts from around the world. Short-term programmes are targeted training workshops for organisations (groups), tailored to meet specific leadership development needs. They run for periods of 2 to 14 days. Long-term programmes, which extend for periods of 6 to 12 months, are aimed at individuals. The PGD, CiL, WLP and ELP are the four long-term programmes currently offered by the Institute.



POLICY DIALOGUES

Policy dialogues are held nationally and regionally, varying from small, specialised roundtable discussions to large forums. They bring together former and current African heads of state and government, as well as leaders in government, business, academia and civil society, to interact and share insights on strategic challenges facing the continent. Topics covered include natural resource management, green growth, women's leadership, peace and security, regional integration, business and trade, and financing for development. The flagship events are the

African Leadership Forum, the Green Growth Platform and the Women's Leadership Forum. Additionally, through the "In Focus" and "Meet the Leader" television programmes, the Institute promotes dialogue on leadership and sustainable development through interviews with prominent leaders and experts, with videos of the interviews available for viewing on the Institute website.





RESEARCH

Research projects are centred on the Institute's core focus of leadership for sustainable development in Africa. The overarching objective of the programme is to ensure that the results of research contribute to addressing the socio-economic and environmental barriers that hinder African countries from the realisation of sustainable development. The research work is organised into two categories: demand-driven (action-oriented) research and supply-driven research. Action-oriented research generates information on challenges and opportunities that organisations/ industries face. This includes working together with

relevant stakeholders to diagnose problems and recommend suitable solutions. Supply-driven research aims to investigate potential applications or generate knowledge, rather than to address specific societal issues. It also fosters scientific curiosity, which frequently contributes to the foundational knowledge that can lead to future applications or solutions.



ADVISORY SERVICES

Advisory services aim to enhance the performance of institutions by ensuring that systems, policies and business processes are aligned with the leadership's vision. The Institute works in a demand-driven way. It collaborates with clients to develop suitable terms of reference and methodologies, identify challenges and establish appropriate responses. In some cases, it works together with the client to implement the agreed reform measures.





African solutions
to African
problems
require African
leadership
and African
ownership.

– H.E. Thabo Mbeki
Former President of the Republic
of South Africa

Strategic Plan 2026/27 - 2030/31

Vision and Mission

The Institute's vision is **a prosperous, equitable and sustainable Africa**. The Institute will contribute towards the achievement of this vision by implementing its mission of **inspiring and equipping African leadership to deliver inclusive and sustainable solutions for African citizens**.

Leadership development remains at the heart of the Institute's activities. This core focus acknowledges that effective leadership, both

globally and in Africa, is a prerequisite for achieving sustainable development. The Institute constantly strives to enhance the knowledge, competencies and skills of Tanzanian and African leaders to design policies and programmes that are tailored to the specific developmental contexts of Tanzania and other countries, while considering regional and global implications.

Strategic Framework

While sustaining and building upon the Institute's achievements over its first 15 years of operation, this fourth strategic plan (2026–2031) seeks to set new priorities that respond to emerging national, regional and global challenges. While continuing to strengthen its position as a partner of choice for the public sector in Tanzania, the Institute will consolidate efforts to become a centre for excellence in leadership for sustainable development in Africa.

The Institute will continue to build upon the twin pillars of leadership and sustainable development, which are defined as follows:

- **Leadership:** The capacity to develop a common goal, and exercise social influence toward its achievement.

- **Sustainable development:** Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.⁶

The Institute will continue to meet the demand for executive education and identify strategic entry points to address current and relevant issues that require leadership responses to advance sustainable development. It will continue to promote gender equality in all of its operations. It will also continue to seek African solutions to African challenges, while acknowledging the importance of the broader global context.

Core Values

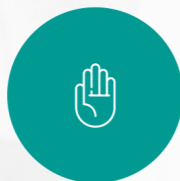
The Institute's core values form the basis of the organisation's culture, as well as its day-to-day work, the services it provides, and the relationships it maintains. Taken together, the core values represent the philosophy that guides everything the Institute does. These values are:

Creativity



The Institute recognises that to drive innovation, it must cultivate an environment where new ideas and collaboration are embraced to create better products, services and processes.

Inclusivity



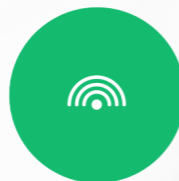
The Institute gives both internal and external stakeholders the utmost respect and an equal opportunity to contribute, embracing diversity of all kinds.

Integrity



The Institute operates with honesty, authenticity, confidentiality and transparency, adhering to clear ethical principles. Its stakeholders must be driven by the purpose of achieving the Institute's mission and not personal or vested interests.

Reliability



The Institute constantly challenges itself to provide services of the highest quality standards, ensuring that it delivers on the reputation it has built.

Professionalism



The Institute conducts its work with a commitment to excellence, and continually seeks opportunities for improvement and promotion of best practices, leading by example.

Strategic Issues

The Institute recognises that achieving the aspiration of becoming a centre of excellence in leadership for sustainable development in Africa depends on its success at addressing five strategic issues.

Fostering strategic innovation programmes

The world is at a crossroads as economic shifts, emerging technologies, climate shocks and geopolitical instability reshape the way people, societies, nations and regions interact in the pursuit of inclusive and sustainable development. For Africa, the question is how its leaders and policymakers will harness the continent's potential to drive meaningful positive change. For the Institute, equipping Africa's leaders to realise sustainable development will necessitate the adoption of a leadership development approach that responds to leaders' and policymakers'

evolving needs and expectations. In turn, strategic innovation will empower the Institute to anticipate disruption, craft bold responses, and build resilience into its leadership development strategy. Building on the success of current training models, future programmes will be enhanced to address areas such as leadership for climate change, emerging technologies and other regional priorities. This will be driven by the systematic integration of new technologies, advanced coaching and mentoring methodologies, and specialised competencies. Innovative programmes will also help to ensure that the Institute remains relevant, practical and future focused.

Widening regional reach through strategic partnerships

Currently, the Institute's activities are concentrated within Tanzania, limiting its ability to achieve transformative regional impact.

Realising the aspiration to become a “centre of excellence in leadership for sustainable development in Africa” necessitates systematic regional expansion through strategic partnerships. However, the Institute’s ability to widen its reach outside Tanzania is limited due to its dependence on government funding. To expand its regional footprint, the Institute will strengthen its partnership and resource mobilisation approach by developing and implementing a framework that defines regional expansion and how it will be financed. The framework will include ongoing dialogue with current and potential partners, the design of short-term executive education programmes to attract a regional clientele, and identification of strategic networking opportunities where the Institute can directly promote its programmes to potential resource providers.

Advancing thought leadership

Thought leadership is a step beyond knowledge-sharing. It is a means of collating an organisation’s experience and expertise in areas of strategic

importance, honing them into innovative and practical solutions, and disseminating those solutions to clients and markets. It plays an important role in enhancing the Institute’s reputation. At the Institute, thought leadership takes the form of research, advisory services, executive education programmes and policy dialogues. A key challenge has been to ensure that the knowledge generated by these programmes is translated into policies and actions. To address this, the Institute will continue to take a demand-driven approach in research to ensure that the evidence generated is relevant, timely and readily applicable to stakeholder contexts. It will also leverage opportunities such as policy dialogues, training workshops, advisory services and the Institute’s Resource Centre to share research findings and foster dialogue on policy implications.



Strengthening institutional capacity

The Institute operates with a lean secretariat. Consequently, the business model is highly reliant on outsourcing. The Institute understands that to become a recognised centre of excellence, it needs to complement the current model and increase its human resources. It envisages the need to enhance the competencies of its staff through training, self-development and career planning. Staff composition will also need to be strengthened through recruitment, mainly in the core business. Other personnel solutions include fellowships and the use of external experts on sabbaticals. The Institute will, however, continue to outsource various activities, especially facilitation of its executive education programmes and research projects.

Ensuring financial sustainability

Since inception, the Institute has mainly been supported by the Governments of Finland and Tanzania, along with project funding from various stakeholders such as the EU. The development

finance landscape has changed dramatically over the past decade, with major traditional donors cutting their aid budgets.

To sustain and grow the organisation, the Institute will work to diversify its support base by inviting new strategic partners to provide financial and technical assistance. To facilitate these efforts, the Institute will strengthen its Resource Mobilisation Unit by recruiting skilled personnel, engaging external experts on a short-term basis, reviewing and designing programmes to attract regional clients, and strengthening cost-sharing measures, particularly for its executive education programmes and policy forums. Additionally, the Institute intends to create a EUR 1.73 million endowment fund to further ensure financial sustainability.





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The present generation of leaders have not only to deal with the effects of the economic realities about which most of us knew very little, they have also to do so when the expectations of the people are higher than the general understanding of what is happening and why.

– Mwalimu Julius Kambarage Nyerere
First President of the United
Republic of Tanzania



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 recognised as a centre of excellence in leadership for sustainable development

Strategic Goals

Over the period of the strategic plan 2026–2031, the Institute will maintain its focus on delivering leadership development services to support sustainable development in Tanzania and across Africa. It will anchor its programmes and services on national, regional and global agendas, including the Tanzania Development Vision 2050 (Dira 2050), Agenda 2063 and SDGs. It will use its advantageous position within the Office of the President to identify strategic entry points and strengthen partnerships with both local and foreign stakeholders.

Special emphasis will be paid to improving programme delivery through innovation, regional expansion, and a transition towards sustainable funding through diversified revenue streams.

The Institute will continue to nurture its results-oriented culture. It will consistently monitor and evaluate its achievements, outcomes and long-term impact and communicate these results to strengthen its reputation. It will continue to foster thought leadership by generating knowledge through executive education, research, policy dialogues and advisory services, and inspiring leaders to translate new knowledge into policies and actions. The Institute will also do its utmost to ensure that its services are increasingly accessible to a larger audience, especially women and emerging leaders.

As outlined below, four principal goals have been identified to guide the direction of the organization over the course of the strategic plan.

17 May, 2024 | Dar es Salaam

GOAL

1

Leadership
Performance
Enhanced

For Goal 1, the Institute aims to enhance leadership competencies primarily through executive education.

To achieve this goal, the Institute will respond to the current and evolving training needs of African leaders. Its executive education clientele will continue to be primarily public leaders in Tanzania, but services will also be provided to leaders from other sectors and African countries. Training courses will be based on three leadership qualities: personal leadership, people leadership and organisational leadership. The aim is to help leaders enhance self-awareness, understand the dynamics of others, and embrace a mindset of resilience and growth.

The Institute will also continue to design and deliver demand-driven short-term programmes to clients, as well as emerging markets in the region. The latter includes leadership courses on climate change, emerging technologies and disruptive innovation.

The Institute's four long-term programmes—PGD, CiL, WLP and ELP—will continue to make use of digital tools, including e-learning platforms and webinars, to promote greater accessibility. The Institute will strengthen its relations with current programme partners, including Aalto EE, HAUS and Yale School of Management, while seeking other potential partners.

In addition, the Institute will enhance its own capacity to provide executive education services and ensure that it has a pool of external expertise which can be harnessed to meet the requirements of the Institute. To strengthen its financial sustainability, the Institute will pursue cost efficiency measures, further extend its cost-sharing practice with clients, and charge fees where possible.



PUBLIC LECTURE

Deepening Integration in SADC: Achievements, Challenges and Opportunities

GOAL 2

Sustainable Development Championed by Leaders

Keynote Speaker: H. E. BENJAMIN WILLIAM MKAPA

Date: 15th August 2026, 0900 hours - 1200 hours Venue: Library Auditorium, University of Dar es Salaam, Dar es Salaam, Tanzania

For Goal 2, the Institute aims to help leaders broaden their understanding of sustainable development and their role in advancing it.

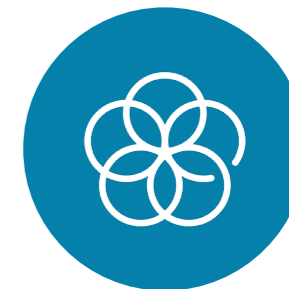
Policy dialogues and research will be organised around pressing contemporary topics on sustainable development, including but not limited to leadership development, women's leadership, natural resource management, economic transformation and climate change. Topics will be identified in collaboration with stakeholders to ensure their relevance while offering opportunities for cost sharing.

The African Leadership Forum will continue to offer a space for former and current African leaders to interact and share their knowledge and experience on strategic challenges facing the continent. The Green Growth Platform will continue to promote a shared understanding of the challenges and opportunities of green growth and to build capacities to act. The Women's Leadership Forum will continue to foster a debate on the complex issues surrounding the advancement of women

in leadership. Additionally, the Institute aims to become a partner of choice for the government for organising policy forums in areas under its mandate.

Most research carried out will be client-centred and action-oriented. Studies undertaken will support ongoing policy and reform processes, advisory services provided by the Institute, as well as training needs assessments for the provision of executive education services.

For all of these activities, the Institute will aim to increase its relevance and value to stakeholders by ensuring that the activities carried out address current issues and meet clients' specific needs. It will continue to partner with relevant, reputable institutions to enhance capacity, effectiveness and flexibility in delivering more services with less burden on its own core resources.



EDWARD MORINGE
SOKOINE
MAISHA NA UONGOZI WAKE

GOAL

3

Knowledge and Practice of Good Leadership Advanced

Kitabu hiki kinachangia,
kinaboresha na kinanogeshwa
kwa namna ya pekee kabisa
historia ya nchi.

— SAMIA SULUHU HASSAN,
RAIS WA JAMHURI YA MUUNGANO WA TANZANIA



For Goal 3, the Institute aims to share knowledge and best practices of leadership through advisory services, leadership research, interviews with prominent leaders and experts, and via the Institute's Resource Centre.

Advisory services will continue to be provided in a demand-driven way. The Institute will work together with clients to develop suitable terms of reference and methodologies, identify challenges and design appropriate responses. In some cases, it will collaborate with the client to implement the agreed reform measures. While the main clientele will be Tanzanian public institutions, the Institute can also provide these services to regional institutions. It will seek partnerships with reputable institutions in Africa and internationally to ensure that the Institute's technical expertise meets current and emerging needs.

As part of the Institute's research programme, the Leadership Memoirs Project will continue to generate and disseminate new knowledge related to leadership to inform and inspire present and future leaders. The Institute will further promote knowledge sharing on leadership by applying innovative, cost-efficient approaches in producing and broadcasting interviews with prominent leaders and experts.

The Resource Centre will continue to provide leaders with access to the latest information and insights on leadership and sustainable development. Resources will be available in print, audio, and electronic formats. The Centre will also host events featuring renowned experts to promote a reading culture and discussions on pertinent issues affecting Africa's development.



GOAL 4

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

Under Goal 4, the Institute aims to ensure that its human and financial resources together with its procedures, systems and practices facilitate effective and strategic development and delivery of high-quality programmes.

The Institute will implement an easily understandable monitoring, evaluation and learning (MEL) framework. This will allow it to systematically measure the achievement of its targets and client satisfaction while guaranteeing that financial and human resources are used efficiently and effectively. The findings will be used proactively to strengthen its communication policy.

The Institute will liaise more frequently with government and other stakeholders to ensure the identification of relevant and strategic entry points for providing services. It will build on existing partnerships while forging new ones, and attract financial contributions from clients and other stakeholders. Its brand will be communicated more effectively both internally and externally, including in its efforts to strengthen the mobilisation of resources.



Financing the Strategy

Based on past experience and projections, the Institute estimates that its financing requirement for the implementation of this strategy is about EUR 38.28 million. The Government of Tanzania will remain the primary source of grant support, contributing an estimated 63 percent of total funds, an increase of 14.5 percentage points compared with its funding share in the preceding

strategic plan period. Considering changes in the development finance landscape, the Institute aims to broaden its funding base. This includes building on existing partnerships and developing new ones, strengthening the Resource Mobilisation Unit, expanding the practice of cost sharing with clients and charging fees where possible, and creating a EUR 1.73 million endowment fund.

38,280,000 EUROS

2026/27

2027/28

2028/29

2029/30

2030/31

Accelerating Sustainable Outcomes

Nurturing strategic relationships in Tanzania, across the African continent and with global partners remains the Institute's priority. To maximise its impact, the Institute will continue to work in synergy with partners, including African governments, the private sector, development partners, as well as regional and international institutions. It will take a leading role in areas where it possesses comparative advantage, while

leveraging partners' expertise to enhance its profile as a regional hub that offers world-class thinking, training and convening. So, this strategy is not only a roadmap for the next five years, but also a call to action for all stakeholders to join the pursuit of advancing leadership for sustainable development in Africa.

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Unity is strength;
resilience is power.

– H.E. Netumbo Nandi-Ndaitwah
President of the Republic of Namibia



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For further details on this strategic plan, to request a copy of its 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 us.

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