



# Strategic Plan

2021/22 - 2025/26

Advancing  
Leadership and Sustainable  
Development in Africa



THE UNITED REPUBLIC  
OF TANZANIA

 **UONGOZI  
Institute**

## About UONGOZI Institute

Uongozi' means leadership in Kiswahili, and inspiring and strengthening leadership is the core purpose of our organisation. Based in Dar es Salaam and Dodoma, in Tanzania, UONGOZI Institute is dedicated to supporting African leaders to attain sustainable development for their nations and for Africa. This is done by providing high-quality executive education, hosting policy dialogues, action-oriented research and providing technical assistance to public and private institutions.

The institute seeks to inspire leaders and promote the recognition of the important role of leadership in sustainable development. The institute believes that:

- Leadership is the key to achieving sustainable development.
- The development of a leader requires specialised grooming.
- An African model of leadership is vital for achieving the most favourable development outcomes for Africa.

The Institute is a government agency established by the Government of Tanzania and supported by the Government of Finland.



*@UONGOZI*



*@UongoziInstitute*



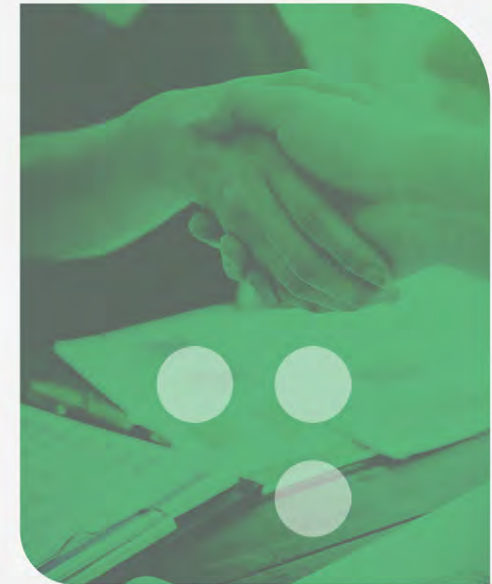
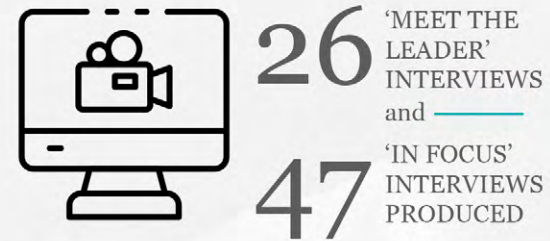
*www.youtube.com/UongoziInstitute*



*UONGOZI Institute*



Key Achievements: July 2010 - June 2020







## 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 about 1.3 billion people contains an emerging middle class with huge expectations. Forecasts indicate that the population of Africa will reach 2.5 billion by 2050 which will correspond to about 26% of the world's population. 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. Although the outlook for economic growth is positive, the fast-growing population amidst global complexities poses significant challenges to the continent.

Africa's population is increasingly using innovative solutions and becoming more integrated in to the world economy. The continent not only adopts but also increasingly participates in producing innovations. These offer unprecedented economic opportunities for Africa.

Africa is making good progress in achieving the United Nations Sustainable Development Goals (SDGs). The region has made good progress, particularly in poverty and hunger reduction; quality education; gender equality; clean water and sanitation; climate action; responsible consumption and production; and

to an extent in the area of decent work and economic growth. The continent, however, continues to face challenges in meeting some of the targets by 2030.

Sustainable development is vital for humanity as a whole. The needs of future generations cannot be ignored to satisfy the needs of people today. Achieving a positive balance between economic, social and environmental concerns, however, 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.

Experience shows that good leadership is a prerequisite of sustainable development. By continuing to strengthen the competencies of African leaders, the Institute will make a valuable contribution towards promoting leadership for sustainable development in Tanzania and across the continent.



## OVERVIEW OF UONGOZI INSTITUTE

The Institute of African Leadership for Sustainable Development, or UONGOZI Institute, is a public organisation 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.



### Origins, Founding, Governance and Financing

The idea for the UONGOZI Institute originated in the Helsinki Process on Globalisation and Democracy (2002-2008) and was based on a shared desire by the governments of Tanzania

and Finland to advance the knowledge and skills of leaders to develop and implement policies related to sustainable development. It was recognised that sustainable development in Africa cannot be achieved without sound leadership. The Institute was formally established through an Act of Parliament that came into operation on 1 July 2010.<sup>1</sup> The Institute 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 policies.

<sup>1</sup> This act was revisited in 2011 and currently UONGOZI Institute operates under a presidential instrument that was gazetted on 16.9.2011.

“The problem of poverty in Africa primarily rests not with the availability but with the management systems and efficient utilisation of the continent’s resources.”

– H.E. Dr. John Pombe Joseph Magufuli,  
President of the United Republic of Tanzania





## Highlights of Previous Strategic Plans

**The first strategic plan (2011–2015)** established a solid foundation for the Institute to launch its programmes. This phase involved setting up an operational infrastructure and defining financial and administrative systems; the recruitment of staff and consultants; as well as the development 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 its training programmes as well as refining its products and services. Towards the end of this phase, the Institute had matured, having made significant progress in delivering training workshops; organising policy events; undertaking research projects; fostering partnerships; and gaining high-level recognition for its work.

**The second strategic plan (2016 - 2021)** further refined, validated and strengthened the systems and procedures for the delivery of the Institute's training programmes, as well as defining its geographical scope more clearly. Executive education was geared towards serving the Tanzanian public service while research and policy dialogues were extended to a regional audience. Programme delivery was scaled up, with the result that a significantly larger number of leaders benefited from the Institute's executive education programmes and policy events. More research and technical assistance was carried out. New programmes, including the UONGOZI Executive Programme (Postgraduate Diploma in Leadership) and the Natural Resources Management Programme, were

developed and implemented. During this period, the Institute expanded its partnerships network with renowned international and national entities, including the Finnish Institute of Public Management (HAUS), Canine Specialist Services International (CSSI), Aalto University (Finland), United Nations University World Institute for Development Economics Research (UNU-WIDER), Thabo Mbeki Foundation, Southern African Development Community (SADC), Wits School of Governance, Rwanda Development Board, University of Dar es Salaam and Research on Poverty Alleviation (REPOA). The Institute also saw the Government of Tanzania increasingly approach it for expert advice on various issues.





“A future leader could be born with natural leadership traits; yet even divinely bestowed qualities of leadership need nurturing and enhancement to make them relevant to contemporary challenges.”

– H.E. Benjamin William Mkapa  
Former President of the United Republic of Tanzania

## Clients

The Institute will continue to deliver world-class products and services to Tanzanian and other African leaders in public, private and civil society organisations. The beneficiaries are current and emerging leaders, mainly from the public sector. They include ministers, members of parliament, senior officials of the judiciary, permanent secretaries, chief executive officers and directors as well as their deputies. The Institute's clientele also includes emerging leaders, such as, experts and professionals in middle management positions, who have the potential to progress to more senior leadership positions.

The main target group for executive education are current and emerging leaders from the Tanzanian public sector. Executive education services can also be provided to regional

organisations of which Tanzania is a member. The online programmes are open to clients from the whole continent. The dialogues cater for senior and emerging leaders from Tanzania and occasionally for wider African audiences. Advisory services are mostly directed towards Tanzanian public institutions but can also cater for regional organisations of which Tanzania is a member.

During the period covered by the new strategy, the Institute will reinforce its efforts to ensure better gender balance among participants in its programmes with the aim of contributing to an increase in the number of women in leadership positions.

## Programmes and Services



*The Institute's services are provided in four main areas: Executive Education; Dialogues; Action Research; plus Technical Support and Advisory Services*

### Executive Education

Short- and long-term executive education programmes enhance leadership competencies in making strategic choices; leading people and other resources; and excelling in personal qualities. The programmes are tailored to fit clients' needs and leadership challenges. The methodology of delivery is adult learning, using both in-class and online platforms.

### Dialogues

High-level dialogues provide opportunities for leaders and experts to network while also sharing knowledge, insights and information to enhance understanding of the challenges facing the continent; strengthen analytical and problem-solving skills; and to broaden their capacity to synthesise and make strategic choices. The programmes include national and regional forums, as well as interviews broadcast on television and online. Additionally, the dialogues provide input into the Institute's research and executive education agendas.

### Action Research

Research aims to generate knowledge and information to enhance the understanding of the leadership and sustainable development challenges facing the continent and identify practical options available to facilitate evidence-based decision making. Research equips leaders with up-to-date information and knowledge reflecting current thinking on key issues. It evaluates innovative solutions and strategies for policy makers. Research facilitates valuable dialogues between government, policy makers, private sector and academia.

### Advisory Services

Advisory services aim to enhance the performance of an institution by ensuring that systems, policies and business processes are aligned with the leadership's vision.

The Institute works in a demand-driven way. It cooperates closely with its clients to develop the suitable terms of reference and methodologies; identify challenges; and establish appropriate responses. In some cases, the Institute works together with the client to implement the agreed reform measures.



## Vision and Mission

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

Leadership development is at the heart of the institute's activities. It believes that effective leadership all over the world, including Africa is a prerequisite for achieving sustainable development. The institute constantly strives to enhance the necessary knowledge, competencies and skills of Tanzanian and African leaders to design policies and programmes which are tailored to their country's developmental needs, whilst also taking into account regional and global implications.

<sup>2</sup> World Commission on Environment and Development (the Brundtland Commission) Report: 'Our Common Future' (Oxford: Oxford University Press, 1987).

## Strategic Framework

As a consequence, this third strategic plan (2021/22 - 2025/26) will focus on consolidating and up scaling the achievements made during the first two plans. The overall objective is to reinforce the Institute's position as a partner of choice for the public sector in Tanzania and a centre of excellence in leadership for sustainable development in Africa.

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

**Leadership:** the capacity to develop and translate a common goal and exercise social influence towards its achievement.

**Sustainable development:** development that meets the needs of the present without compromising the abilities of future generations to meet their own needs.<sup>2</sup>

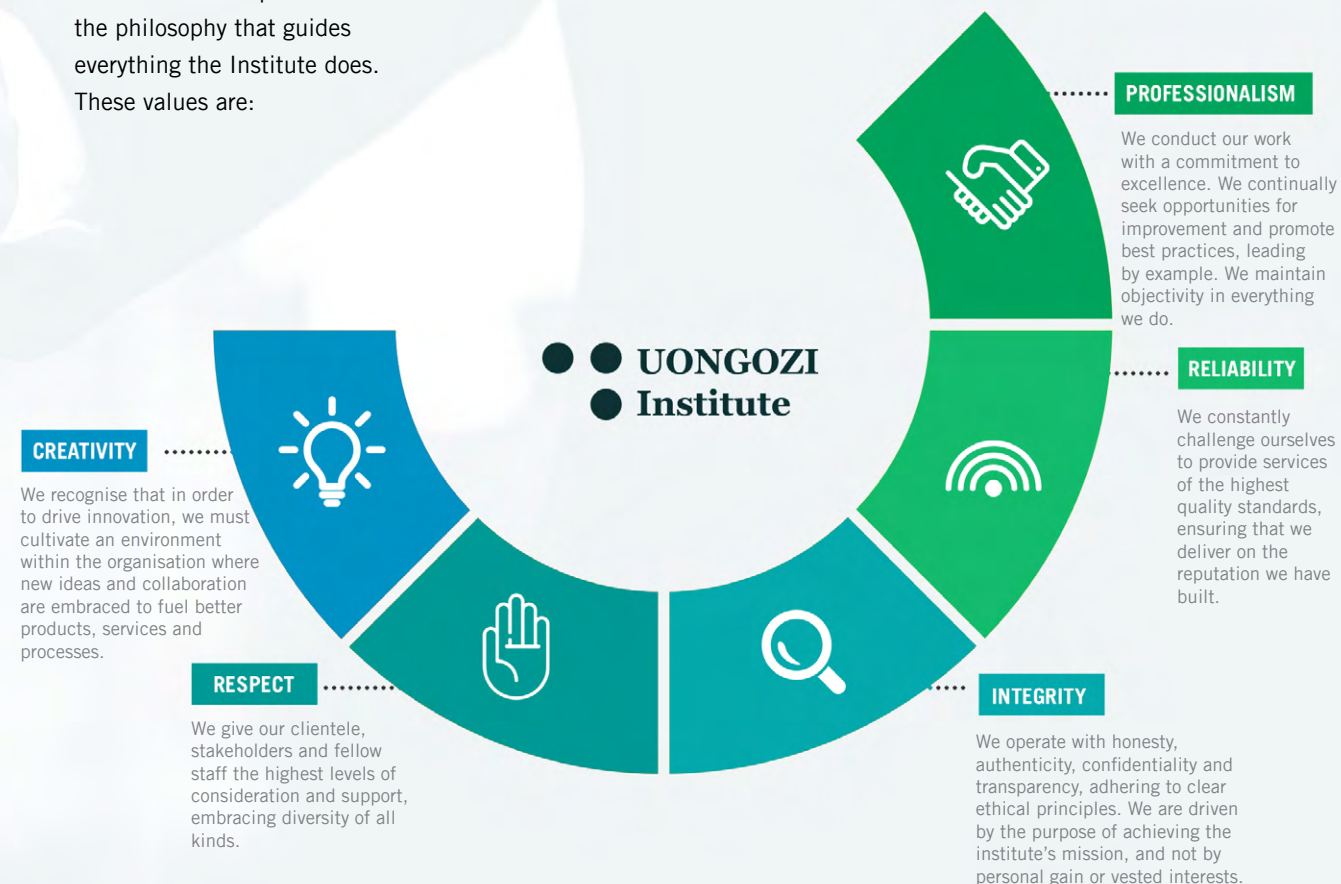
The Institute will continue to satisfy demand for executive education and identify strategic entry points to address current and relevant issues that require leadership responses in order to advance sustainable development.

The Institute is committed to gender equality and promotes it in all its operations.

The Institute seeks African solutions to African challenges whilst acknowledging the importance of the wider global context. The main geographical focus of its operation is Tanzania, but many of its services cater for a wider African audience.

## Core Values

The Institute's core values form the basis of the organisation's culture, day-to-day work, in addition to 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:



## → 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  
UI Recognized as a Centre of Excellence in Leadership for Sustainable Development

The Institute will continue to work within its specifically targeted area of providing leadership development services to advance sustainable development in Tanzania and elsewhere in Africa. It will anchor its services more strongly in national development plans and use its strategic positioning within the Office of President to liaise closely with national authorities in order to identify strategic entry points. Special emphasis will be paid to improving programme delivery, expansion of the Institute's outreach and consolidation of the achievements made thus far.

The Institute will continue to nurture its results-oriented culture. It will measure achievements, outcomes and long-term impact and communicate them in order to strengthen its reputation. The Institute aims to expand its services in the areas of executive education, policy forums and through the provision of advisory services. It will ensure that different areas of its operations strengthen each other. During this strategic period the Institute will also do its utmost to ensure that its services are increasingly accessible to a larger audience, especially women and emerging leaders.

“Africa is on the upswing again, we should not lose this opportunity. This time around, we should be the architects of our own fortune. If we work together without looking at the interests of our countries or even sub-regions, but the interests of the continent... we will get there.”

– H.E. Olusegun Obasanjo  
Former President of the Federal Republic of Nigeria



GOAL

1



# Leadership Performance Enhanced

Through Goal 1, the Institute aims to enhance leadership competencies primarily through an increase in the provision of executive education services above the existing level.

Through this goal, the Institute will respond to the growing demand from the Government of Tanzania. Our courses will impart the necessary skills to strengthen leadership competencies in (i) making strategic choices, (ii) leading people and other resources, and (iii) excelling in personal qualities. The Institute will continue to develop and deliver tailor-made, short-term courses on demand; deliver a modular Postgraduate Diploma in Leadership Programme; and develop new ways of providing executive education services, including the introduction of online learning. The main client for executive education is the Tanzanian public service, but services will also be provided to regional institutions of which Tanzania is a member, as well as leaders and emerging leaders from non-state sectors, including the private sector. The introduction of online programmes will make the Institute's

executive education programmes more accessible at a continental level. These can be used to provide an entry point for emerging leaders and especially women.

Furthermore, the Institute aims to reach larger audiences as it strengthens its position as a partner and trainer of choice for the government. The Institute will roll out a *Women in Leadership* development programme and explore ways to provide programmes for emerging leaders. It will strengthen 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. The Institute will also ensure that a selected number of its services will be available in Swahili in order to increase accessibility. To strengthen its financial sustainability, the Institute will continue to pursue cost efficiency measures, further extend its cost sharing practice with clients and charge fees where possible. The introduction of online programmes will allow the Institute to reach a larger audience at less cost.

## GOAL 2



# Sustainable Development Championed by Leaders

Through Goal 2, the Institute aims to assist leaders in increasing their awareness, understanding and internalisation of sustainable development – and their role in advancing it. The Institute will increasingly seek synergies between action research, policy forums, executive education and advisory services. The Institute will aim to increase its visibility and standing with the government and other stakeholders by ensuring that the activities carried out under this goal are relevant to current issues as well as processes, and meeting their specific needs. It will increasingly seek to partner with other relevant institutions to enhance capacity, effectiveness and flexibility in delivering more services with less burden on its own core resources.

Policy forums and roundtable discussions will be organised around relevant current topics related to sustainable development, including but not limited to natural resources management, climate change, green industrialisation and gender. The Institute aims to become a partner of choice for the government for organising policy forums in areas under its mandate.

One of the Institute's key initiatives is the African Leadership Forum. The Forum will continue to focus on topics related to sustainable development. The Institute's Green Growth Platform will continue to promote a shared understanding of the challenges and opportunities of green growth and to build capacities to take action. The Platform's topics will be identified in collaboration with relevant stakeholders to ensure it remains relevant whilst offering opportunities for

cost-sharing. Most research carried out will be client centred and action oriented. It will support on-going policy and reform processes, advisory services provided by the Institute under Goal 3, as well as training needs assessments for the provision of executive education services under Goal 1. The findings of these studies will also be used in carrying out policy forums, advisory services, as well as for developing training for leaders. This will enable the Institute to respond more effectively to clients' needs.

Academic research will be carried out selectively with clear objectives and links to the Institute's programmes. Taking into consideration the Institute's limited resources, much of the research activities will be outsourced or carried out in cooperation with other research institutes. Internal capacity will also be developed when possible to facilitate these projects.

In its effort to empower women, promote gender equality and inclusive practices, the Institute will increase the number of female participants in its events and ensure that its activities are accessible for emerging leaders. Women's empowerment will be considered in action research. Increased attention will be given to providing executive education services to elected and appointed leaders.

The Institute will increase its outreach on relevant sustainable development issues by introducing innovative and modern communication approaches to complement the *In Focus* television programme.



GOAL  
**3**

# Knowledge and Practice of Good Leadership Advanced

**T**hrough Goal 3, the Institute strives to advance good leadership practice and knowledge by providing more advisory services, including leadership development and systems reviews, in order to meet the growing public service demand. The Institute aims to position itself as a partner of choice for Tanzania's public sector in advisory services. This will allow it to promote leadership for sustainable development in on-going policy areas and other processes thereby ensuring that its work is relevant. Furthermore, the Institute will continue to record and share the leadership experience of prominent African leaders by facilitating the writing and publication of selected memoirs.

The advisory services and systems reviews include, but are not limited to: facilitation of reform programmes; development of

strategic plans; and the review of internal systems in public institutions. The provision of advisory services will benefit from action-oriented research and be driven by clients' needs. This will create synergies between different lines of work within the Institute for the benefit of its clients. While the main client will be the Tanzanian public sector, the Institute can also provide these services to regional organisations of which it is a member, as well as other relevant stakeholders on a cost recovery basis.

The Institute will also increase its outreach on leadership issues by introducing innovative and modern communication approaches to complement the *Meet the Leader* television programme.

# GOAL 4



## UI Recognized as a Centre of Excellence in Leadership for Sustainable Development

Through Goal 4, the Institute aims to ensure that its human and financial resources; together with procedures, systems and practices facilitate effective and strategic development and delivery of high-quality programmes to the satisfaction of its clients. The Institute will increasingly adopt sustainable practices in all its operations.

The Institute will implement an easily understandable strategic monitoring and evaluation framework. This will allow it to systematically measure the achievement of its targets and client satisfaction whilst guaranteeing that financial and human resources are used efficiently and

effectively. The findings will be proactively used 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. Its brand will be communicated more effectively both internally and externally, including in its efforts to strengthen the mobilisation of resources. It aims to build new partnerships and attract financial contributions from clients, partners and other stakeholders, while acknowledging that it will still be dependent on government support as it will need to continue to cater for public sector clients with limited resources.



## → Financing

Based on past experience and projections, the Institute estimates that its financing requirement for the implementation of the five-year strategic plan is about 20 million Euros. The Institute has the ability to scale up its operations should additional financing be available from new partners and/or government.

# 20,000,000 EUROS



## TOWARDS A SUSTAINABLE FUTURE

Through better performing leaders who internalise and appreciate the vital importance of sustainable development, and possess a better understanding of the essence and practice of good leadership, the 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.





We invite you to join us on this exciting journey.

“Leaders are not there to rule, but to lead and to serve.”

– H.E. Ellen Sirleaf  
Former President of the Republic of Liberia





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.

Plot No. 100, Magogoni Street, Kivukoni  
P.O. Box 105753, Dar es Salaam, Tanzania  
Tel: +255 (0) 22 211 0372/3  
Fax: +255 (0) 22 211 0374  
Email: [info@uongozi.or.tz](mailto:info@uongozi.or.tz)

Kambarage Tower (PSSSF Building), 8th Floor  
18 Jakaya Kikwete Road  
P.O. Box 1081  
Dodoma, Tanzania  
Tel: +255 (0) 26 296 3882/3

**[www.uongozi.or.tz](http://www.uongozi.or.tz)**