

# Developing Responsible Leaders for Africa

*A training programme and live-in experience to guide young Africans  
towards ethical living and server leadership*



Initiatives of Change

Report of Harambee Leadership Programme #5  
Ethiopia - 17 October to 30 November 2009



# Becoming the leaders Africa needs ...

A true leader is one who meets people at the point of their deepest need and helps them to see a new way forward.

Too often today leaders seek to meet their own needs, or greed, first and the needs of those they lead later.

Across Africa, young people are rejecting the notion that leaders have to seek their own glory first. They are seeing a better way. A path of service to the people of their continent who hunger for entrepreneurs, politicians, civic and community leaders that will build unselfishly, live and work in honesty and reject corruption in all its forms.

Harambee Leadership Programme sets out to show a new way for the leaders of tomorrow.

It is a two-month experience of living and learning with other young people about ethical and server leadership.

The Programme is now seven years old and more than 100 young people representing most of the countries of sub-Saharan Africa have graduated from it.



## **How did Harambee come about?**

It was developed out of the Clean Africa Campaign, an initiative to promote clean elections, started in Kenya more than a decade ago. The rationale was the need to provide in-depth training and learning for young Africans who might become the future business, civic and political leaders of their countries.

It has been run in four countries, starting in Kenya in 2003, followed by one in South Africa in 2004, Ghana in 2005, South Africa in 2008 and Ethiopia in 2009. The next continent-wide programme will take place in Nigeria in October 2011.

## **What is Harambee's Mission?**

It is to awaken, develop and connect a network of new African leaders who will be relentless in applying moral standards and selfless service in their personal lives.

## **How long is the Programme?**

It is a six- to eight-week programme in two parts run every two years in different African countries. The first part is two weeks of intensive classroom input, facilitated by a diverse international faculty of academics, community leaders and business people. This is followed by four to six weeks of fieldwork, where the delegates interact with leaders and groups across the country in which they are located for the programme.

Each programme contains a mix of up to 20 young Africans from across the African continent.

## **Who runs Harambee?**

It is a programme of Initiatives of Change (IofC), an international network of people committed to doing whatever they can to transform the wrongs in society based on change in individuals, starting with themselves. It has members and associates in over 40 countries.

Through IofC, Harambee has links with similar programmes run in other parts of the world - Action For Life (India and Asia), Gente Que Avanza (Latin America), Foundations for Freedom (Eastern Europe), to name some.

An African Coordinating Group, comprising IofC representatives from several African countries, is responsible for organising and co-ordinating the programme.



# Seven nations in dialogue on leadership...

This fifth Harambee Leadership Programme, held over six weeks in Ethiopia, was attended by 17 young people from eight countries who reflected on and wrestled with the practical requirements of ethical and responsible leadership in 21st century Africa.

For two weeks this consisted of intensive lecture-room work followed by four weeks interacting with different groups and communities in Ethiopia. The first part of the course took place at Bonita Youth Development Training Centre, in Debrezeit, near Addis Ababa. The four-weeks' outreach took place in and around Addis Ababa.

## The Process...

Besides the faculty members from Ethiopia, Kenya, South Africa, Nigeria, Canada, Switzerland and Australia, there were five young mentors, all alumni from earlier Harambee Programmes or lofC's Action for Life. They were continually available as guides and sounding boards for the participants.

In addition a coordination group consisting of lofC members from Ethiopia, Nigeria and South Africa were there for overall direction and advice.

Starting with the two weeks intensive classroom work, the leadership development framework was structured around five principles:

- Self-examination. Through reflection in quiet times, learning about oneself.
- Testing old assumptions. Healthy questioning of accepted knowledge.
- Developing new theories. Asking key questions like, what needs to be changed to make things better?
- New assumptions. Adopting new ideas through deeper insights.
- Decisions. Taking the first steps to change motives, behaviour or situations that need change.

## The Curriculum...

### *The first two weeks*

Each day had about 10 hours of activities that included the following:

- Foundations of Living, a facilitated dialogue and reflection on the moral and spiritual basis for living and acting with integrity and unselfishness.
- A morning session on a range of leadership issues.
- An afternoon session that included case studies in leadership.
- Evening activities that included a time of listening where each of the participants got the opportunity to tell his or her story to the greater group.

### *The four weeks fieldwork*

The purpose of this time was twofold - for participants to learn more of the country that was hosting them, and to apply and further develop their leadership skills in interactions, workshops and presentations to a variety of groups in and around Addis Ababa.

*"Be a social leader before being a political leader."*



Ambassador Mohamed Sahnoun, former President of Initiatives of Change International, addresses diplomats, government representatives and Harambee 5 participants at the African Union, Addis Ababa, at the official launch of lofC Ethiopia. This took place a day before the start of the Harambee programme.

Visits included meeting the Rastafarian Community at Shashamane, living on the land given by Emperor Haile Selassie to the black Diaspora in the early 1950s. It is a unique centre of people from different parts, including the Caribbean, who have returned to reconnect with their roots.

In their second week, the group interacted with Peace Journey in Africa, an inspiring force of young Africans from 24 countries who are daring to re-imagine their continent - and are taking action to make their vision real.

"Peace Journey" was flagged off by the African Union heads of state meeting in Addis Ababa in January 2010 on a six-month campaign across 24 African states. The intent is to address the disastrous effects of civil war and the crises of leadership and corruption in Africa.

The group also visited Mamo Wudneh, author and founding father of lofC Ethiopia, who was celebrating his 50th wedding anniversary.

Further initiatives included interactions with, and presentations to university students. On completion of the programme the group was received by President Girma Woldegiorgis of the Federal Republic of Ethiopia. They were able to share some experiences of their time in Ethiopia with him.

### *Why Harambee is different from many leadership programmes*

It builds a leadership ethos on understanding and managing change, starting with personal change as the basis of change in society. It puts the spotlight on each individual discovering, through reflection and inner searching, his or her moral and spiritual resources. On this foundation - articulated as the four absolute standards of honesty, unselfishness, love and purity - it seeks to develop the edifice of leadership.



# What those who experienced Harambee 5 thought ...



**Eldoma Dawood Abdalla (Sudan)**

I learnt that leadership is most of all about service to others. I have also learnt greater love for my country and for Africa. I know too that I am responsible for my life and the challenges I face. Most importantly, I know I have it in me to seek solutions as opposed to only seeing problems. Instead of blaming the government for all that is wrong in my country, I want to go back home with a renewed sense of responsibility.



**Emishaw Tegegnework (Ethiopia)**

This time with Harambee has been a great opportunity to reflect on the process of personal growth and to learn how to listen to that inner voice which is central to knowing oneself. To me, it was an amazing perspective on leadership to understand the emphasis on personal ethical values and on being the change we want to see in the world by starting with oneself. I left with a sense of the responsibility I have for Africa.

**Fitsum Assefa Adela (Ethiopia)**

Harambee helped me find the leader in me! But it also changed my paradigm of leadership from that of seeing leaders as people served by their followers to an understanding that leaders are there to serve their people. The focus on personal change and responsibility as the basis for action has enhanced my self-awareness and view of how I can be a leader. I have learned how to live and work with people from different countries, cultures and religions.



**James Wamboga (Uganda)**

Harambee has been a defining moment in my life. I learnt that true leadership demands we move outside of our comfort zones and really listen to the concerns of others - not that I must provide instant solutions to their problems but that I understand their points of view. This I will share with my community as a first step in the fulfilment of the African dream.

**Getesh Gimaster (Ethiopia)**

I'm very thankful for Harambee giving me a better understanding of myself. It made me realise the need to always respect others and to treat them with dignity. I have also learnt to serve people with honesty, love and unselfishness.



**Kebebew Ebsa (Ethiopia)**

I have gained a deeper understanding of myself and been challenged to think about my role in the future of Africa. I have learnt how important it is that a leader is guided by moral values like honesty, unselfishness, purity and love. A leader must be someone who develops a vision and can enable others to act. I've chosen to share the experiences I gained in this programme with the youth at my work and to be the change I want to see.



**Mazuba Haanyama (Zambia and South Africa)**

I came to Harambee expecting old theories of how to be a leader. Instead I found love, trust, self-acceptance and a soulful connection with people. I knew this programme was going to shift things in me: I didn't know how much. The sharing of individual stories and experiences touched me deeply. Not only are we committed to seeing our continent prosper, we are committed to bringing personal transformation in our personal lives. "The personal is political" is taking shape in my mind's eye.

**Mbindyo Kimanthi (Kenya)**

Harambee confronted my thinking, stimulated my heart, catalysed my energy and challenged me to get out of my comfort zone and make an impact on the world. I was challenged to remember that when good people are guided and live by principle, act wisely and courageously, then the course of history can be changed. It's time for passionate and enthusiastic young leaders to rise and help write a different story for Africa.



**Mediatrrix Masava (Kenya)**

I have been given tools to handle the challenges that face me in my country. I experienced the tribal clashes that occurred in Kenya and, to some extent, I contributed by my hatred of the other tribe and talking ill of them. What I learnt about the power of love and the way that hate hurts the hater has given me the readiness to work for healing and reconciliation in my home town. I now choose to forgive because we are all one humanity.



**Ndoni Khanyile (South Africa)**

This was an incredibly empowering exercise because together we articulated a very huge vision for Africa. We were putting out ideas with the knowledge that we are choosing to make this live as a reality in our lives. Coming from different countries and circumstances, we were forced to think about the root causes of our challenges and the interconnectedness that will help us find umbrella solutions for our needs.



**Shaneeza Nazseer (Canada)**

Leadership is a calling to stand up and serve people, fulfil a need. Creating the Vision for Africa helped make our training real and practical. The process of putting these words together for the Vision you want to commit your life to is a powerful exercise I won't forget. And living together as a community in the outreach programme created an environment of trust and mutual respect.

**Nicholas Onosigho (Nigeria)**

Harambee has impacted tremendously on my life. It opened my eyes to important things. Most of all it taught me about forgiveness. Tears from releasing pain and grief give healing. Forgiveness starts from the inside to the outside and I am now ready to forgive my mother who walked out on us when I was 13 years old, and bring her back into the family. We harboured so much anger towards her. Holding anger is a poison that eats us from the inside and not a weapon that attacks the person who harmed us.



**Tongo James Elisama (Sudan)**

Harambee has given me a pillar to lean on, being all the young leaders I met who have a vision to change Africa. This network of leaders will empower us to collaborate and integrate our visions as we seek to bring change. My country is going through conflicts and I'm looking forward to sharing my Harambee experiences with my fellow youth so we can be a part of bringing peace. I also want to establish an IofC chapter in my part of Sudan.



**Waratwa Moroka (South Africa)**

Harambee has been a journey of self-discovery that made me realise how critical it is to change myself before trying to change others. I have also learnt the importance of listening, which has helped me connect with God on a different level. Africa is ours to build and nobody else is going to do it for us. Leadership to achieve this is a responsibility, a devotion to the people. And it is a way of life that requires discipline.



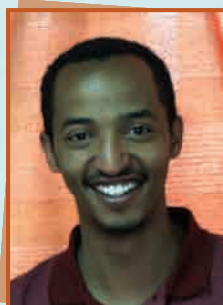
**Werkalem Gihwet (Ethiopia)**

I've learnt a lot about how to be a leader in my own life, how to listen to my inner feelings and how to interact with people. I thought leadership was only for people in positions of power but I realise that all of us can be leaders in taking forward a new vision for Africa. And what has helped me in this new understanding is meeting other young Africans who are open-minded, honest, friendly and with high hopes for the future.



**Yonas Demisse Tiba (Ethiopia)**

This six-week programme has changed my perceptions about leadership in that I now look at leaders as servers not just individuals with the power to give orders. I gathered many important concepts and shared in new experiences in the two weeks of inner journeying and the four weeks of outreach. The influence of the programme on my behaviour has been remarkable and I have great enrichment from connecting with young people from different African countries.



**Zaid Hagos Bahta (Ethiopia)**

I have gained so much on how to change myself and contribute towards change in my country and in Africa. I have learnt to respect others and embrace our diverse cultural values and heritages. I learned the power of the mind - that "everything is possible if our minds be right". I value the privilege of sharing this experience with other young Africans. It was really transforming.



**Harambee 5's Vision for Africa**

An Africa that is economically prosperous, politically vibrant, ecologically sustainable and socially inclusive; a continent of people who celebrate their cultural heritage and diversity, bringing hope to the world.



# Building on the Harambee foundations

The follow up to the Programme itself requires a lot more work!

Three initiatives, in particular, are being promoted to build on the energy and enthusiasm generated by the programme.

- Website. Following Harambee 4 in South Africa in 2008, a website was developed as a networking and interactive tool to link Harambee alumni and indeed the young future leaders of Africa. The website, called Workshop for Africa, underlines the challenges that Africa puts out to its own people - to work to build the future and the societies its people want and deserve. The intention is for this website - [www.workshopforafrica.za.org](http://www.workshopforafrica.za.org) - to be a marketplace of ideas, a sharing network for young and old to explore initiatives and opportunities.
- Harambee chapters. Where feasible, Harambee alumni are encouraged to develop chapters in their own countries or communities where ongoing training - eg weekend Harambee workshops - can take place and become the seed-beds for the biennial programmes.
- Ongoing outreach. The Harambee Programme has already established new linkages between communities and countries that previously had little contact with each other. This will allow an exchange for smaller conferences and workshops. In addition, in the years there is no major Harambee Programme, there will be an All-Africa Conference. The first was held in Kenya in May 2010.



# The People who made Harambee happen

The Harambee Leadership Programme is done on a very tight budget - in this case, under US\$1 500 per person for the full six-week period. Long-term and detailed planning goes into both the content and balance of the programme and the logistical arrangements - international and local travel, accommodation and assembling the faculty.

## The Faculty

The team that put together and anchored the first two weeks of the programme at Bonita Centre in Debrezeit was:

- Lorne Braun, international NGO support expert, Canada
- Alice Cardel, head of training, Initiatives of Change International, Switzerland
- Anthony Duigan, partner in John Carlisle Partnerships, South Africa
- Azeb Girmai, country representative, Environmental Development Action, Ethiopia
- Julius Khakula, chairman, Initiatives of Change, Kenya
- Eric Mafuna, director of African Leadership Group, South Africa
- David and Jane Mills, Initiatives of Change, Australia
- Ashwin Patel, CEO of Ashwin Brothers Chartered Accountants, Kenya
- Speak Africa, Unicef-supported media programme for young people, Ethiopia
- Ambassador Mohamed Sahnoun, immediate past President of IofC International
- Selome Tadesse, trainer, International Leadership, Ethiopia
- Yonatan Tekie, director, Youth Impact Initiative, Ethiopia
- Nadia Webber, Centre for African Leadership Development, Ethiopia

## The Ethiopian IofC Team

The hosts who planned and worked to bring Harambee to Ethiopia were:

- Bilen Arefaine
- Mahider Bekele
- Dawit Dejene
- Yehalu Fisseha
- Hiwot Gebeyehu
- Azeb Girmai
- Addis Mebratu
- Hailu Tadesse



## The Mentors

This is the team that provided daily guidance and personal support to the group:

- Carole Khakula, Kenya
- Stephen Kimaru, Kenya
- Joanne Nabbanja, Uganda
- Ann Njeri, Kenya
- Obas Ukoko, Nigeria

## The Coordinators

The overall planning, coordination and fund-raising was done by:

- Amina Dikedi-Ajakaiye, Nigeria and UK
- Pieter Horn, South Africa
- Nombulelo Khanyile, South Africa

## How Harambee is financed

The Programme is financed by donation. To date, most of the funding has come from IofC sources outside of Africa, but the number of donors from Africa is increasing, a trend that indicates a maturing of the programme and underpins its sustainability.

The positive responses from those who have participated in the Programme over the past seven years, and the initiatives coming from them to tackle the problems in their own backyards, have convinced IofC that Harambee should not only continue, but expand.

There are moves to extend the programme to shorter interventions - weekend workshops - in countries where there are alumni (those who have graduated from Harambee).

To continue this growth and the development of the programme, IofC will be looking for seed funding, particularly in Africa. If you would like to become a partner by investing in the potential of the youth of Africa to change their continent for the better, please contact one of the addresses on the back page.

## Next Harambee Programme

This takes place in October 2011 in Nigeria. For further details and to apply to take part, see the contact details on the back page.



## Our Thanks

Besides those who were in Ethiopia, making the training happen on the ground, it was only possible because of the many donors who provided the finance to stage the entire programme. Harambee's deepest thanks to the following:

Action for Life	Asia	lofC	Australia	Maria Moberger	Sweden
Agenda for Reconciliation	United Kingdom	lofC	Ethiopia	Cleo Mohlaodi	South Africa
Helene Blondel	Switzerland	lofC	Netherlands	Joanne Nabbanja	Uganda
Edmee Botteron	Switzerland	lofC	New Zealand	Ann Njeri	Kenya
Lorne Braun	Canada	lofC	Nigeria	Cain Ormondroyd	United Kingdom
John Burrell	United Kingdom	lofC	Norway	Hanting Pan	Taiwan
Allan Chapman	United Kingdom	lofC	South Africa	Margaret Rohde	United Kingdom
Chinese in Action	Asia	lofC	Sweden	Magret Simms	United Kingdom
Betsy Flood	Canada	Ndoni Khanyile	South Africa	Dorothy M Stewart	United Kingdom
Howard Grace	United Kingdom	Logan Kirk	United Kingdom	TDS Guesthouse	Ethiopia
Mazuba Haanyama	Zambia / South Africa	Archie Mackenzie	United Kingdom	Klaus Turc	Germany
Richard Hawthorne	United Kingdom	Khomotso Maele	South Africa	Lewis Wallis	United Kingdom
Peter Heyes	Canada	John Mallory	South Africa	Obas Ukoko	Nigeria
Digna Hintzen	Netherlands	Mamar Promotion	Ethiopia		
		David and Jane Mills	Australia		



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### Provisional Financial Statement

<b>Income (US\$)</b>		<b>Expenditure (US\$)</b>	
Corporate	28 938	Travel: international	17 417
Participant donations	4 945	Travel: local	903
Private donations	15 211	Accommodation: training Venue	2 353
		Training venue: direct costs	10 610
		Accommodation: during fieldwork	7 843
		Administration: general	1 874
		Design, printing and postage of Harambee report (estimate)	2 000
		Contingencies	198
<b>Total</b>	<b>49 094</b>	<b>Total</b>	<b>43 198</b>

The balance of US\$ 5 896 will be used for the next project of the Harambee Africa Leadership Training Programme.

### Contact details

**Secretariat**  
Initiatives of Change  
P O Box 11753, Hatfield  
0028, Pretoria, South Africa

Telephone: +27 12 343 1674  
Facsimile: +27 12 344 4425

**Amina Dikedi-Ajakaiye**  
aminadkd@hotmail.com  
**Pieter Horn**  
phorn@iofc.org.za  
**Nombulelo Khanyile**  
nkhyanyile@iofc.org.za

**Coordination: Ethiopia**  
Initiatives of Change  
Box 15246,  
Addis Ababa, Ethiopia

Telephone: + 251 11 661 0057 / 662 3598  
Facsimile: + 251 11 662 3703

**Dawit Dejene**  
dawitd1@yahoo.com.

**Websites**  
Initiatives of Change: [www.iofc.org](http://www.iofc.org)  
Workshop for Africa: [www.workshopforafrica.za.org](http://www.workshopforafrica.za.org)