

Solving tough problems: Creating new realities

*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 # 6
Nigeria – 26 October to 20 November 2011

Creating New Realities ...

Many of Africa's people live in the desert. A desert caused by bad leadership and corruption. And like the Sahara desert, which is pushing thousands of people out of their homes as it moves inexorably southwards, it grinds the ordinary person and destroys livelihoods and hope.

Africa has also let its leaders get away with bad leadership, too often accepting crumbling infrastructure, poor service, bad government and not going beyond grumbling.

Yet, there are always exceptions - people who stand up and make a difference. People who see a need and take action. These are true leaders. People of courage and resourcefulness. How can more of such leaders be grown?

This is the challenge for those young Africans who reach for a purpose larger than themselves. Individuals across Africa who will create a new reality for their people.

The success of our generation in responding to challenges in the 21st century will not be measured by the volume of blueprints and strategic plans but by the passion and integrity with which they serve their countrymen.



The journey thus far...

Harambee Africa 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 in their countries.

The **Harambee** training held in Nigeria was the sixth in a series of programmes that started in Kenya in 2003, South Africa in 2004, Ghana in 2005, South Africa in 2008 and Ethiopia in 2009. The programme has trained over 100 participants who are now engaged at different levels of influence in governments, business, UN agencies and civil society initiatives.

Harambee's mission

To train and empower a new corps of African leaders who live by ethical standards, act with integrity, serve selflessly and together build a network of effective change agents.

Harambee - the programme

Harambee 6 was run in two parts over three weeks. The first week in Lagos consisted of intensive classroom input, facilitated by a diverse international faculty of academics, community and business leaders. This was followed by two weeks of fieldwork, where the participants, interacting with leaders, students and other groups in the central and northern parts of Nigeria, had the opportunity to apply some of their learning and personal experience.

Harambee is a programme of Initiatives of Change (IofC), an international network of people committed to doing whatever they can to transform society based on their own personal change, absolute moral standards and the guidance of God. 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) and Foundations for Freedom (Eastern Europe).

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



Developing leaders to tackle the pressing needs of Africa

This sixth edition of the Harambee Leadership Programme, over three weeks in Nigeria, was attended by 16 participants from eight different countries - Kenya, South Africa, Uganda, Ghana, Cameroon, Ethiopia, Nigeria and Afghanistan. They reflected on their role in creating solutions to solve some of Africa's greatest concerns in a bid to make it the continent of the 21st century.



The launch of Harambee 6 at the Tafawa Balewa Square, Lagos, first National Parliament of independent Nigeria

The process

The intensive classroom period was facilitated by Anthony Duigan, a communications and management strategy consultant from South Africa, and faculty members from Scotland, Nigeria and South Africa. There were also six mentors, all alumni from previous Harambee programmes, who were available as guides and sounding boards for the participants.

The one-week classroom work was structured around five principles:

- **Self-examination.** Through reflection in quiet times, learning about oneself.
- **Testing old assumptions.** Healthy questioning of accepted knowledge so as to deepen personal understanding.
- **Developing new understanding.** Asking key questions like, what needs to be changed to make things better? What should I change in myself, or in the situations I have to deal with? What differences would such change make and mean to me?
- **Adopting new knowledge.** Coming to deeper insights through the process of discussion, listening and introspection.
- **Decisions.** Taking the first steps to change motives, behaviour, attitudes or situations that need change - and making personal commitments.

The curriculum

First week

Daily activities included:

- Early morning reflections - a time of listening and the opportunity to connect to God as each person understood the Divine.
- Foundations for Living - a facilitated dialogue and reflection on the moral and spiritual foundation for living and acting with integrity and unselfishness.

- A morning session - interactive learning and discussions around a range of leadership modules and issues.
- An afternoon session - again, interactive and including case studies in leadership.
- Family group meetings - where participants could share and discuss the learnings of the day.
- Evening activities - a time of listening where each participant got the opportunity to tell his or her story to the larger group.

Anthony Duigan, Harambee curriculum facilitator, challenged the participants, to find their own sources of inspiration and knowledge as leaders, adding that '...leadership is not a position; it's tackling a purpose greater than mere self-interest.'

Paul Craig, a management specialist in international development, who worked in donor-funded projects across the developing world, gave personal experience about the rewards of ethical behaviour in the face of the temptations of bribery and corruption that often dog development initiatives.

Eric Mafuna, founder of the African Leadership Group in South Africa, took the participants through the African Models of Leadership and challenged the group to be ready for leadership.

Governance, Africa's greatest priority

A highlight of the first week was a discussion on leadership with **Chief Emeka Anyaoku**, former Secretary General of the Commonwealth and currently the advisor to the President of Nigeria on International Affairs. "The single greatest need we have in Africa," he said, "is for ethical governance and the equality of all citizens before the law."



Chief Anyaoku with group

Two-week fieldwork programme

The purpose was -

- for the participants to learn more about Nigeria's history, culture, governance and challenges
- for them to apply and sharpen their leadership skills through interactions, workshops and presentations to the groups and institutions they visited

They had an opportunity to travel to Kaduna and Kano within the northern region and Abuja in the central region. In the recent past, Kano and Kaduna have been at the centre of ethno-religious conflict. In Kaduna, the group worked closely with Pastor James Wuye and Imam Ashafa of the Interfaith Mediation Centre in peace-building programmes to bridge religious and ethnic divides.

They were interviewed live on national TV and radio (Kaduna State Media) where they shared the importance of each individual accepting the role of reconciler and healer.

What they said about Harambee 6



Hermela Zeleke (Ethiopia)
Marketing Management student

For me, the key was to know and understand the "real me". This programme truly awakened me from my sleep. I used to be a person who didn't care about what's going on in my country. I have made a decision to listen to my inner voice for direction instead of doing things without a decision.



Samuel Muiruri (Kenya)
Social Worker

The sort of leadership that Africa is looking for is based on heart. So many leaders have been very smart in ideologies but the people they lead end up suffering. To transform my society and the African region, I have learnt that I have to act with honesty and commitment. During the outreach, all the people we met had a story to tell. I have honestly discovered that our stories of change are powerful tools for engaging others for change. I have learned that teaching alone cannot save people but it's the way we live that creates change.

Arebe Goodluck Ofejiro (Nigeria)
Secretariat of Education

It taught me the importance of being part of changing my country and the power of self-control and forgiveness. Also, the evening sessions where people shared their sadness, created a sense of joy, peace and love.



Mohammadou Sopse Umarou Yayah (Cameroon)
Student in International Relations & Strategic Studies

I have learnt how to focus on trying to be the solution to the problems in my society and to be proactive in order to leave a society for future generations that is better than the one I found.

Opara C. Julius (Nigeria)
Accountant

I have come to understand that being myself rather than trying to be the shadow of myself yields the better results. I have decided to listen more, act more and speak more because I have come to understand that it pays to allow the inner being to take control.



Mary Naa Kutorkor Amon Col-Ross (Ghana)
Law Student

Harambee has taught me to live in harmony with people of diverse cultures, religions, customs and traditions. I also learnt how to conduct fruitful meetings and to stand in front of people without fear. With courage and truthfulness, let others know what they have and what they can do with the little they have.



Ahmed Javed Oria (Afghanistan)
Teacher

This programme changed my perception about leadership. I always thought of a leader as a person who is in a position of power. After this programme I realize that everyone can be a leader by bringing about small steps of change. This programme gave me an opportunity to look deep inside myself and discover my journey of life - who am I, where I am going. Like the Imam said: "If you want to be a great person, you have to know yourself, who you are and what your needs are."

Ruth Kefas (Nigeria)
Peace Builder/Conflict Mediator

Harambee has helped me discover more of my potential and to see myself as a leader. I also learnt how to make people around me feel important and to help them express themselves. I have decided to stand up with courage to bring about changing my community, country and the continent. I want to do this by being a bridge builder in society because change starts with me.



Hayatu Ashafa (Nigeria)
University student

Coming from a region that faces a challenge of religious and ethnic divisions, I feel that I have a responsibility to engage my people so they can find ways of bridging these divides.



Nohgwe Helen Yogo (Cameroon)
Masters student in Sociology

Harambee 6 leadership training programme has left me with enough conscious thought around the major question: "How can I make the difference?" I became mindful of the fact that, to live an authentic and integral life, I must abide by specific values which to me are absolute honesty, purity, selflessness and love.



Leon Marinowitz (South Africa)
Masters graduate in Philosophy

I believe that nothing the leader says should be about himself but about helping to guide the people around him into greater liberty so that eventually he is not needed. Harambee 6 taught, challenged and encouraged me to live from the heart. The space Harambee created for young Africans from different countries, cultures and faiths to live and learn together was absolutely amazing.



Alfa Momoh (Nigeria)
Peace Builder/Conflict Mediator

This programme led me to discover the need to change myself in order to change others. Also, the power of quiet time. I have made a commitment to challenge myself to do the right thing at all times and to work to build a society where people will co-exist peacefully, respecting the culture, religion and ethnic background of others.



Joanne Wuye (Nigeria)
University student

The most outstanding thing for me during this programme was the quiet time which has helped me to listen to the inner voice in me and to grow understanding of myself. I have also learnt the importance of listening to other people's stories in order to learn from them and also to be committed to change myself.



Evans Kwarkye (Ghana)
Accountant

During reflections and quiet time, I was able to re-discover myself and see where change is necessary in my life. Foundations for Living became my anchor and its lessons will help me to make things happen. I have decided to impart whatever I have studied, observed or discovered from this Harambee programme to my colleagues at work and at church.



Khalid Mohammadi (Afghanistan)
College graduate

The most outstanding thing for me in the Harambee leadership programme was meeting great leaders and change-makers like Imam Ashafa and Pastor Wuye. Through meeting them I got to learn that I can be a peacemaker in the world, especially in Afghanistan. This programme gave me another chance to go deep within myself and discover who I am.



Sam Oyirwoth (Uganda)
Law student

I envision an accountable and God-fearing leadership in Africa, developed through a network of individuals and institutions that are focused on leadership development. Having a picture bigger than myself as a foundation for leadership has changed my thinking. I will go home and forgive all who have wronged me and apologize to all I have wronged or disappointed.



'Africa is in search of leadership. Our faith motivates us to build bridges.'

Imam Ashafa & Pastor Wuye

Building leadership step by step...

During the two-week outreach, each participant was given responsibility for one of the days and had to plan and coordinate all activities. This included briefing the group on the day's schedule, delegating specific responsibilities to other team members and engaging with the team and our hosts throughout the day. At the end of each day, the participant's leadership was evaluated and necessary feedback given. In this way, the participants got to explore different styles of leadership and to evaluate what worked well and what could be improved.



Imam Muhammad Ashafa

The outreach gave an opportunity for the participants to experience different facets of Nigeria. During the time in Kaduna they met the colleagues of Imam Ashafa and Pastor Wuye who also work to build bridges of understanding and forgiveness. They visited the Emir of Kano, Abuja's Centre for Peace and Conflict Resolution, the Islam Centre, the national mosque and the national church. These places are considered vital symbols of social and inter-religious unity to Nigerians.



Pastor James Wuye



The Emir of Kano hosted the group at his palace. He challenged them to be pillars of the future, to do good works and to maintain peace in the society.



Leon Marincowitz (South Africa) making a point during a discussion.



The team also had an opportunity to visit a project by a Nigerian, Ahmed Yahaya who has constructed a house from recycled plastic bottles, with the ability to withstand an earthquake measuring up to 7.6 on the Richter scale.



Famous Nollywood actor, Justus Esiri, with members of Harambee

'Visionary, focused and determined leadership is all that is needed to change the country.'

Prof. Abolade Adeniji

The people who made Harambee happen

The Harambee Leadership Programme is done on a very tight budget - in this case, under US\$3 400 per person for the full three-week period which includes all costs. 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 week of the classroom training included:

- Anthony Duigan, partner in John Carlisle Partnerships, South Africa
- Prof Adolade Adeniji, Associate Professor of History and International Affairs, Lagos State University, Nigeria
- Eric Mafuna, director of African Leadership Group, South Africa
- Paul Craig, management specialist in international development, Scotland
- Zik Zulu, a political commentator and journalist, Nigeria
- Dele Ajakaiye, film-maker, Nigeria

The Nigerian lofC team

The hosts who planned and worked to bring Harambee to Nigeria included:

- Abiodun Owoseni
- Agboola Fisher-Thomas
- Benedicta Opara
- Felicia Odetoyinbo
- Lanre Ibiwoye
- Obas Ukoko
- Yomi Ogunye



The mentors

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

- Kofi Bassaw, Ghana/United Kingdom
- Mbindyo Kimanthi, Kenya
- Joanne Nabbanja, Uganda
- Ann Njeri, Kenya
- Obas Ukoko, Nigeria
- Paul Agbih, Nigeria/Germany

The coordinators

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

- Amina Dikedi-Ajakaiye, Nigeria/United Kingdom
- Pieter Horn, South Africa
- Nombulelo Khanyile, South Africa

How Harambee is financed

The programme is financed by training fees paid by each participant, donations from private individuals and from lofC sources inside and outside of Africa. 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 lofC that Harambee should not only continue but expand.



Our thanks to those who supported Harambee, from near and far

lofC Nigeria
 lofC Australia
 lofC South Africa
 lofC Sweden
 EMI Systems Ltd - Nigeria
 God First School - Nigeria
 Kaduna Interfaith Mediation Centre - Nigeria
 Nigeria Aviation Handling Company
 Sylvia Zuber Fund - UK
 Irene Prestwich Trust - UK
 Friends of Africa Fund - UK

Assefa Bekele - Australia/Ethiopia
 Edmée Botteron - Switzerland
 Kofi Bassaw - Ghana
 Paul Craig - UK
 Robin Evans - UK
 Victor Gotevbe - Nigeria
 Edafe Ikesi - Nigeria
 Nombulelo Khanyile - South Africa
 David and Jane Mills - Australia
 Marielle Thiebaud - Switzerland

Financial Statement

Income (US\$)

Corporate donations	46 487
Participant fees	5 022
Private donations	5 467

Total	<u>56 976</u>
-------	---------------

Expenditure (US\$)

Accommodation/catering	19 953
Preparation & administration	10 882
Travel international	
+ transport Nigeria	15 929
Printing report and postage	1 500
Post Harambee – All Africa Conference, Cameroon	6 548

Total	<u>54 812</u>
-------	---------------

The surplus of US\$2 164 will be used for further Harambee training programmes.



Coordinators

Amina Dikedi-Ajakaiye
 aminadkd@gmail.com

Nombulelo Khanyile
 nombulelo.khanyile@gmail.com

Pieter Horn
 phorn@iofc.org.za

Coordinators Nigeria

Abiodun Owoseni
 owoseniaj@yahoo.com

Obas Ukoko
 obukoko@yahoo.com

Contact Details

Secretariat

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

MRA/Initiatives of Change - Nigeria

4 Lawrence Rd,
 By Mosley Rd, Ikoyi
 Lagos, Nigeria

Websites

www.iofc.org
 www.iofcafrica.org

Photo Credits: Mbindyo Kimanthi, Pieter Horn