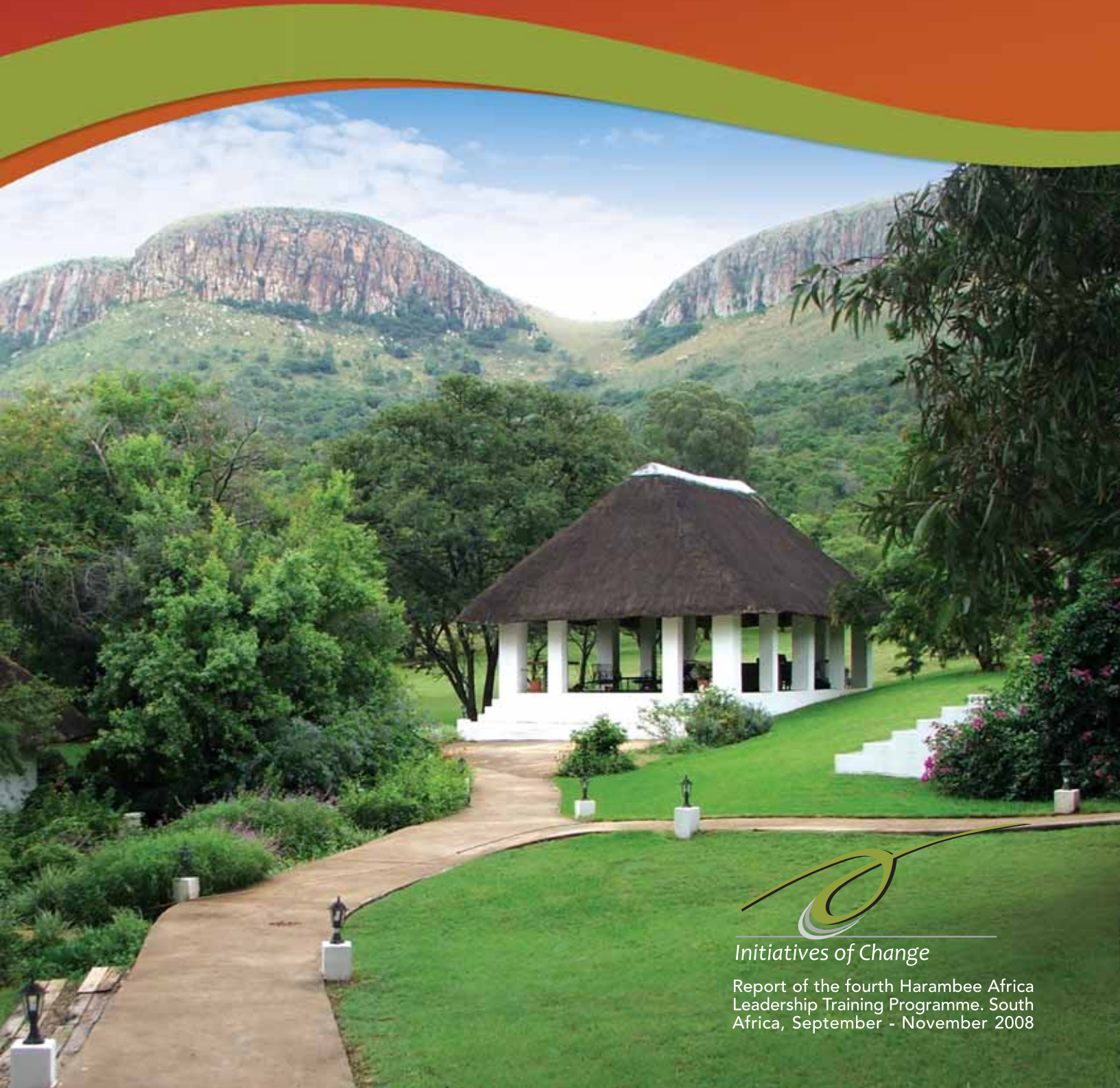


# Exploration into Moral Leadership and Service in 21st Century Africa

## *Harambee Africa Leadership Training Programme*

Preparing young people for ethical living and leadership in Africa



*Initiatives of Change*

Report of the fourth Harambee Africa Leadership Training Programme. South Africa, September - November 2008

# Why leadership training in morality and service...

"Africa's leaders have too often failed their people. The greed for power and money has even driven some leaders to sacrifice the ordinary people to benefit themselves. They have instigated tribal divisions to get or to hold onto power; they have stolen money from their people; they have withheld the development the continent so badly needs.

But the ordinary people of Africa have failed as well. We have willingly accepted to be actors in these leaders' scripts of hatred, greed and inhumanity. And the unhealed wounds of this legacy remain a source of conflict - within families and communities, between people of different ethnic backgrounds and political affiliations. No more.

Now we will work to build trust and reconciliation with unstinting vigour and relentless commitment. We, the people and those who would be our new leaders, will together break the chains of hatred and animosity, of acceptance of less than we deserve, of approval of corruption and greed."

*Ann Njeri, Kenya, and Morrison Saidu, Sierra Leone*

## ***It starts with building a new brand of leaders ...***

*Harambee Africa* is a leadership training programme designed to guide young people towards ethical living and leadership in Africa.

Through its activities over eight weeks of theoretical and practical inputs, *Harambee Africa* seeks to awaken and nurture the future leaders of Africa who will serve with integrity and become agents of positive change.

This programme was the fourth in a series under the umbrella of the Clean Africa Campaign. The first took place in Kenya in 2003; the second in South Africa in 2004; the third in Ghana in 2005.

## ***The Vision of Harambee Africa Leadership Training Programme***

A new leadership ethos defined by commitment to the core moral standards and selfless service to the ordinary people of Africa.

## ***The Mission***

To awaken, develop and connect a network of new African leaders who will be relentless in living moral standards and selfless service.

Harambee Africa is a programme of Initiatives of Change (IofC), a network of people committed to the transformation of society based on change in individuals starting with themselves.

## THEMES

- Leadership, Morality and Service
- From the Africa We Have to the Africa We Want
- Lessons from 21st Century African Leadership
- The Visionary Leader
- The Leader as Transformer
- Creators of a Different Future and more



# THE HUMAN Infrastructure

Thirteen young people. Seven African countries and India. An eight-week "experience" - two weeks of interactive learning and six weeks of fieldwork across three provinces of South Africa.

Another milestone on the journey to prepare young people for one of Africa's great needs - men and women in politics, business, and community organisations who will serve without fear or favour, lead with authority tempered by moral principles and consistently speak truth to power.

The human infrastructure of a continent's sustainable growth and development.

## The Curriculum ...

The theme - Exploration Into Moral Leadership and Service in 21st Century Africa - was developed in two parts:

1. In lectures and workshops
2. In fieldwork

The first two and most intensive weeks of the programme took place at a conference venue outside Pretoria - Chapel Hill in the Magaliesberg. Four elements of leadership were presented, debated and reflected on by the 13 participants in large and small groups:

### *The Art of Leadership*

1. Lessons from 21st Century African Leadership
2. From the Africa We Have to the One We Want
3. Innovation and Trust-Building
4. Creators of a Different Future

### *The Heart of Leadership*

1. The Authentic Spirit of African Leadership
2. The Heart of Transformation
3. Building Relationships From Conflict
4. Engaging with Environmental Issues



### *The Authority of Leadership*

1. The Power of Serving Leadership

### *The Tools of Leadership*

1. Core Interactive and Behavioural Skills
2. Facilitation and Presentation Skills



## The Fieldwork ...

The six weeks following the classroom programme were spent applying the learning and gaining more self-knowledge.

This part of the programme took the group to a number of provinces. First, to Zastron in the Free State and then to Sterkspruit in Eastern Cape where they organised presentations and interacted with hundreds of learners from 10 schools as well as with a correctional service facility. From there they travelled to the Western Cape where they met with political leaders of the ruling and opposition parties. They then gave further presentations, and shared personal stories with groups of learners, community members and business people in the Western Cape - in Khayelitsha, Masipumelele, Cape Town and Hermanus.

Back in Gauteng, the economic heartland of South Africa where they were based, they visited and interacted with teenage boys in a remand centre, 600 pupils at a rural primary school and took part in a one-day Connecting Communities workshop in a suburb west of Pretoria.

They also met with members of the African Leadership Academy in Johannesburg, were interviewed on JoziFM radio and assisted with the litter clean-up of the area around the centre where they were staying - an acceptance of the responsibility of the leader for the environment as well as for the people living in it.

Out of the experience of the Harambee Africa Leadership Training Programme came the impressions and reflections of those who took part ...



Nelly Njoki, Kenya - Advocate of the High Court of Kenya

Leadership in Africa has left a lot to be desired. Poor governance, leadership wrangles, corruption, nepotism, a culture of impunity and sheer greed for power to manipulate systems have characterized African leadership both at the political and community level. When leadership encompasses both the private and public person, it stops being a position and becomes a calling, and that is what makes all the difference with the *Harambee Africa Programme*.



Leo Tchoukwam, Cameroon and South Africa - Businessman

One of the most important lessons I have learnt so far is that leadership is about being proactive, taking initiative and doing things. I have for too long been afraid to speak out because of analysis paralysis. I will rather discuss and argue about leadership instead of living it. It is now time for me to live out the leadership that I know and am learning.

Khomotso Maele, South Africa - Internal Sales Executive

The key was the four absolute standards which I see as the guiding lights of leadership. I believe by working through these principles one will always have a reference point from which to make decisions. In this way a leader is able to treat people the same irrespective of their position or the leader's relationship with them. It means that what such a leader says and does will be guided by absolute love, unselfishness, purity and honesty.



Obas Ukoko, Nigeria - full-time IofC member and *Harambee Programme* co-ordinator

In most African countries the abuse of authority that goes with leadership is a long existing phenomenon. The "what's-in-it-for-me?" syndrome instead of the "what's-in-it-for-you?" mentality has eaten deep into the fibre of our modern day politics. Thus, attempting to inculcate

humility and selfless service into leadership in contemporary Africa is sometimes viewed as an over-ambitious and elusive ideology. That is why inculcating one core element of leadership - instilling an approach that sees a need, meets it and doesn't care who gets the credit - is beginning to answer some of Africa's leadership failures. *Harambee Africa*, which addresses these and other pressing issues of leadership, is happening at a critical time for Africa.

Thabiso Sigidi, Zimbabwe - previously, bursar for School for Disabled

I learnt that I need to move outside my comfort zone and experience new things, that I should seek to understand rather than be understood, that I need to be purpose-centred, committed and to continually set high standards and goals for myself. The *Harambee Programme* also opened my eyes to what living the four moral standards is all about.



Morrison Saidu, Sierra Leone - former national coordinator, Clean Elections Campaign, Hope- Sierra Leone organization.

The leadership of the past has caused a number of problems that the young people of the continent are paying for. Now we have to grab the courage to enter into a fundamental state of leadership and change the future. During some of our outreach presentations there was a challenge for me to

be the embodiment of what I tell other people. I realized that just talking about change doesn't really help. You need to talk about the practical steps you have taken as an individual to change. I have a vision that my friends in *Harambee* will be found in vitally important leadership positions in the next five years. They will need care and support in the challenges they will face. I would like to be there for them while responding to my own passion and call to make others great.

“As I have said, the first thing is to be honest with yourself. You can never have an impact on society if you have not changed yourself... .”

Nelson Mandela

**James Mangte, India - full-time IofC member and Harambee Programme co-ordinator**

I have learnt to see and enjoy my African colleagues as close friends, not so different from me. I come from a very diverse part of India and often feel we don't do as well as we are potentially capable of doing simply because we don't know how to appreciate our differences and work together to change things for the better. *Harambee Africa* has taught me about accepting differences and working with each other. Now when I go back to India I have no doubt that I will be more comfortable and confident in working with people from other communities, religions and races because of what I have learned in Africa. I also take back a decision to put right some of my past mistakes, including dishonesty.



**Halima Akmal Jemal, Ethiopia - Secretary, Ethiopian Islamic Affairs Supreme Council**

When we learnt about the four standards I began to see the distance between me and those standards. I decided to take them seriously and use them as principles for my life. Then I found them the same as 'Koranic' teaching. The *Harambee Programme* has been my defining moment, giving me a vision of living the absolute standards for life and helped me to be proud of being an African. Finally, it was the outreach programme that followed the first two weeks of training that really showed me the value and importance of the *Harambee Programme*. Without this Harambee would not have been nearly so meaningful for me.



**Stephen Kimaru, Kenya - Law student**

As an African I feel I am not doing enough to make a difference and also not doing enough to build on what is good. I believe that I should be a catalyst for achieving what Africa needs the most - re-affirming hope. This entails recapturing the spirit of Africanism.

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**Addis Mebrahtu, Ethiopia - Architect, observer of the Harambee Programme**

The most significant impact of the *Harambee Programme* for me was a better understanding of myself as an African. Most of us in Ethiopia are xenophobic about Africa and this programme gave me the opportunity to understand better the sentiments, temperaments and attitudes of my fellow Africans from different parts of the continent. In addition, the training showed me the links between personal change and societal and continental change and the relationship between the four standards and the changed leadership needed in Africa.



**Susan Kasula, Uganda - Data-processing Clerk at an AIDS NGO**

I did not like facing the truth about the dishonesty, impurity, selfishness and resentment that lie in me. This has moved me to put right some of the wrongs in my life which include apologising to my young sister when I go back home. To do this will take courage on my part. I have also learned through the *Harambee Programme* that it's possible to let our religious, racial and nationality differences be a cause for celebration and dialogue, rather than conflict. When we deny others because of such differences, we deny God and lose the true essence of humanity.



**Cleo Mohloadi, South Africa - Nursery school assistant**

The first two weeks of the *Harambee Programme* was filled with lots of lessons regarding the type of choices I need to make in my life. The words like team-player, morality, discipline, responsibility, authenticity and service in personal and public leadership, helped create in me a clearer direction in my decision-making. I was inspired to think of nature and how it looks after us unconditionally. I decided to start recycling in my area, instilling a passion in the community to be responsible for the environment. I also personally ended the relationship I had with my boyfriend as it wasn't what I needed and I realized I was in it for all the wrong reasons.



**Tsitsi Katito, Zimbabwe - Graduate in tourism and hospitality studies**

The Harambee experience has taught me to stop pitying myself because my issues are minor. I have learnt to listen to my surroundings and get to know that there are more serious issues out there. The bitterness of an incident that happened to my family in 2003 had scared me seriously and had tainted both my view on a lot of things and my relationships. I have decided to let go of this as a result of what I learnt through Harambee. Without this experience I would not have even thought about things and felt the need to forgive and ask for a better understanding of what really happened.

## Words from members of the Fourth Harambee Leadership Training Programme Faculty ...

"You will give leadership only if you know yourself and take 100% responsibility for your own life. This means accepting the things that have happened in your past, your childhood, and accepting your parents with all their mistakes. The bitterness that comes from non-acceptance of these things stops many from gaining the strength to move on in life." **Ren-Jou Liu, IofC, Taiwan**

"Honesty can make crucial differences in all spheres of human existence. Take religion. Through honesty, believers can come to the insight that although their particular religion has spiritual treasures in which they believe, these cannot be decisively proved. That frees them from superficial certainties and enables them to instead seek the profounder meaning of their faith and thus experience the life-transforming essence of what they believe." **Prof Jannie Malan, African Centre for the Constructive Resolution of Disputes, Cape Town.**

"The concept of ubuntu (a uniquely African belief system) implies an approach to life that emphasizes teamwork, attention to relationships, mutual respect and empathy between leader and followers." **Coto Makaba, Motivational Trainer and Life Coach, Johannesburg**

"There is a leader in each person but you must find how to give expression to it. Potential leaders are born, but effective leaders are made as a result of individuals using opportunities, building on experience and using every chance to develop themselves." **Prof Stephen Hendricks, Ukusebenza Development Consulting, Pretoria**

"To move people from being consumers of the environment and its resources to becoming custodians - that is a worthy challenge. And it must be a sacred duty of authentic leaders to promote this profound shift, to influence people to practice good stewardship of what our Creator has entrusted to us. This is what I believe should be the fifth moral standard." **Helen Duigan, Rhenosterspruit Nature Conservancy, Tshwane**

"Peace, progress and prosperity of peoples and nations come at a price - through lives of moral integrity. But all too often, this integrity is destroyed by human nature. The challenge is to learn the art of managing human nature, a task only God can help us with." **Prof Cornelius Marivate, Professor Emeritus of African Languages, Pretoria**

"One can learn to lead but cannot be taught to lead: one can prepare for leadership but cannot be trained. That's why leadership is such an individual and personal issue. Leaders who are driven by power and what they can get out of their position are reluctant to share power. Those who invest their passion and energies in the quality of their performance and what they deliver to their followers, are eager to share it. That will tell you which is true leadership." **Anthony Duigan, John Carlisle Partnerships, Tshwane**



## Making Africa Work

Through the weeks together in South Africa, writes Morrison Saidu, one of the Harambee delegates, we reflected on the need to work for trust-building in many of our situations and reaffirmed our commitment to nurture the future leadership of Africa to serve with integrity and to become agents of change.

As one tool to support this commitment and to link together those who would seek to take up leadership, we have set up a continental website called "Workshop For Africa". The intention is to connect people who want to make a difference and seek to give and receive support in their efforts.

It will be a showroom of trust-building initiatives. It will identify and develop interventions for collaborative work with other individuals and groups across Africa. It will market new ideas and share thoughts. It will be a forum to offer guidance to young people actively involved in actions in their communities.

We will seek to build this networking tool into a resource base that includes programmes, projects, reports, news, discussions, photographs, work plans, media packages and initiatives in support of the *Harambee Programme*.

It will aim to encourage young people to take responsibility, to embrace and commit to the moral standards, to support each other in showing Africa what authentic leadership can achieve.

With a common message, common tools and uncommon stories we can better support one another to be the change we want to see in the world.

This website is up and running.  
See [www.workshopforafrica.za.org](http://www.workshopforafrica.za.org).

### Outcome of the *Harambee Programme*

This website is one practical outcome of the fourth *Harambee Programme* and will spearhead and draw together initiatives across the continent, providing a focus for ideas and discussion.

## Faculty

- Yaa Ashantewaa K Archer - Director: Siyavaya Afrika Consultants, Jamaica
- John Bond - Chair: Sorry Day Committee, Australia
- Anthony Duigan - John Carlisle Partnerships, Tshwane
- François Duigan - Partner: Duigan Brothers, Pretoria
- Helen Duigan - Chairman: Rhenosterspruit Nature Conservancy, Tshwane
- Nico Ferreira - Co-founder: Stutterheim Development Foundation, Hermanus
- Prof Stephen Hendricks - Ukusebenza Development Consulting, Pretoria
- Derek Jooste - Weva Interactive Communication, Johannesburg
- Prof Chris Landsberg - Dept Political Science, University of Johannesburg, Johannesburg
- Ren-Jou Liu - Initiatives of Change, Taiwan
- Prof Cornelius Marivate - Professor Emeritus: University of South Africa, Pretoria
- Coto Makaba - Motivational Trainer and Life Coach, Johannesburg
- Prof Jannie Malan - Senior Researcher: African Centre for the Constructive Resolution of Disputes (ACCORD), Cape Town

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Estelle Lapan	South Africa

The next Harambee Africa Leadership training programme will take place in Ethiopia. For further information, please contact Addis Mebratu at: [addis.mebratu@yahoo.com](mailto:addis.mebratu@yahoo.com).



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### Finances

#### Income

Corporate	135 775
Participant donations	4 882
Private donations	73 850
<b>Total</b>	<b><u>214 507</u></b>

#### Expenditure

Transport	49 571
Administration	19 609
Contingency	2 000
Training venues and facilities	138 695
<b>Total</b>	<b><u>209 875</u></b>

Provisional unaudited accounts. All figures are in South African Rand. A detailed Income/Expenditure statement is available on request. The balance of R4,632 will be used for future projects of the Harambee Africa Leadership Training Programme.

### Websites

Initiatives of Change - [www.iofc.org](http://www.iofc.org)  
Action for Life - [www.afl.iofc.org](http://www.afl.iofc.org)  
Caux Scholars - [www.cauxscholars.org](http://www.cauxscholars.org)  
Workshop for Africa - [www.workshopforafrica.za.org](http://www.workshopforafrica.za.org)

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