

The Enablers and Disablers of Leadership for Transformational Change in Africa:

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Methodology and Results
of a Pilot Project in Tanzania.

A product by:
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Preface

The Albert Luthuli Centre for Responsible Leadership (ALCRL) aims to develop the next generation of responsible leaders who believe in social justice and environmental sustainability. These leaders will care deeply about the common good and be passionate about leaving behind a sustainable future planet.

An important part of achieving this vision for the ALCRL is to deepen our understanding of what leadership constitutes, and more specifically, in the African context.

As much as we acknowledge that Africa is a complex and multi-faceted continent, and the leadership within even more so, we have to start somewhere. This is done by investigating what existing literature provides us with and more importantly, gathering evidence through empirical research on the issue of leadership in Africa today. It is evident that the bulk of research done on leadership in Africa to date, originates not from African Academics, but sadly from outside our continental borders. The ALCRL aims to fill this gap by conducting empirical research, adding to the body of knowledge and ultimately building a solid base of evidence related to leadership in Africa. The ALCRL believes that the African continent is not only endowed with an abundance of natural resources, but also with indigenous knowledge on leadership, which is generally unexplored.

During the pilot phase that was conducted in Tanzania, we quickly realised that the most inspiring stories on leadership sadly have not made it into academic journals, let alone to wider audiences across the continent. According to us, these unwritten and inspiring stories on leadership form the backbone to a continent in dire need of transformational change and progress for the common good. Exploring and analysing these stories of leadership for transformational change became a most informative project pointing towards the wealth of knowledge that currently exist on the continent. The knowledge generated not only provided us with new insights into leadership in Africa, but also through the inferences advanced our understanding of the practice of leadership in Africa.

The risk of generalising the results of the Tanzanian phase across the continent remains an important caveat, although it clearly pointed towards some interesting themes that emerged on what enables and disables leadership for transformational change. It also provides us with some preliminary expressions of leadership, once

again highlighting the relevance of this study and the enormous gap in existing literature, whether it is academic or popular. These expressions undoubtedly pave the way for future research that will focus on leadership behaviour, styles and consequent leadership development interventions with the aim to improve the quality of leaders the continent so desperately needs at the moment.

Based on the above, it can be argued that there is no need to justify a local study, done by African researchers, on issues related to leadership in Africa. The Leadership for Africa (LfA) project was conceptualised with this in mind and the ALCRL was most grateful to partner with Institute of African Leadership for Sustainable Development (Uongozi Institute) in Dar es Salaam to first conduct a pilot study in Tanzania. It is envisioned to expand the study to include Pan-African countries over time.

May this report capture your interest and inspire you to learn more about Africa and its wisdoms of leadership.

Prof Derick de Jongh

*Director: The Albert Luthuli Centre for Responsible Leadership
July 2013*

Executive Summary.

Leadership for Africa is based on the premise that leadership is a capacity of fundamental importance for transforming Africa's potential to equitable and sustainable realities. Furthermore, it is based on the premise that existing transformational changes across the continent can provide a substantial contribution to the questions that enables and disables leaders to contribute to bring about change.

In order to allow African knowledge to emerge from the lived experience on the continent itself, it was decided to use a grounded theory approach to document case studies of transformational change and to use these case studies as basis for a qualitative process in which enabling and disabling factors are identified.

As this promises to be a very large project, it was decided that a research methodology should be tested and refined in a country-specific Pilot Project. This was done in Tanzania.

This final report of the Pilot Phase of the Leadership for Africa project commissioned by the Institute of African Leadership for Sustainable Development (UONGOZI Institute) presents two final deliverables:

- An updated, refined and tested research methodology. The team at the Albert Luthuli Centre for Responsible Leadership is confident that this methodology can be replicated in an academically responsible manner. This is in order to discover African knowledge on leadership that can be developed into leadership development material, and as contributions to policy-making initiatives.
- Preliminary research findings. The results of a pilot study always have definite limitations, as such a study aims to test, refine and finalise a research methodology within a limited timeframe. Nevertheless, the team is confident that the results outlined in this report are a legitimate reflection of a legitimate research process.

In summary, it is proposed that the research methodology should have at least the following features:

- Grounded theory should be employed to allow African knowledge to emerge in an inductive manner.
- Descriptive and operational definitions of "transformational change" and "leadership" should be used as instruments to

standardise and replicate the research process.

- A raw list of potential case studies should be generated by using the print media and other publicly available reports on key developments in a respective country. These sources should be triangulated.
- Data on the chosen case studies should be gathered by using both primary and secondary research, where the former should include individual interviews and focus groups.
- Peer review processes should be instituted in a way that enables continuous feedback and tracking of progress within the respective steps.

In terms of the research findings, three case studies of transformational change in Tanzania were identified, namely:

- a transformational change in road infrastructure development;
- women in political decision-making structures; and
- HIV/AIDS awareness in Tanzania.

Each of these case studies presented features that enabled or disabled the respective changes. When taken together, the following enablers and disablers of leadership emerged, and the reader is kindly referred to the respective sections for more information. The enablers and disablers are:

Appropriate changes in legislation and policies.

- In all of the case studies it is clear that appropriate changes in legislation and policies play a major role in enabling transformational change. Appropriate legislation and policies should not be equated with their implementation.

Appropriate and sufficient funding.

- From the available data it is clear that the appropriateness of the funding is more important than the perceived sufficiency.

Partnerships for change.

- Collective expressions of leadership are crucial for stimulating or supporting change. A key feature of these partnerships is that they seem to be organised around a shared perception of a challenge faced by society.

Agency.

- A major enabling factor is the willingness of persons to view themselves as agents with a responsibility towards society.

Appropriate skills.

- The development of appropriate skills is shown to be an important factor in enabling persons to bring about change.

Personal support structures.

- Even though not an explicit feature of all the case studies, the enabling role of personal support structures in enabling individuals to facilitate change should be mentioned.

List of Abbreviations.

AICD	African Infrastructure Country Diagnostics
AIDS	Acquired Immunodeficiency Syndrome
ALCRL	Albert Luthuli Centre for Responsible Leadership
AU	African Union
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women (United Nations)
CSO	Civil Society Organisations
CTC	Counselling, Treatment and Care
EU	European Union
EUR	Euro
FBO	Faith-Based Organisations
FEM Act	Feminist Action Coalition
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IPU	Inter-Parliamentary Union
LfA	Leadership for Africa
MP	Member of Parliament
NACP	National AIDS Control Programme
NEPAD	The New Partnership for Africa's Development
NBS	National Bureau of Statistics
NGO	Non-Governmental Organisation
NSGRP	National Strategy for Growth and Reduction of Poverty
NSGRP II	Second National Strategy for Growth and Reduction of Poverty
PLHIV	People Living with HIV
PRSP	Poverty Reduction Strategy Paper
RMI	Road Management Initiative
SADC	Southern African Development Community
TACAIDS	Tanzania Commission for AIDS
TAMWA	Tanzania Media Women's Association
TANROADS	Tanzania National Roads Agency
TANZAM	Tanzania-Zambia Highway
TAPAC	Tanzania Anti-Poaching And Conservation
TGNP	Tanzania Gender Networking Programme
THMS	Tanzania HIV/AIDS and Malaria Indicator Survey
TZS	Tanzanian Shillings
UI	UONGOZI Institute
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
ULINGO	Tanzanian Women Cross party Platform
UONGOZI	Institute of African Leadership for Sustainable Development
VCT	Voluntary Counselling and Testing



A. Project Overview

A1. Project Aim and Outcomes

Africa needs leaders that can facilitate transforming the continent's potential to equitable growth, political stability, social inclusiveness and environmental sustainability. The Leadership for Africa (LfA) project aims to identify and apply the key enablers and disablers of leadership for a transformed Africa.

The following partners and their respective role descriptions are key to reaching these aims:

- The African Leadership for Sustainable Development, or Uongozi Institute (UI), in Dar es Salaam, Tanzania, commissioned the project.
- The Albert Luthuli Centre for Responsible Leadership (ALCRL) at the University of Pretoria, South Africa, and its network of more than 50 researchers in more than ten countries across Africa, is responsible for conceptualising and executing the project.
- The Policy Mirror in Dar es Salaam, Tanzania, was responsible for conducting the primary and secondary research.

LfA aims to contribute to strengthening and building a multi-sectoral network and connect three inter-dependent areas:

- **Research.** A pan-African research team will document case studies of transformational change across Africa. This will form the basis for identifying key enablers and disablers of African leadership.
- **Policy.** Platforms and networks provided by the New Partnership for Africa's Development (NEPAD) Planning and Coordination Agency and United Nations Development Programme (UNDP) will be utilised to apply research results to policy-discussions across the continent.
- **Leadership Development.** UI will be responsible for converting research results into leadership development programmes in partnership with ALCRL.

LfA endeavours to make a pan-African impact by means of the following deliverables:

- A contribution towards building African theory on leadership.

- A contribution towards supporting and building top-level leaders in politics, business and civil society by means of leadership development and support.
- A contribute to policy-making processes through the aforementioned knowledge and development interventions..
- A contribution to strengthening the synergy between top-level leaders, academia, training institutes and policy-making and implementation processes.

A2. Pilot Phase

As the project aims described in the section above imply a very large, and decidedly ambitious, project, UI and ALCRL have come to the agreement that a pilot phase should be instituted in order to ensure that the Pan-African rollout of the project (be it at once or in different sub-phases) runs smoothly.

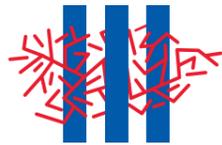
More specifically, the Pilot Phase will have the following primary and secondary objectives:

Primary objective:

- Finalise a research methodology that can be replicated in an academically responsible manner across the continent.

Secondary objectives:

- Provide an overview of emerging results on transformational change and some enabling and disabling factors for leadership.
 - Create time to cement relationships with potential partners that will assist in the dissemination and application of results, most notably NEPAD Agency and UNDP.
-



B. Deliverable: Research Methodology

The research component of this project is planned to be conducted in a number of countries across the African continent.

As is standard practice for any project of this size and level of complexity, it was decided that the research methodology should be tested, refined and updated in a country-specific pilot project. The pilot is also meant to reveal the limitations of the chosen methodology and assist in finalising a methodology that can be replicated in a standardised manner across the African continent.

This is also in accordance with the grounded theory research paradigm described as follows: the inductive process of generating a hypothesis already starts with how the methodology itself is developed.

For this reason, research partners in the country-specific pilot were integrated into the refining and updating of the research methodology, and were not simply employed as the implementers of an already existing research methodology.

Despite the rather ambitious goals set for the pilot project, the team is confident that it will lead to the finalisation of a robust research methodology, of which the limitations would not fundamentally compromise its eventual results. In addition, the team is confident that this methodology would be able to be implemented by academics from different disciplines in different contexts, and that this diversity would indeed strengthen the validity of the results.

In this section, the outcomes of the process of testing, refining and updating the project's research methodology in the pilot project are documented. It should be noted that this section is meant to provide the fundamental elements, which will eventually be concretised in a number of products, eg, a Researchers' Toolkit, or detailed financial planning.

B.1. Research Paradigm

The research component of the LfA project is conceptualised as qualitative research, which is broadly defined as 'a term used to cover a wide variety of research methods and methodologies that provide holistic, in-depth accounts and attempt to reflect the complicated, contextual, interactive

and interpretive nature of our social world' (Staller, 2010). Grounded theory was found to be the most appropriate method use.

'a qualitative research method which relies on insight generated from the data. Unlike traditional research that begins from a preconceived framework of logically deduced hypotheses, grounded theory begins inductively by gathering data and posing hypotheses during analysis that can be confirmed or disconfirmed during subsequent data collection. Grounded theory is used to generate a theory about a research topic through the systematic and simultaneous collection and analysis of data' (Milliken, 2010).

Grounded theory is particularly helpful for a project on leadership in Africa as it allows for African knowledge on leadership to emerge from the different contexts on the continent, rather than imposing a particular understanding of leadership. This is in accordance with the broader aim of the project, namely to discover African knowledge on leadership in an academically responsible manner and apply this knowledge in leadership development and policy-formulation environments.

B.2. Definitions

Even though grounded theory is an inductive approach that allows hypotheses to emerge from complex data, it is necessary to make use of some definitions. These definitions function as the instruments that allow for the emergence of hypotheses and should be as descriptive (in distinction to prescriptive) as possible. Furthermore, these definitions themselves should be open to revision or refining.

In the pilot project descriptive definitions of 'transformational change' and 'leader' were applied and refined. After extensive consultation with research partners and other relevant parties as well as comparison with data, the team finalised definitions that are robust enough to be applied in different contexts, limited enough to be replicated and descriptive enough not to compromise the outcomes of the research.

Transformational change is defined in terms of three dimensions, namely scope, form and pace:

- *Scope.* Transformational change entails the shift from one archetypal configuration to another. This is the determining dimension and requires qualitative and contextual motivation.
- *Form.* Transformational change is not necessarily the non-linear replacement of an existing archetypal configuration, and can also be linear and an on-going adaptation.
- *Pace.* The pace of transformational change can be either episodic or continuous.

The definition of a leader is operationalised as a person that facilitates change

- in his/her personal capacity;
- as a representative of an institution; or
- as a participant in a collective.

The dimensions in which a leader is defined are termed as 'level descriptors'. In order to ensure the richest possible substrate from which knowledge should emerge, the project also makes use of the concept 'sector descriptors'. This refers to the fact that the project endeavours to include case studies from as many sectors as possible, while instruments are developed to identify such case studies in political, business and civil society. Lastly, the project makes use of the concept 'issue descriptors'. This denotes the guideline to researchers to stay cognisant of the fact that case studies should be looked for in terms of the broadest array of issues as possible. In this respect, the African Union's Thematic Areas may prove to be helpful, as this includes agriculture and food security, climate change and natural resource management, regional integration and infrastructure, human development, economic and corporate governance and the cross-cutting issues of gender, capacity development and information and communication technologies. An additional strength of these thematic areas is that they are based on a continental consensus and cover a particularly rich number of themes.

B.3. Core Research Sequence

The research sequence consists of three closely interrelated steps, namely:

- the identification of narratives of transformational change
- the documentation of these narratives as case studies
- using these case studies as basis for identifying enablers and disablers of leadership for transformational change

In this sub-section, the core research sequence will be described in more detail.

B.3.1. Identifying Narratives of Transformational Change

B.3.1.1. Generating A Raw List of Narratives of Change

The aim is to generate a raw list of narratives of transformational change.

The methods are:

- A thematic analysis on print media and all publicly available reports from transnational and multinational on the respective country is used to identify potential narratives.
- The analysis is directed at identifying all narratives of change within an agreed timeframe by triangulating between the print media and other forms of reporting on the respective country.
- Such a thematic analysis provides standardised access to a raw list of narratives.

B.3.1.2 Identifying Narratives of Transformational Change

The aim is to narrow down the raw list to a list of narratives of transformational change.

The methods are:

- The definition of transformational change provided above will be used to narrow down the raw list of case studies to those of transformational change.
- In accordance with the grounded theory approach, this should ideally be done in a process where peers qualitatively analyse each other's raw lists by using the same instrument, ie, the definition of transformational change.
- This stage can be used to ensure that narratives from different sectors of society are included.
- It may happen that the sources of the case studies have overconcentration of narratives on political leadership. This can be addressed in two ways. The first way is by being reminded that narratives'

generation methodologies are aimed at giving access to a case study, and not to provide its content. It may happen that narratives that seem to focus on political leadership actually involve leaders from other spheres as main actors. A second way in which this can be addressed is that the eventual choice of case studies is representative of all three sectors namely: business, civil society and political sectors, as per the stated aims of the project. It should be noted that in terms of the grounded theory approach, this step is not only legitimate but also necessary, as a comprehensive list of case studies will allow a rich description of the phenomenon of the enablers and disablers of leadership in Africa.

B.3.2. From Narratives to Case Studies of Transformational Change

B.3.2.1 Secondary Research

The aim is to find and analyse secondary data and commence the documentation of case studies of transformational change.

The methods are:

- Literature review of all available secondary data on the socio-historical, political, economic and cultural contexts of the case study, on the sequence of the events of the case study, and on the leaders that seem to play a significant role in the respective case studies will be conducted.
- In accordance with the grounded theory approach, this should ideally be done in a process where peers qualitatively analyse each other's analyses by using the same instruments, ie, the definitions of transformational change and the operationalised definition of a leader.

B.3.2.2 Fieldwork

The aim is to supplement, focus and verify secondary research.

The methods are:

- Interviews will be conducted with leaders who are perceived to contribute to facilitating change and with focus groups consisting of people who are perceived to be affected by identified transformational changes.
- Researchers should be provided with interview schedules to enable them to conduct semi-structured interviews. These interviews will also allow for the identification of more leaders and focus groups that should be interviewed.
- All the participants will be provided with consent letters and release forms, and will have the option to withdraw from the process at any point in time without any consequences.
- All researchers must keep detailed field research notes to document the procedures, observations,

and insights during the course of the research. Each researcher should keep a field notebook to document the field experience. These notes should capture the experience of collecting the data, interacting with participants, observations, insights, problems encountered and how they are resolved, feelings, concerns, etc.

- The respective interview templates and consent letters will be compiled by the research team, and submitted for approval.

B.3.2.3 Finalising Case Studies

The aim is to combine secondary research and fieldwork into case studies.

The methods are

- Researchers will combine verified data into case studies, and will report on methodological and practical shortcomings, discrepancies between different sources of data and other matters deemed necessary.
- The finalisation of the case studies will ideally also include a process of peer review by fellow researchers.

B.3.3. From Case Studies of Transformational Change to Enablers and Disablers of Leadership

B.3.3.1 Coding of Case Studies

The aim is to code case studies and identify key themes, similarities and tensions.

The methods are:

- Open coding will be used to analyse the case studies in a collaborative and interdisciplinary manner. Practically, this process involves reading and re-reading the field notes and transcripts of the interviews' identifying themes or codes in them. This can be done by writing one's own 'headings' in the margins of the raw data or, alternatively, using different colours to highlight the text in the field notes to indicate repetitive themes.
- The coding can be done either by identified researchers or by external researchers.

B.3.3.2 Identification of Enablers and Disablers of Leadership

The aim is to identify the key enablers and disablers of leadership.

The methods are:

- The results of the coding process will be presented, interpreted and systematised in a collaborative process involving as many of the researchers as is feasible.
- This will form the basis for the qualitative process of using the data to identify enablers and disablers of leadership.

B.4. Training

Two elements are fundamental to the success of the core research sequence outlined above:

- Researchers should be trained adequately in all the different elements of the sequence.
- The peer review process should be instituted in a way that enables continuous feedback and tracking of progress within the respective steps.

B.5. Limitations

The Grounded Theory methodology has limitations like any other research methodologies, and a discussion of these limitations is of importance.

During the conduction of the first part of the research process, the following limitation became apparent:

The inclusion of print media in media analysis as a tool to generate a raw list of narrative of demonstrable transformational change.

- The limitation of the inclusion of the print media in the media analysis as a tool to generate these narratives of transformational change is seen in the fact that the media is not equally free across the continent. The media is also often dominated by interests such as profit-maximisation, propaganda and even simply survival. The fact that media often does not have the whole of a respective society as audience also contributes to the limitations of media analysis as a tool to generate valid and reliable narratives.

The fieldwork stage of the empirical research also brought about a number of limitations, and a discussion of these limitations is also of importance:

In all three case studies documented for the pilot phase, the occurrence of leading questions may be viewed as a limitation.

The depth and length of the interview transcriptions can also be viewed as a limitation of the pilot phase. However, when one takes into account that the interviews are used to supplement, focus and verify the secondary research, it becomes clear that this limitation does not have a fundamentally negative impact on the results of the study. Therefore, the length and the depth of the interview transcriptions in this case are not judged to compromise the quality of research findings.

Fluency in a language is also a limitation in this research study, as most of the interviewers as well as the interviewees are native Swahili speakers, and the interviews are coded by researchers who do not understand Swahili at all. Therefore, the interview transcriptions are translated into English for the sake of the coders. When translating from one language

to another, a part of the essence of the conversation is lost. But, in this particular research project the findings of the multiple coders were similar with one another as well as

with the secondary research. Therefore, we deem the ~~language barrier as insignificant relating to the quality and credibility of the research findings.~~

Step: **01**

Identifying Narratives of Transformational Change

A - Generate a raw list of narratives of transformational change.

B - Narrow down the raw list to a list of narratives of transformational change.

Step: **02**

From Narratives to Case Studies of Transformational Change

A - Find and analyse secondary data and commence the documentation of case studies of transformational change.

B - Supplement, focus and verify secondary research.

C - Combine secondary research and fieldwork into case studies.

Step: **03**

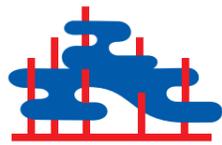
From Case Studies of Transformational Change to Enablers and Disablers of Leadership

A - Code case studies and identify key themes, similarities and tensions.

B - Identify the key enablers and disablers of leadership.

Fig.01: Core Research Sequence

The research sequence consists of three closely interrelated steps.



C. Deliverable: Research Findings

C.1. Literature Review

The work done in preparation for this project has confirmed that there exists a dire need for comprehensive research on leadership from Africa. This provides an overview of the main themes currently related to the topic of African leadership. An analysis of the available literature cites over 200 references published since 1958. The contributions span an array of themes predominantly related to the social sciences, attempting to develop a qualitative understanding of African leadership and its impact.

We have identified four broad theme complexities in the literature: leadership and development, expressions of African leadership, leadership and gender and connections between leadership and some significant notions.

C.1.1 Leadership and Development

One of the key functions attributed to leadership in Africa is to bring about much-needed development that has been so elusive in many African states. The case studies cited in this section accentuate the diverse and complicated nature of the issue of under-development on the continent.

Damachi (1976) offers interesting insight into the attitudes of African leaders towards socio-economic development.

Many theorists attempt to understand development in its general sense by focusing on issues that impact directly or indirectly on the goal of development in Africa:

- Welch and Meltzer (1984) seek to explicate the important role that human rights can and should play in Africa's drive towards development, showing the intrinsic link between the level of development of an economy and the ability of a government to protect the rights of its citizens.
- Adedeji and Husain (1984) offer a broad outline of the factors that have delayed Africa's advance on the path towards sustained development.
- Okpaku (1994) provides an overview of the nature of leadership that Africa will need in order to enable them to maximise the potential of Africa. He emphasises the need for African states to define their own future and not let it be defined by Western ideas. The road to this 'utopian' state requires responsible leadership and governance characterised by transparency, accountability and a harnessing of the people of Africa

to develop their own vision for a desirable future.

- Approaches to development can be clustered broadly into attempts to find (1) political, (2) economic and (3) leadership development solutions to the challenges faced by countries on the continent. In the literature, the theme of political development encompasses especially leadership and processes of democratisation and political transitions. Economic development includes the role of leaders in organisations and their response to issues such as corruption.

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C.1.2 Expressions of African Leadership

The concept of African leadership is nebulous and complicated. This might be due, as leadership theorists seem to suggest, to the fact that it exists in a homogenous reductive form.

The work of Motlana and Mogoba (1988) focuses on black African leaderships' struggle for acknowledgement in South Africa since the 17th century. Similar trends in the effort for recognition throughout the history of South Africa, running up to the Discussions of the Inaugural Programme of the Africa Leadership Forum, are underscored.

Mohidden (1998) offers an assessment of the first generation of African leaders. He focuses on the successes and failures of these leaders in responding to the challenges posed by the dynamic socio-political situation found in Africa. He sketches a profile of the 21st century African leader and the challenges that they would need to overcome in order to realise the potential of the continent.

In an attempt to validate the claim that traditional thinking around effective leaders does not offer the leadership that people desire, trust and follow, Tutu (2002) looks to the exemplary leadership models found in the lives of Nelson Mandela, the Dalai Lama and Mother Theresa.

Nkomo's (2006) article offers important insights into the problematic nature of all projects attempting to define African leadership. She argues for an authentic African leadership, not merely informed by traditional wisdom and beliefs, but also by the present, as the only way African leadership will bring about the development that the continent is in dire need of.

The work of Van Zyl (2009) is an impressive contribution to leadership in the African context and offers an overview of the multi-cultural context and how general leadership theories apply within this context.

C.1.3 Leadership and Gender

Nkomo and Ngambi (2009) elucidate the scarcity of literature on African women in leadership and management. Nkomo and Ngambi's research indicate the necessity for further research on the theme of African women in leadership and states that the research relies heavily on western understandings of gender and gender relations.

Byrne (1992) notes that social and economic progresses have been achieved at the cost of further marginalising women and increasing their workloads. Furthermore, Byrne investigates the detrimental effect that war has on the wellbeing of women in Africa and advocates a gendered understanding of conflict.

Fletcher (1993) contributes to the gender discussion by stating that causes for Africa's lack of development are complex. However, the widespread exclusion of women in development efforts and the marginalisation of the primary role of women in economies significantly contribute to development issues. Foster calls for the incorporation of women into leadership positions in governments and civil sectors in order to rectify development problems.

Njorge (2005) provides a study on the decisive role of collaborative leadership by African women as found in the Circle of Women Theologians in 1989. Milner, Katz & Fisher's (2007) research forms part of an interesting theoretical shift. Where the classical approaches to leadership is almost exclusively from the perspective of the leader, their focus seems to shift to the exchanges between the leader and his/her followers. Their study illustrates the important impact that gender can have on the dynamic between the leader and subordinates.

Phendla (2008) provides a case study of the burdens of oppression experienced in South Africa by using biographical narrative and phenomenological methods to collect data from women leaders.

In 2008, three research reports were published by the Leadership Wisdom Initiative (LWI) at Search for Common Ground (SFCCG) and its partners (Nairobi Peace Initiative, Femmes Afrique Solidarité, Academy for Educational Development and Bridges in Organisations). The research encompassed methods to support African Women in their leadership journeys. Current regional barriers and opportunities for the enhancement of women's participation in democratic decision making, as well as participants' account of their needs for leadership development, was research. The study comprised of desktop research, qualitative interviews and consultative research. It identified various barriers, opportunities, and leadership development needs, differences between masculine and feminine leadership and data from desktop research that pointed out the need for leadership development programmes for women in Africa.

C.1.4 Leadership and Significant Concepts

This last section is an eclectic systematisation of the interaction in the literature between leadership in Africa and some significant notions.

C.1.4.1 Colonialism

The colonial era in Africa was one characterised by intense foreign influence on the African continent.

There are multiple attempts to describe the changes due to colonial influences (Garigue, 1954) and then work seeking to construct normative frameworks, which in most cases seek to duplicate the political and economic transitions of western societies.

The work of Ekeh (1975) focuses on the post-colonial impact on the morality in the Nigerian political sphere, moving away from the communal morality prominent in the pre-colonial period to a post-colonial 'civic' public characterised by values that does not serve within the African political context.

Tignor (1971) seeks to investigate the role of the Masai and Kamba tribes in colonial and post-colonial eras, illustrating how they have been integrated into bureaucratic systems of colonial states, the impact of colonialism on these tribes and the role they play in post-colonial political systems.

Herbst (1989) is primarily concerned with the claim that the colonial era's borders are irrational and arbitrary; that the proposition that these political creations are one of the main causes for political instability.

C.1.4.2 Leadership and religion

The links of religion to the identity and culture of individuals and communities across Africa has made it a crucial aspect to consider when investigating leadership across the continent.

The work of Socikwa (1962) is the first mention of religion as related to leadership themes, focusing on the link between separatist churches and nationalism in African states. This is soon followed by the work of Mazrui (1967), who is interested in studying the links between Islam and conservative political and economic policy in North African states.

Joffe (1982) expands research on the role of Islam in the North African political sphere with a focus on the suppression of fundamentalist Islamic political parties in Tunisian politics.

The emergence of religious revolt in West Africa prompted Curtin (1971) to study the causes and effects of these developments, concluding that Islam in Africa had developed a separate political drive from that in Arabia and the Middle East.

The link between religion and leadership continued to be prominent after the 1970s. The focus was on Islamic community leaders in East Africa (Powels, 1983), leadership in African churches (Chima, 1984) and studies on comparing and analysing African leadership and leadership as outlined in the Old Testament (Usue, 2006).

Hermida (1994) is interested in studying the relationships between Islam and the legitimacy of the political regimes in African states.

Chima's work is the first that highlights the role of the church in establishing and supporting democratic states in Africa. This is accompanied by case studies on the link between the church and state in Namibia (Grohs, 1983) and a historical analysis of the role of the church in advocating for good governance in Zimbabwe (Muchechetera 2009).

C.2. Case Studies

The research methodology outlined in the previous chapter was tested and refined by having it applied to the identification of case studies of transformational change in Tanzania. The case studies were then used as a basis to identify enablers and disablers of leadership.

In this chapter, the results of this process are documented. The results are based on both a literature analysis on publicly available data on the case studies, and a number of interviews with key actors in the respective case studies.

Ultimately, three case studies satisfied the set criteria for transformational change. These case studies were:

- a transformational changes in road infrastructure development
- women in political decision-making structures
- HIV/AIDS awareness in Tanzania

In the following sections a brief overview of each of these cases, as well as factors that seem to have both enabled and disabled attempts at bringing about these changes, are given. This will form the basis for identifying enablers and disablers of leadership in the following chapter. It should be noted, however, that these results have very definite limitations. The most significant of these limitations is the fact that they are the results of the pilot project that was aimed at testing, refining, and ultimately finalising a research methodology.

C.2.1 Road Infrastructure Development in Tanzania

C.2.1.1 The Case

Tanzania is the largest country in East Africa, covering 945 087 km². Given its size and diversity, Tanzania needs an integrated road infrastructure network for it to achieve socio-economic development and well-being of its people. Overall, the road network in Tanzania accounts for about 70% of internal freight traffic (Kumar, 2002). What is equally important is that Tanzania serves as an entry port for six landlocked countries – Malawi, Zambia, Uganda, Rwanda, Burundi and the Democratic Republic of Congo – and therefore acts as a catalyst for socio-economic development in the region.

Studies conducted in the 1980s found that the road sector faced four major problems during that decade. These were (Lyatuu, undated):

- inadequate funding for road maintenance;
- a cumbersome and inefficient institutional structure for road administration;
- a highly centralised and bureaucratic procurement and administrative decision-making process; and
- inadequate technical capacity to carry out maintenance and manage contracts.

The available secondary data, as verified and supplemented by primary data, shows that the significant expansion of road networks in Tanzania in the past two decades can be viewed as a transformational change.

According to Tanzania National Roads Agency (TANROADS), the trunk and regional road condition has steadily improved

due to various maintenance interventions and development activities carried out on the road network. The overall road condition assessment at the end of December 2010 indicated that 40% of roads were good, 46% were fair and 14% were poor, compared to 25% good, 40% fair and 35% poor in December 2001 (TANROADS, 2013). The condition of roads was considerably worse in 1990 when only about 15% of trunk roads and 10% of the rural roads respectively, were ranked to be of good condition (Roads Fund Board, 2013).

Institutional and technical capacity to undertake road construction and maintenance have also improved significantly over the years. According to the World Bank's Africa Infrastructure Country Diagnostic (AICD) Report for Tanzania (2010), the road sector reforms implemented in recent years have provided the country with a modern second generation road fund, road agency structure and established a fuel levy commensurate with road maintenance funding needs.

The network of tarmac road increased from 3 580 km in 1995 to 5 157 km in 2005 (Maliyamkono and Mason, 2006). As a result of increased revenue collection, as well as government commitment to improving the roads network in the country, a 10-year Master Development Plan of the Roads sector (2000–2010) was successfully implemented. Consequently, between 1995 and 2003, 249 km of tarmac roads were constructed and 68 km of roads were rehabilitated or expanded in order to enhance market accessibility.

Following these and other efforts, by 2010, 22 of 26 regions were connected to each other with tarmac roads. The four remaining regions were Rukwa, Kigoma, Tabora and Manyara. The construction of the famous Mkapa Bridge started in 1998 and was completed in August of 2003, was the major achievement. In addition, by 2005, 11 more bridges were also constructed. These included, amongst others, 11 bridges on the Tanga-Horohoro road, five bridges on the Tunduma-Sumbawanga road, seven bridges on the Tanzania-Zambia road (TANZAM), and the River Matandu Bridge (Budget speech, 2005/06).

The development of Tanzania's road network has proved to be of both national and regional significance in terms of boosting socio-economic development. For instance, the Mkapa Bridge connected the southern and northern parts of the country, while opening up the south to economic advancement, including marketing and industrial opportunities. The bridge also provided much-needed connectivity between Tanzania and Mozambique. Moreover, according to a study on the development of the Ikwiriri sub-town around the Rufiji Delta, it was reported that the 'Mkapa Bridge brought about improvement in communications, saved lives and properties previously lost on the river, attracted tourists due to its uniqueness and led to the improvement to the economy of Ikwiriri area' (Meena et al. 2005).

The transformational change in road infrastructure development in Tanzania had a significant effect on the construction sector. The sector's growth rate grew from 7.6% in 1996 to 11% in 2003. This growth was driven by the building and maintenance of trunk and feeder roads, the building

of culverts and small bridges, as well as the completion of the bridge over the Rufiji River (Maliyamkono and Mason, 2006). Also, an estimated 1.3% of Tanzania's improved performance in per capita growth during the 2000s was attributable to infrastructure improvements (World Bank Report-AICD, 2010).

These achievements notwithstanding, challenges still remain, especially in rural areas where road infrastructure is still in a poor condition. As a result, rural connectivity remains a major problem. While 43% of trunk roads are paved, only 4% of district / urban roads and 1.5% of feeder roads are paved. Only 28% of the rural population live within 2 km of an all-weather road (Ter-Mennisian, 2008; Roads Fund Board, 2013).

C.2.1.2 Enabling and Disabling Factors

Legislation and Policy

In both the secondary and primary research, changes in legislation and policy appear to have exerted a significant enabling influence on the transformational change in road infrastructure in Tanzania.

The road sector reforms were supported – and to a large extent enabled – by high-level policy frameworks, which include Tanzania's Vision 2025, the Poverty Reduction Strategy Paper 2000/01 (PRSP), the National Strategy for Growth and Reduction of Poverty (NSGRP) I (2005–2010) and II (2010–2015) and a 10-year master plan for the development in roads.

The impact of changes in legislation and policy, coupled with a deepened respect for the law, is reflected in a statement made by one respondent: 'Implementing the law is the secret of success'.

Funding

Changes in sources of funding, government budget priorities and the broader macro-economic environment are cited as fundamental to enabling this transformational change.

Between 2000 and 2004, recorded infrastructure expenditure rose from below 5% to around 7% of GDP and is presumed to have continued to grow as a share of the economy over the last three years since 2004. This is demonstrated by the Roads Fund's annual revenue collection, which has witnessed an increased level of collection from TZS 47 252bn in 2000/01 to TZS 255 600bn in the financial year 2008/09, up to TZS 325 770bn in 2010/11 (Roads Fund Board, 2013).

Also, Tanzania was among the first countries in Africa to adopt the World Bank Road Maintenance Initiative (RMI) model for the development of the road sector. It called for stakeholder involvement, adequate and stable funding, clearly defined responsibilities and sound business practices (Lyatuu, undated).

Macro-economic stability, accompanied by rapid growth in domestic revenues and external aid, considerably expanded

fiscal space in Tanzania. Inflation declined from 30% in 1995 to 6.6% in early 2000. GDP growth per annum experienced a tremendous increase, rising from 4.1% in 1998 to 7.4% in 2008 (Poverty and Human Development Report, 2009). During the period 2001-02 and 2007-08, domestic revenue mobilisation increased from 11% to 16% of GDP.

Political Will and Individual Leadership

Political will was cited as a further factor enabling the change in road infrastructure in Tanzania, especially in the interviews that were conducted with a number of key role players.

This is closely connected to the leadership styles and leadership traits of individual political leaders. It is significant to note that political will is distinguished from changes in legislation in policy.

However, distinguishing between political will and individual leadership is not as simple. This is expressed in one respondent's interpretation of the role a key political figure played in the development of road infrastructure in Tanzania: 'He is talented, he is knowledgeable, he is serious, he is firm in what he is doing, he has the vision, he likes what he does, he is informed, and he makes routine follow-ups. ... [His] successes are both individual and institutional.'

Partnerships

Partnerships – particularly with development partners – are identified as both an enabling and disabling factor, depending on how the relationship with the development partner is fashioned.

One respondent tells of the disabling effect some development partnerships have had due to the fact that funding decisions are taken unilaterally and that the process tends to be very time-consuming and costly. He cites an example of how this state of affairs led to TANROADS utilising local planning, construction and financial resources to initiate and complete a project that was previously thought to be dependent on development partners' expertise. He acknowledges that development partnerships can be important, and has indeed proven to be important, but especially so when mutual trust exists and an inclusive approach is followed.

This is confirmed by data gained from secondary research. Positive macro-economic developments attracted aid flow to support both political and economic reforms. For instance, through the Transport Sector Investment Programme the European Union (EU) provided a total of EUR 137m to assist Tanzania in improving national and rural roads in 2008. Significant bilateral and multilateral debt relief reduced the country's annual external debt servicing obligation by between 0.5% and 1.0% of GDP (Ter-Mennisian et al., 2008), which played a further enabling role in infrastructure development.

The Role of Local Government

Perceived low levels of human and technical capacity on local government level are cited as a disabling factor in this

case study.

One respondent articulates this in the following manner: '[L]ocal governments in the rural areas should be active in managing the infrastructures and road projects. But, the truth is that they are incapable of handling this. To solve that, the central government should play a key role in this as it is in a better position to handle the infrastructure projects in these rural areas.'

This view is supported by a senior official: 'Sometimes the local government uses the money set aside for roads to buy other goods!... There are some local authorities that have not used even a single cent for road repair or road construction. Even worse, there are 41 local authorities that have not spent the money sent to them during the 2011/12 financial year!... We need a lot of restructuring at the local government level if we are to improve the road sector at the local level.'

C.2.2 Women and Political Decision Making in Tanzania

C.2.2.1 The Case

Historically, the participation of women in decision-making bodies in Tanzania has been minimal. Various scholars have referred to this state of affairs as under-representation and exclusion of women in the political sphere of the country. In turn, this offers limited opportunities for participating in societal life (Tripp, 1994; Meena, 2005; Shayo, 2006; URT, 2009; Makulilo, 2009).

Over the past two decades several measures were implemented to promote gender equality in various public services, particularly in decision-making bodies.

Even though it is often difficult to measure qualitative changes, the data in Tanzania seem to indicate a significant change in the role of women in political decision-making bodies, to the extent that it constitutes a transition from one archetypal configuration to another.

Following various women empowerment strategies, the numbers and percentages of women elected as Members of Parliament (MPs) in Tanzania increased from 15.9% in 1995 to 21.5% in the 2000 elections. These values further increased to 30.3% in the 2005 and 36% in 2010 elections. The increase is significant, especially when compared to the world average for women in parliament, which stood at 19.5% in 2011 (IPU, 2012).

A major factor in the gradual, but radical, increase in the representation of women in political decision-making can be attributed to the implementation of a system of affirmative action, popularly known in Tanzania as the Special Seats for Women System. According to the Constitution of the United Republic (1977), special seats for women in parliament are allocated to political parties in proportion to secured votes in parliamentary elections.

Since 1985, two consecutive legislative amendments were made in order to increase the number of women in parliament. Prior to the 2005 elections, however, special seats for

women were apportioned to political parties in relation to the number of seats won by each political party.

In 1985, Tanzanian women were required by law to constitute 15% of the total number of MPs. In 2000, the percentage of women's special seats in parliament was increased and required to be no less than 20% of total MPs. In 2005, the number of women's special seats was drastically increased to 30% of the total number of members of parliament.

As a result of these measures, the number of women in parliament has substantially increased in recent times, though they still remain a minority. Through legislated reserved seats, women have been able to secure 37 seats, 48 seats, 75 seats and 102 seats of total parliamentary seats in 1995, 2000, 2005 and 2010 respectively.

C.2.2.2 Enabling and Disabling Factors

Legislation and Policy

Possibly the most obvious enabling factor related to this case study is changes in legislation and policy.

The Special Seats for Women System clearly plays a major role in ensuring the dramatic increase of women in the Tanzanian Parliament. To a significant extent, this is enabled by the Tanzanian constitution. Article 66(1)(b) of the Constitution 1977 provides for the proportion of women in parliament through women special seats to be no less than 30% of all members in the House.

A number of instruments have been implemented to address the lack of visibility of women in the decision-making organs. These include (but are not limited to) the Vision 2025, the National Gender Policy 2000, as well as the National Strategy for Growth and Reduction of Poverty 2005. As an example, the Vision 2025 states that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025 racial and gender imbalances need to be redressed such that economic activities will not be identifiable by gender or race.

A number of respondents ascribe the constitutional requirements for women in Parliament as a result of Tanzania's ratification of a number of continental and international policy interventions. This includes Tanzania signing the 1979 UN Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action (1995), as well as the ratification of the AU Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (2003). Moreover, Tanzania ratified the 1993 UN Declaration on the Elimination of Violence against Women, and is also a signatory to the SADC Declaration on Gender and Development.

Civic Activism

Even though a superficial reading of the case study would seem to indicate that it was only enabled by legislative and policy changes, a deeper reading clearly indicates that a number of other enabling factors were – and still are – also at play. Civic activism, as expressed in civil society organisations (CSOs), is a key enabling factor in much of the available data.

The liberalisation of the economy that started in the mid-1980s created both opportunities and challenges for the women's empowerment agenda. Like other groups, women's space to organise and mobilise increased tremendously by joining CSOs in promoting their interests. As a result, many CSOs dealing with gender-related issues were formed, including influential organisations such as the Tanzania Media Women Association (TAMWA) and Tanzania Gender Networking Programme (TGNP). These CSOs have attracted considerable financial support from their development partners.

One respondent provides a useful summary of their contribution, emphasising the importance and influence of networks formed by these CSOs: '[FEM Act], a network of CSOs has played such an important role... [It] is a coalition of about 45 NGOs, brings together NGOs to articulate and push for certain issues. There is another platform called ULINGO, which is a coalition of female MPs from all political parties. These organisations and their networks play a critical role in raising public debates and remind the government to walk the talk in line with various regional and international instruments.'

Role models and Personal Support

Role models and personal support is grouped together as both these enabling factors refer to persons who personally supported or inspired women to contribute to this change.

Again and again, the fact that role models played a major role in enabling the transformational change in the number of women present in decision-making bodies in Tanzania are highlighted by respondents.

A former minister highlights the support of both her father and her husband: 'Even when my husband came to ask my father asking to marry me, my father told him, "make sure my daughter pursues her educational dreams". So, I did my diploma and my degree... after I was married with five children. So, my husband was also very supportive.' Many other respondents identify prominent female pioneers.

Political Will and Individual Leadership

Group political will and individual leadership is grouped together as it is clear that, especially in the early stages of the change, individual female political leaders had and leveraged the political will to bring about the change.

A number of respondents mention, for example, that these individuals used existing treaties ratified by Tanzania to

stimulate legislative reforms within Tanzania.

Another female politician who held a senior position in government uses her own time in office as an example of how individual leadership can be used to put legislation and policies into action. Consequently, she also advises current female MPs to 'define and clarify issues that they push in Parliament'.

Skills Development

In focus group and individual interviews, skills development is highlighted as both an enabling and disabling factor in this case study.

On the theme of a lack of skills being a disabling factor, one respondent makes the following statement: 'I think only a few women MPs have done well in the House, maybe 3% or 4%, and the majority are not performing well.'

On the other hand, there were also respondents who identified skills development as an enabling factor in bringing about this change. One respondent refers to seminars organised on 'how to talk, persuasion, and constituency issues', which contributes to women MPs' significant contribution in Parliament. This is confirmed by a respondent from a CSO who refers to their 'partnership with women candidates in political parties' and their invitation to potential women MPs to attend 'capacity building seminars and gender festivals'. They also organise initiatives aimed at supporting women MPs after they win an election, aimed at 'how to strengthen their leadership skills, eg confidence building, public speaking, etc'.

Sexism

A major disabling factor that emerges from most of the respondents is what can be broadly termed as 'sexism'.

One respondent's answer to the question whether or not she views the increased representation of women in the Tanzanian parliament is a transformational change illustrates this well. To the question she answers: 'Yes and no! On the one hand, affirmative action and special seats for women in Parliament and Council led to a big increase of women MPs and women in council. More women go to the constituencies to compete rather than just waiting for special seats. The system has created role models of women leaders. On the other hand, however, we need qualitative change. We need more women leaders within political parties, in electoral commissions, in boards, government institutions, and we should hear women voices in many of these forums.'

Partnerships

In this case study the notion of partnerships appears to function both as an enabling and a disabling factor. Or, rather, on the one hand partnerships with development partners seems to be play a major role in enabling CSOs to do the work and contribute to the continued change in women representation in political decision-making bodies.

However, on the other hand, the lack of partnerships both in government and with business seems to disable comprehensive representation of women, and the creation of spaces in which their voices can truly be heard.

From the available data it seems clear that the presence of women in the highest political decision-making bodies does neither imply their presence on lower levels, nor does it mean that they are in a position to have an influence.

One respondent cites the fact that Special Seat MPs do not – as the case is with other MPs – have access to something similar to a Constituency Development Fund. In her words: 'So, we have to use our own funds to finance some projects at the villages! Also, we are not members of the financial committee at the district or municipal level. This tends to exclude us from key decision-making levels at local government level.'

C.2.3 HIV/AIDS Awareness in Tanzania

C.2.3.1 The Case

HIV/AIDS constitutes a severe threat to the current and future health and well-being of the Tanzanian population. HIV/AIDS is the second leading cause of death in Tanzania after malaria, which is a leading cause of morbidity and mortality among outpatient and inpatient admissions.

The first HIV/AIDS infections were recorded in Tanzania in 1983, where three cases were reported in the Kagera region. Since then, there has been a dramatic increase of HIV/AIDS throughout the country. By 1986, all 26 regions of Tanzania had reported cases of the epidemic. It was estimated that 1.6 million people in Tanzania were living with HIV/AIDS in 2011 (UNAIDS, 2012).

The future direction of the HIV/AIDS pandemic largely depends on the existing level of knowledge and awareness among the population, particularly in Tanzania's rural areas. This is all the more relevant as it is now generally acknowledged that the de-stigmatisation of HIV/AIDS is of central importance in controlling the pandemic. Collected data strongly indicates that there is a significant improvement in HIV/AIDS awareness in Tanzania, but that the improvement constitutes the change from one archetypal configuration to another. However, awareness of the disease is not to be equated with knowledge about the disease, as some respondents noted that a large discrepancy exists between levels of awareness and knowledge about the disease.

Various initiatives have been launched – including testing centres, education campaigns and the provision of medication – which, combined, seem to suggest a transformational change in HIV/AIDS awareness.

The government, through the National Bureau of Statistics (NBS), has been conducting comprehensive surveys on malaria and HIV/AIDS, with the aim of assessing their trends and formulating strategies for addressing them. Accordingly, information obtained from the Tanzania HIV/AIDS and

Malaria Surveys (THMIS, 2013) provided clear indicators and an opportunity to assess the level and impact of knowledge regarding the transmission of HIV/AIDS.

In addition, the government has established testing centres in every district in Tanzania. The provision of HIV/AIDS-related counselling services in Tanzania started in 1988, just three years after the first three AIDS cases were identified in the Kagera region. Initially, these services were mainly provided by faith-based organisations (FBOs) and non-governmental organisations (NGOs) to clients who sought such services (NACP, 2005).

Voluntary Counselling and Testing (VCT) centres are an excellent measure for providing accurate and comprehensive information on HIV/AIDS.

According to the National AIDS Control Program Care and Treatment report, it is estimated that 21 to 30% of people living with HIV/AIDS (PLHIV) in Tanzania have registered at counselling, treatment and care (CTC) centres, and 63 to 83% of those eligible for treatment are receiving antiretrovirals (ARVs) (NACP, 2012).

The THMIS (2011/12) findings show a significant number of people have been tested for HIV. The results further include that about 62% of women and 47% of men aged 15 to 49 have been tested for HIV and received their results. This is a strong contrast to the results of 2007–08, where only about 37% of women and 27% of men had tested and received their results.

C.2.3.2 Enabling and Disabling Factors

Individual Leadership

A key enabler that emerges both from the secondary and the primary data is the importance of individual leadership in raising awareness of HIV/AIDS in Tanzania, and in doing so, fighting the stigma attached to HIV/AIDS. This individual leadership lies on a number of levels.

The commitment of the former President of Tanzania, Benjamin William Mkapa and the current President, Jakaya Mrisho Kikwete, have been crucial for the change in awareness of the disease. Also, many politicians from different political backgrounds have in one way or another publicly raised awareness about HIV/AIDS during their campaigns for periods in office.

In 2001, the members of parliament in Tanzania formed the Tanzania Parliamentarians AIDS Coalition (TAPAC) with the objective of increasing understanding of HIV/AIDS issues, including the effects of the spread of the disease on society, inside and outside parliament. TAPAC has played a key role in the fight against the epidemic through interventions, such as consultation, raising awareness and sensitisation activities. It has also succeeded in mobilising MPs and officials at both the national and community levels, thereby bringing HIV/AIDS to the forefront of the political agenda.

In addition to the individual leadership of political leaders, the available data provides ample evidence of community

members at grass-roots level who act as volunteers. This can also be viewed as an expression of individual leadership.

Heads of NGOs are also cited as individual leaders that inspire members of communities and staff to continue with their endeavours to create awareness of the illness. The Executive Chairperson of a prominent NGO that creates awareness of HIV/AIDS, is described as follows: '[She] is a motivator and she likes to encourage rather than to discourage. She is approachable and not bureaucratic, and she is also tolerant to make sure that you correct your weakness to the extent that you are given an opportunity to make it right and to deliver.'

Lastly, one respondent, a member of senior management in a large NGO, refers to the important role of local community leaders. His organisation makes use of the buy-in of religious leaders and community leaders, by hosting seminars and by asking them to refer persons with HIV/AIDS symptoms to his organisation. His experience is that 'many of them have done so'.

Donor Funding

In this case study, donor funding is cited as an enabler of the change in HIV/AIDS awareness – even though there are clearly complexities related to donor funding. In a number of respondents' interviews the irregularity of flows of donor funding and donor dependence are mentioned as complicating factors.

According to one respondent: 'Reduced donor funding is our biggest challenge for now. [T]he sustainability of our programmes after the end of donor support remains highly questionable.'

Partnerships

This case study provides extensive evidence of how partnerships between different actors and institutions have played a significant role in bringing about this change. From both secondary and primary data it is clear that partnerships within the CSO sector, between government and CSOs and also – albeit to a lesser extent – between government and business, and between Tanzanian actors and donors, are enabling the transformational change in HIV/AIDS awareness.

One respondent identifies collaboration with 'development partners, NGO networks of people living with HIV, CSOs, political leadership, MPs, Parliamentary Committees' and an 'inter-faith forum' as partnerships that enable his organisation to contribute to the change in HIV/AIDS awareness in Tanzania.

Legislation and Policy

The government established the National Commission of AIDS (TACAIDS) and the National Policy in 2001. The Tanzanian parliament passed the HIV and AIDS Act (2008) with the main objective being to protect the rights of people living with HIV and AIDS (PLHIV). The Act provides

for a legal framework for a national response. Even though developments in legislation and policy seem to have an enabling effect, there are indications that their implementation is still lacking.

One respondent cites examples of where Tanzanians still lose their jobs when they disclose their status, even though it is against the law.

C.3. Expressions of Leadership

In this concluding section of the report it will be attempted to integrate all the data gathered in the Pilot Phase of the Leadership for Africa project to come to preliminary conclusions regarding emerging enablers and disablers of leadership for transformational change in Tanzania.

The focus at this stage of the project is on the notion 'leadership'. However, in subsequent phases, increasing emphasis will also be placed on the notion 'leader', suggesting qualities, attributes and styles.

It is important to note that the main aim of the Pilot Phase was to test and refine a workable research methodology that can be replicated in an academically responsible manner across the continent. This was done within the framework of the grounded theory methodology, which means that this process was conceived as a peer learning process in which all the relevant partners continuously contributed to updating, refining and where necessary, changing the research methodology. This needs to be connected to the significant time pressure under which the pilot was finalised, in order to appreciate the status of the enablers and disablers of leadership that emerged.

However, despite these limitations, the researchers found that there were certain enablers and disablers of leadership for transformational change that cut across all three case studies and were indeed confirmed by both secondary and primary data.

In conclusion, this will be systematised.

The Leadership for Africa project, in accordance with the most recent developments in the field of leadership research, works with a comprehensive understanding of leadership.

As is stated above, the operationalised definition of a leader can either refer to a person who brings about change in his/her personal capacity; or as a representative of an institution; or as a participant in a collective. These are what we would like to refer to as individual, institutional and collective expressions of leadership.

From the data at our disposal it is very clear that each of the transformational changes documented in this report was the result of the interaction between all three these dimensions of leadership. In none of the case studies was change brought about without individual, institutional and collective leadership. In the final analysis of the data, a further overarching also point became clear: in virtually all cases, the very same phenomenon could be perceived either as an enabler or as a disabler.

In order to remain true to the research framework set by the project, the enablers and disablers of leadership will be systematised in terms of the individual, institutional and collective dimensions of leadership.

Institutional Enablers And Disablers

Appropriate changes in legislation and policies

In all of the case studies it is clear that appropriate changes in legislation and policies play a major role in enabling transformational change. However, a number of factors should be noted in this respect.

Firstly, appropriate legislation and policies should not be equated with their implementation. Secondly, it is not possible – from the available data – to view changes in legislation and policies as the initiating factor of change. Thirdly, it is clear that this institutional enabler is not simply changes in legislation and policy in themselves, but indeed the nature of these changes. It is clear that coordination with existing international treaties and local long-term visions are crucial for determining the appropriateness of the changes.

Appropriate and sufficient funding

Even though it is not a determining factor, it is clear that appropriate and sufficient funding is an important enabling factor.

From the available data, it is clear that the appropriateness of the funding is more important than the perceived sufficiency. In fact, examples were given where enough funding was available, but it was either not appropriately allocated or effectively spent.

Collective Enablers And Disablers

Partnerships for change

In all of the case studies partnerships – or collective expressions of leadership – are identified as crucial for stimulating or supporting change.

A key feature of these partnerships is that they seem to be organised around a shared perception of a challenge faced by society, and that this enables different actors to come together and facilitate change.

Individual Enablers And Disablers

Agency

Even though the word agency is not mentioned explicitly in the case studies, this is a theme that is present in all of the case studies. Expressions as diverse as political will, civic activism, volunteerism and even the buy-in of local and traditional leaders can be subsumed under this heading. It basically refers to the fact that a major enabling factor is – put quite simply – the willingness of persons to view themselves as agents with a responsibility towards society. Without this element, none of the other enabling factors could have an effect. Also, its absence clearly has a disabling impact on any attempt at contributing to change.

Appropriate skills

The development of appropriate skills is shown to be an important factor in enabling persons to bring about change. In some cases, it is even possible to identify what can be termed a positive feedback loop: appropriate skills are required to facilitate change, which again creates the opportunity for the development of new skills, which again enables persons to facilitate even greater change.

Personal support structures

Even though not an explicit feature of all the case studies, the enabling role of personal support structures in enabling individuals to facilitate change, should be mentioned. These structures can refer to support within family units, but also to the personal support and inspiration given within professional environments, and even to the enabling role of role models.

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Addendum

NAME OF MEDIA	ACTUAL CHANGE DESCRIBED
2002	
THE GUARDIAN	<ol style="list-style-type: none"> The construction of bridges on Rufiji and Matandu rivers as part of the Lindi highway project. This project has led to significant development in the southern region. <ul style="list-style-type: none"> As a starting point, the former president (Benjamin W Mkapa) of Tanzania could be interviewed as it is believed that he played a major role in this project. Transformation in public services with regard to current gender imbalances in the public service. <ul style="list-style-type: none"> In the media the Minister of State, Mary Nagu, has been mentioned in connection with this change. The successful completion of projects to take basic social services to the Wananchi (citizens). This includes clean and safe water. The implementation and follow-through of Act no. 17 of 1997. The Act deals with defaulters in the construction of roads under the National special roads. The Act allows the sacking and prosecution of any contractor who fails to honour his/her contract and removes unethical and corrupt engineers from the profession. <ul style="list-style-type: none"> In the media the Minister of works, John Pombe Magufuli, has been mentioned in connection with this change.
DAILY NEWS	<ol style="list-style-type: none"> The transformation of Universal Primary Education (UPE). This includes: <ul style="list-style-type: none"> 25% of the government budget to the education sector and 62% of the education budget goes to Primary education. 9100 new primary teachers were already employed. The standard 4 pass mark was increased from 26/150 to 45/150 and a minimum pass of 45/150 in all 3 subjects. The standard 7 pass mark was also increased from 61/150 to 65/150 Joseph Mungai (Minister of Education and Culture) or somebody in his office could be interviewed to perhaps find out more about the key role players and people who championed these processes on UPE. The implementation of affirmative action policies in the privatisation of parastatals. <ul style="list-style-type: none"> This was done in order to economically advance indigenous Tanzanians and to ensure that Tanzanians own a significant stake of the country's economy, eg TISCO, Nedco. Dr Abdallah Kigoda (Minister of State in the President's office Planning and Privatisation) or somebody in his office could be interviewed in order to perhaps get more information and statistics on the actual transformation process.
BUSINESS TIMES	<ol style="list-style-type: none"> Improvements in the education sector. <ul style="list-style-type: none"> Various education development programmes, eg the government planned to build 54 093 new class rooms, and 13 739 staff quarters. It also planned to employ 45 796 teachers on various levels (May), It is believed that the relevant person(s) who have served in the office of the retired president, Benjamin W Mkapa, could contribute a lot of knowledge on this subject as he played a significant role in the changes of the education sector.

2003	
DAILY NEWS	<ol style="list-style-type: none"> Tanzania's law was reformed to recognise operators in the informal sector. <ul style="list-style-type: none"> One of the main motives for changing legislation was the fact that the majority of the poor work in the informal sector. It was argued that people in the informal sector should not be viewed as a problem, but that the country should rather utilise the informal sector as a solution to poverty as well as capital and market problems. It was also highlighted that people working in the informal sector should get access to property rights that would help them to attain bank loans to start and expand their businesses. As part of this process, a programme from a Peruvian Economist, Hernando de Sato, was adopted. The programme seeks to activate the 'dormant capital' of the people living illegally on untitled land and operating unregistered business.
2004	
THE GUARDIAN	<ol style="list-style-type: none"> Mobilisation of more young people to join Parliament, to cope with the pace of globalisation. <ul style="list-style-type: none"> MP, Lazaro Nyalandu (Chairman of TYPA), could be interviewed as a starting point. Tanzania's growth rate is now between 6.2 and 7%. The reduction in the inflation rate to a single digit number; revenue collection now more the 100bn/ month as opposed to 25bn/ month in 1980's and 1990's. <ul style="list-style-type: none"> Dr Abdallah Kigoda (Minister of State, President's Office responsible for Planning and Privatization), or the relevant person(s) in his office could be interviewed to find out more about the experienced growth in the economy, also to determine which leaders should be interviewed.
DAILY NEWS	<ol style="list-style-type: none"> Free access to anti-retroviral drugs (ARVs) to the people living with HIV/AIDS. <ul style="list-style-type: none"> The relevant person(s) active in President Mkapa's office during the time could be interviewed as a starting point – also to find out who championed this idea etc. Developed and expanded Small and Medium Enterprises Sector in order to create employment for the youth. <ul style="list-style-type: none"> The relevant person in President Jakaya Mrisho Kikwete's office could be interviewed to find out more about this process. The development of the Public Service Reform Programme (PSRP) aimed to assist the government to attain higher social-economic growth in order to reduce poverty. The primary objective of the PSRP was the transformation of the public service into an institution focused on service delivery. The programme was being implemented in phases and it has registered some achievements. The assessment done by World Bank 2003 expressed its satisfaction with the achievements made. The programme also got support from International Development Agency (IDA). The implementation of the rural electrification programme funded by Norway. <ul style="list-style-type: none"> The relevant person(s) in Aman Abeid Karume's office could be interviewed on this matter, particularly in order to identify further potential interviewees. The Zanzibar port rehabilitation project funded by the European Union (EU). The reconstruction of the dam in Moita Monduli. The dam serves almost 5000 villagers in Moita Monduli. The new dam's total area is about 20 000 square metres (January). The relevant person(s) in retired Prime Minister, Edward Lowasa's, office could be interviewed on this matter, particularly in order to identify further potential interviewees.

SUNDAY CITIZEN	<ol style="list-style-type: none"> The foundation of the Barbro Johansson Girl's Education Trust (Joha Trust) that advocates for quality girl's education in Tanzania and Africa and operates a model secondary school for poor girls, mostly orphans (January). <ul style="list-style-type: none"> Prof Ana Tibaijuka (United Nations Deputy Secretary General) or the relevant person in her office could be interviewed on this matter. The formation of an agency, TANROADS, which is responsible for the management of trunk and regional roads (comprises the core national network that interconnects the country), and a Road Fund to mobilise funding for road maintenance (February). The setting up of HIV testing centres in every district of the country. <ul style="list-style-type: none"> The relevant persons in the administration of Former President, Aman Abeid Karume, could be interviewed on this matter.
2007	
SUNDAY NEWS	<ol style="list-style-type: none"> Increasing the number of women in the cabinet. The cabinet has 60 ministers, of which 16 are women. Six are cabinet ministers and ten deputy ministers and 26.6% of the total cabinet are women. This is an increase of 8.6% in the number of women ministers. According to the data compiled by parliament Union in July 2006, Tanzania is among three top countries that have attained SADC target of 30% women Member of Parliament' (March). <ul style="list-style-type: none"> The relevant person(s) in retired President, Kikwete's, office could be interviewed on this matter, particularly in order to identify further potential interviewees. The construction of the new national stadium. The new stadium has a standard seated capacity of 60 000 (August).
MWANANCHI	<ol style="list-style-type: none"> The establishment of the Mbunge Education Trust Fund. The aim of the fund is to educate the students who come from poor families at the secondary school level. The fund will extend fees from secondary to advanced level education so as to improve the standard of education in the Nachingwea district (April). <ul style="list-style-type: none"> Mathias Chikawe could be interviewed as a starting point.
2009	
DAILY NEWS	<ol style="list-style-type: none"> The establishment of the Africa Medical and Research Foundation (AMREF). <ul style="list-style-type: none"> The relevant person in President, Jakaya M Kikwete's, administration could be interviewed on this matter.
2010	
DAILY NEWS	<ol style="list-style-type: none"> The launch of National Service resulted into the current Vocational Education and Training Authority (VETA) established under the Act of 1994 (October). <ul style="list-style-type: none"> The relevant person in President, Jakaya M Kikwete's, administration could be interviewed on this matter.
BUSINESS TIMES	<ol style="list-style-type: none"> Patrols in the country's seas, lakes and rivers during 2008/2009 year enabled the seizure of 7 440 illegal nets. <ul style="list-style-type: none"> The relevant person in John Pombe Magufuli's office (Ministry of Livestock and Fishing) could be interviewed on this issue, particularly as a starting point and identifying further interviewees.
2011	
THE CITIZEN	<ol style="list-style-type: none"> The 'war against illegal fishing in deep sea water'. <ul style="list-style-type: none"> The relevant person in John Pombe Magufuli's office (Ministry of Livestock and Fishing) could be interviewed on this issue, particularly as a starting point and identifying further interviewees. Export Processing Zones in Dar es Salaam has created 10 500 jobs. USD569 million was invested in this project in the past five years since establishment. <ul style="list-style-type: none"> The relevant person in President, Benjamin W Mkapa's, administration could be interviewed on this issue.

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