



# **TRANSFORMATIONAL LEADERSHIP FOR AFRICA**



**MS TCDC**  
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**MS TCDC STRATEGY  
2023-2027**

# OUR VISION

A just, democratic, and sustainable Africa.

# OUR MISSION

Develop the capacity of young leaders to become transformative leaders and strengthen institutions through facilitating social dialogue, learning interventions, and providing networking space for transformed governance in Africa.

# CHANGE GOALS

1. Young people and institutions at the core of transformational leadership across the African continent.
2. Deeper and enhanced democracies in which young leaders and social movements are heard by public institutions that are responsive to the needs of citizens.
3. A climate justice movement that is rooted in East African societies, driven by a generation of young people who organize and demand accountability, and public and private sectors that are ready to finance adaptation, and implement real solutions.



**Climate Justice Academy 2024**  
Photo: Godson Leon/ MS TCDC



**Climate Justice Academy 2024**  
Photo: Godson Leon/ MS TCDC



# HOW WE WORK

## **Experiential learning for transformational leadership:**

Support youth with skills, knowledge, exposure, and networks to give them the ability to constructively participate in public and private sector affairs and offer transformative leadership and representation to their communities and constituencies.

## **Social dialogues bridging citizens and decision makers:**

Provide safe and conducive spaces and platforms for social dialogues through which leaders, representatives, and other duty bearers can interact with citizens on matters pertaining to public policy, with a view to ensuring that interventions are people-centered and responsive to people's needs.

## **African-led knowledge to tackle local challenges:**

Gather and curate African-led knowledge and contribute to public discourse on relevant issues improving rootedness and authenticity of evidence for advocacy work and efforts at influencing policy



# CONTEXT

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Our strategy builds on the most pressing issues affecting the African continent—building from the national context of our host country (Tanzania) and strategic position of the East African Community in Arusha as a launchpad for taking our mission to Africa as a whole.

National Context – United Republic of Tanzania

MS TCDC's host country, the United Republic of Tanzania, has registered remarkable political and significant socioeconomic developments in recent years. This can be attributed to a few decades of sustained macroeconomic and political stability as well as the government's strong hand against corruption. As a result, in July 2020, Tanzania reached a major milestone when it formally graduated from low-income to lower-middle-income country status.

Despite the gains, more remains to be done. On the governance front, the strongest decline has been in the rule of law, effective government, citizen voice and accountability. Another front requiring urgent intervention is to support and empower Tanzanian youth. Up to eighty-two (82%) per cent of young people are in vulnerable employment, which is further concerning considering that of the sixty (60) million strong population of Tanzania, more than fifty (50%) percent are under eighteen (18) years of age. Over seventy (70%) per cent are under thirty (30) years of age. This can be attributed to the education system, which is not tailored to the knowledge needs and skills gaps of young people. Challenges of equitable access to education and the digital divide reduce the potential and latitude of young people to contribute to the country's leadership and economy. This situation has been further intensified by the COVID-19 pandemic, resulting in an economic slowdown. This has resulted in feminization of poverty and marginalization due to gendered discrimination, abuse, and violence against women and girls are widespread in Tanzania due to patriarchal norms

## The Continental Context

Over the decades, Africa has made some remarkable strides forward, however, while some economies grow, so has the gap between the rich and the poor. Similarly, while the average age distribution is 19.4 years, the average age of African leaders is 80.2 years. The evident intergenerational gap between those in power and the largest constituency results in a lack of effective representation of young people's concerns and priorities.

Economic inequality has resulted from haphazard and isolated efforts, some based on political affiliation. Nonetheless, Africa is the new economic frontier today, attracting major international capital interest to exploit natural resources. However, to fund the requisite turnkey infrastructure projects, several countries are mired in debt crises resulting from excessive borrowing. While there are gains in democracy, such reversals are corrosive and threaten to derail progress.

There is opportunity to capitalize on the landmark African Continental Free Trade Agreement (AfCFTA) which will (as hoped) remove tariffs and other trade barriers in the African continent. If successful, it will create a \$3.4 trillion economic bloc that will surpass all sub-regional trade and intergovernmental initiatives. As a result, it will support addressing unemployment of African youth, which casts a shadow over social and labour mobility.

Africa's development blueprint, Agenda 2063, shows strong prospects for the continent's continued robust development. The African Union envisions "an integrated, prosperous, and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena." In the articulation of its various aspirations, Aspiration Six of Agenda 2063 envisions "an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth."

Within this context, MS TCDC will contribute by building a conscious and active citizenry, at both national and continental levels, especially among Africa's youth, and provide them with both technical and soft skills and provide a convening platform to draw experiences from the grassroots, shape policies and practice from local knowledge and ensure sustenance. In the years ahead, MS TCDC will ally with and nurture pan-African partnerships for interventions on the research, learning, and convening fronts.





# TRANSFORMATIONAL LEADERSHIP

Transformational leadership is at the core of MS TCDCs strategy. The term “Transformative Leadership” denotes the character and disposition of a leader who prioritizes decisions and actions that cause groundbreaking structural change in a given community or society. The key words are “character,” “disposition,” “decisions,” “actions,” “groundbreaking,” and “structural change”.

A leader is transformative when their actions decisively or at least consequentially affect a situation in a way that progressively changes the condition of those affected by that given issue. This can be through policy or administrative measures, the enactment of legislation, or other such actions. The leader demonstrably places a premium on the overarching forward-looking vision they have for society above their immediate political calculations and expediency.

Transformative Leadership stands in stark contrast to transactional leadership, which is based on deal-making and unprincipled give-and-take. Leaders without a transformative agenda will only undertake piecemeal steps towards addressing (or appearing to address) an issue that is historical, complex, and divisive in nature, and could potentially cause them to lose their positions of authority or power.

To progress towards a just, democratic, and sustainable Africa MS TCDC believes that it is essential to build the capacity for transformational leadership among the youth.



**HRBA and Feminist Leadership  
workshop 2024**  
Photo: Godson Leon/MS TCDC



# THEORY OF CHANGE

Non-responsive leadership and rising corruption across the African continent deny the citizens access to resources, services, and equal opportunities.

By building the capacity of young transformational leaders, building civic agency through social dialogue, and curating African-led knowledge to tackle local challenges, MS TCDC will contribute towards positive institutional change and participatory processes that will enable the realisation of a just, democratic, and sustainable Africa.



# WHO WE WORK WITH

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With the provided context and to attain the expected change, we will be working with a wide range of partners, while capitalising on existing partnerships and internal structures.



**Climate Justice academy 2024**  
Photo:Godson Leon/MS TCDC



**GP Global gathering 2024**  
Photo:Godson Leon/MS TCDC



**CHAUKIDU 2023**  
Photo:Godson Leon/MS TCDC

MS TCDC aims at positioning young people at the forefront and ensuring they are the main drivers of the envisioned change. In consideration of the intergenerational gap and necessary needs in equipping and supporting them with soft and technical skills, we will work with a wide range of youth stakeholders, including activists, youth CSOs and collectives. We will provide spaces for dialogues and exchange with other youth stakeholders, including young parliamentarians and national youth councils.

MS TCDC aim at addressing the most pressing issues affecting the African continent and its people and develop strategies and actions that can be co-delivered with the stakeholders we work with. Civil society and social movements are at the heart of our work. We aim at working closely with them to support their work, while jointly co-delivering our interventions.

MS TCDC will intensify efforts to seek and actualize a stronger formal relationship with the government of Tanzania and its relevant institutions. On the basis of such a formal cooperation arrangement, MS TCDC is committed to rendering its expertise and facilities as a contribution to the country.





**Youlead Africa 2024**

Photo:Godson Leon/MS TCDC

MS TCDC has an existing agreement with the East African Community. It is our objective in the years ahead to consolidate the official relationship and partnerships already established with the East African Community, East African Kiswahili Commission, and the East African Business Council (EABC) and a number of Universities in the US.

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**PMO Retreat**

Photo: Gervas Damas

MS TCDC aims at strengthening and establishing partnerships with different African governments, government agencies and institutions with the aim of bringing closer the constituencies we are working with. It is our aim to attain this through social and intergenerational dialogues, while supporting our constituency through strengthening their technical skills and empowering them to push their interests.

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**ActionAid strategy implementation framework face 2 face gathering**

Photo:Godson Leon/MS TCDC

MS TCDC will capitalize on and strengthen its work and partnerships with the ActionAid Federation to achieve the objectives set forth through the co-creation of initiatives, while supporting through our facilities for convenings, dialogues, and capacity development programs. As part of ActionAid Denmark, MS TCDC plays a crucial role in the capacity development of ActionAid country partners in the Strategic Partnership Agreement with Danida which spans the period 2022-2026.

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**Climate Justice academy 2024**  
Photo: Godson Leon/MS TCDC



**Climate Justice academy 2022**  
Photo: Daniel Samwel

MS TCDC will capitalize on the existing work and engagement with the Global Platforms Network to train, empower and support young people in activism and advocacy.

As a training center, MS TCDC aims at strengthening existing partnerships and establishing new ones with research and learning institutions with the aim of providing a more progressive lens to existing and new trainings, while amplifying African-led knowledge production.

# HOW WE WORK

## Experiential Learning for Transformational Leadership

MS TCDC avails learning opportunities for especially young people to develop their capacities as transformational leaders. We take pride in being vanguards of experience-based learning which exposes the learner to lived realities. We have invested in tailoring our learning approaches and facilitation methodologies to empower young leaders and develop their knowledge and skills. Thus, our trainings are based on participatory methods, learning by doing, public action learning and imagination, always infused with a feminist lens to challenge patriarchy and inequality. We strive to create a learning environment where alternatives can be explored to solve the global and local challenges of today. We believe that manifestations of our dreams are possible when we embody the change that we believe in.

## Social Dialogues Bridging Citizens and Decision Makers

Democratic culture thrives on continuous interaction between the leaders and citizens. MS TCDC provides safe and conducive spaces and platforms for social dialogues through which leaders, representatives, and other duty bearers can interact with citizens on public policy. This is to ensure that interventions are people-centered and responsive to people's needs.

MS TCDC facilitates a series of gatherings where duty bearers and rights holders interact and discuss topical issues. This experience has been built over the years, delivering the Youth Leadership (YouLead) Summit, Uhuru Forum, and the newly minted Africa Drive for Democracy conference. These meetings stand out as tools to nurture democratic values.

MS TCDC will continue to facilitate larger gatherings as well as smaller dialogue forums to bridge citizens and decision makers, thus nurturing the responsiveness of institutions.



## African-Led Knowledge to Tackle Local Challenges

In Africa, the absence of a progressive, transformative leadership ethos is attributable to the sparsity of homegrown knowledge on accountable and servant leadership. By gathering and curating nuanced research on leadership, MS TCDC will contribute to the public discourse about the kind of leaders needed for the realisation of Agenda 2063 (The Africa We Want and support the achievement of the objectives set forth by the African Union). These knowledge products will be used in various learning packages and will be disseminated by the institution so that scholars and practitioners have a broader view of the concept of leadership, beyond pervasive Western thought and models.

In addition, our activities within transformational leadership and social dialogues will generate findings and knowledge that will translate into policy briefs, columns, and briefing notes which we will use in our ongoing advocacy and campaign efforts for a fairer, just, democratic and greener world.

### VALUES:

We have four core values that guide our work:

**Accountability:** We are answerable and responsible for our actions and positions both to our various partners and the communities in which we serve.

**Servant Leadership:** In a continent and world where leadership is often misused and abused for the benefit of narrow interests, we deem it crucial to nurture a leadership style that is grounded in service and driven by collective engagement and participation.

**Transparency:** We place a premium on ensuring that we as well as the leaders we train are steeped in a tradition of open decision-making and implementation processes that can be subjected to public scrutiny.

**Equality:** The bedrock of a just, democratic, and sustainable Africa is one where every individual, regardless of identity markers like ethnicity, gender, and status, is treated equally and without prejudice. Equality is therefore a crucial value to impart in our emerging leadership corps.



# CHANGE GOAL 1:

## YOUNG PEOPLE AND INSTITUTIONS AT THE CORE OF TRANSFORMATIONAL LEADERSHIP ACROSS THE AFRICAN CONTINENT.

Agenda 2063 of the African Union aims to deliver inclusive and sustainable development for the continent. Making Agenda 2063 a reality will require investment in leadership development aimed at raising a new generation of visionary and transformative (as opposed to transactional) leaders who possess the requisite skills and capabilities necessary to drive Africa's transformation agenda.

MS TCDC sets out to continue working with the African Union, through the African Governance Architecture (AGA) Secretariat through the already created Training Manual on Pan-African Leadership Training Program and other planned Leadership Fellowships aimed at nurturing an emerging set of African young leaders. MS TCDC will enhance the leadership capacity of young people and other actors through training, courses, learning journeys and social dialogues and networks to give them the ability to offer transformative leadership and representation to their communities and constituencies

### Key Activities:

- ✓ Reorient our leadership and governance programmes into a single, popular "transformational leadership certificate programme" that gathers a vibrant alumni network.
- ✓ Offer a portfolio of short online and of-line transformational leadership courses including topics such as leadership and cultural values, board governance, transformational leadership in Action-Aid and leadership summer schools within North-South Exchange Programmes.
- ✓ Conceptualise and deliver life-long learning experiences beyond training that ensure leadership preparedness and rootedness. This includes thematic Leadership Fellowships for inter-generational leaders, purposeful internship programs/Young Professional Programs with state and non-state partners, leadership immersions based on lived experiences and case studies from the past. Further, the Youth Hub Arusha will be strengthened to avail opportunities for mentorship and access to innovation spaces for young leaders.
- ✓ Inspire young people to lead; based on curated African-led knowledge. The Centre will work with young people to develop novel, solutions-oriented, and forward-looking alternatives that guide and inspire more young people to offer themselves for leadership and representative positions.

### Through these activities, we aim at achieving the following, by 2027

- ✓ Young leaders are equipped with relevant knowledge and skills.
- ✓ Young people leading social struggles and causes in their communities.
- ✓ Young people occupying leadership positions.
- ✓ Increased number of institutions that are responsive and accountable to the citizens and uphold constitutionalism.

### Targets

- 🎯 Train a total of 5000 young people.
- 🎯 Establish an alumni network with 3000 alumni.



# CHANGE GOAL 2:

## DEEPER AND ENHANCED DEMOCRACIES IN WHICH YOUNG LEADERS AND SOCIAL MOVEMENTS ARE HEARD BY PUBLIC INSTITUTIONS THAT ARE RESPONSIVE TO THE NEEDS OF CITIZENS

In Africa, there is an evident intergenerational leadership gap whose magnitude is accentuated by the absence of interactive and participatory spaces. With this context in mind, we aim at providing safe and conducive spaces and platforms through which young leaders, representatives, and other duty bearers can interact with citizens on public policy, with a view to ensuring that interventions are people-centered and responsive to needs.

Key to this intervention is advancing social justice, active citizenship, community organising, and social transformation. As a learning organisation, our experience over the decades has confirmed that conventional forms of mobilisation and organising have been overtaken by the various socioeconomic shifts that have occurred at the local, regional, and global levels.

This has necessitated that we work in a more agile, networked, and nimble fashion that speaks to the struggles of people living in poverty and exclusion. It is also apparent from various indices and studies that the notion of civic space is under new forms of assault, not least legislative restrictions, authoritarianism, financial deprivation, the rise of extremist political engagement by ideologies like fascism. At the same time, the state has retreated from its roles in service provision, regulation, and social security, paving the way for systemic political corruption.

Our work with social movements will revolve around action-led research, transformational leadership, and reclaiming and expanding the frontiers of civic space. MS TCDC will invest in youth activism and young leaders through its integration with the Global Platforms, by engaging with social movements and through the implementation of its flagship programme YouLead, where young people and duty bearer interact.

### Key Activities:

- ✓ Continue to build up and deliver the YouLead Program with a yearly summit and post-Summit agenda, for policy makers and young leaders.
- ✓ Support progressive policy change through social dialogues and curated knowledge. This includes already existing events such as Arusha Debates, African Dignity Index, the Tamasha Festival, and online engagements and networking spaces.
- ✓ Bring together the alumni of the transformational leadership program for networking, mentorship and experience sharing.
- ✓ Contribute to capacity development of young social movement leaders as part of ActionAid Denmark's existing Movement and Organising program.

### Through these activities, we aim at achieving the following, by 2027

- ✓ A networked crop of young leaders that are able to constructively engage policymakers at the national and continental levels on youth-friendly agendas and decisions.
- ✓ Strong social movements that are successful in achieving their goals.
- ✓ Expanded civic space in which citizens can exercise and enjoy their rights and liberties.

### Targets

- 🎯 25000 young African leaders convened and are offered an opportunity to interact with and influence national and continental policymakers.
- 🎯 300 young leaders mentored.

# CHANGE GOAL 3:

**A CLIMATE JUSTICE MOVEMENT THAT IS ROOTED IN EAST AFRICAN SOCIETIES, DRIVEN BY A GENERATION OF YOUNG PEOPLE WHO ORGANIZE AND DEMAND ACCOUNTABILITY, AND PUBLIC AND PRIVATE SECTORS THAT ARE READY TO FINANCE ADAPTATION, AND IMPLEMENT REAL SOLUTIONS**

Mitigating the continent's challenges such as the climate crisis, economic inequality, and social injustice, will require both scientific and political efforts as well as responsive leadership. TCDC will contribute towards this by nurturing leaders who will practice responsive leadership and building active citizens who will meaningfully engage in public institutions. Furthermore, TCDC will gather and curate African-led knowledge containing home grown and rooted solutions to local challenges and thus strengthen the ability of institutions to be responsive to local needs.

We regard the global climate crisis as one of the biggest challenges of our time. A challenge that is also misunderstood, mismanaged, and neglected due to non-responsive leadership. Climate change is a phenomenon that has largely been caused by the Global North, yet the Global South is most affected and threatened by the implications of climate change. It is a substantial contributor to social and economic inequality.

MS TCDC is invested in being a champion for green transition, through building the climate justice academy and transforming its facilities to reflect more ecofriendly, agroecology-based alternatives. Through this, the Centre will be an exemplary institution that influences the actions of both state- and non-state actors on matters of climate change. Lead, where young people and duty bearer interact.

## Key Activities:



**Gather and curate African-led knowledge:** This will be done to contribute to public discourse on social justice, servant leadership, climate justice and other issues that are of interest to our constituencies. This includes hosting thought leaders at TCDC as well as developing policy briefs for advocacy and campaign purposes.



**Disseminate African-led research:** MS TCDC will strengthen its partnership and collaboration with among others the Danida Fellowship Centre to disseminate African-led/Global South-oriented research and to co-design seminars and learning spaces for scholars and researchers to earn a broader view of leadership models and emergent issues.



**Support community-led alternatives and amplify them as credible alternatives to existing public policy:** This includes community outreach and trainings through the Youth Hub Arusha.



**Integrate climate justice as a part of trainings and knowledge resources:** MS TCDC will strengthen the thematic focus on climate justice as part of trainings and knowledge resources.



**Through these activities, we aim at achieving the following, by 2027**

- ✓ Increased number of young leaders with a more nuanced yet comprehensive worldview of servant and accountable leadership that is founded on African-led/Global South-oriented scholarship.
- ✓ Emergence of strong public institutions that ensure adherence to democratic principles, safeguard the public good, and hold duty bearers to account. These institutions will be inspired by the forward-looking research and study outputs resulting from the above-mentioned activities.
- ✓ Novel, solutions-oriented, and forward-looking knowledge resources that guide and inspire more young people to offer themselves for leadership and representative positions as a way of shifting power and influencing decision-making.

**Targets**

- 🎯 Train 250 young people through the Climate Justice Academy and form a strong youth-led climate justice network.
- 🎯 50 young leaders in residence at TCDC.
- 🎯 10 policy briefs developed and tabled before relevant public institutions.
- 🎯 Progressive Policy changes resulting from citizens' advocacy and demands.



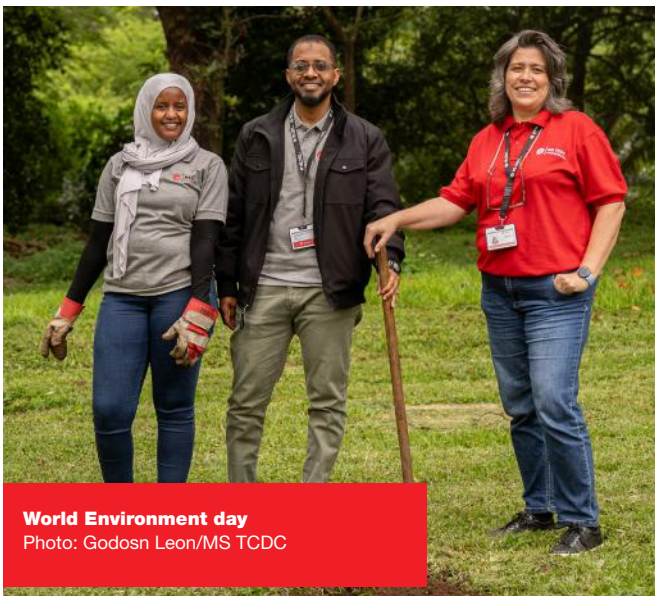
**Climate Justice academy 2022**  
Photo: Daniel Samwel

# ORGANISATIONAL GOALS

## Leading Convener and Incubator of Young Transformative Leaders

MS TCDC aims to be the lead capacity-building institution on the African continent when it comes to incubating young transformative leaders who will contribute towards a just, democratic, and sustainable Africa. In addition, MS TCDC aims to be the leading convener of dialogues on democracy and social movements.

For MS TCDC to deliver on the ambition of this Strategy, the Centre will focus on building its internal human and infrastructural capacity. This will include the consolidation of human capacity within transformational leadership, nurturing the experiential learning agenda with new innovative training solutions, and develop a setup for Monitoring and Evaluation. This will also include continuous efforts on making learning activities and convenings available in a user-friendly digital format.



## Living Green

MS TCDC acknowledges the climate crisis as one of the most existential of our time. That places an obligation on the Centre to lead by example by pursuing a greening agenda. This will feature a shift towards reliance on greener energy sources, use of recyclable materials and in general, strive to minimise our own carbon footprint as much as possible.



## Governance Structure

MS TCDC will always strive to improve good governance and thus have and adhere to processes that will meet the needs of the clients and stakeholders enhancing the best use of resources, remaining accountable, transparent, and exhibiting integrity.





**OUR ROOTS**  
**OUR STORY**

# CAPACITY DEVELOPMENT FOR SOCIAL TRANSFORMATION

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MS TCDC is a Pan-African Training Centre for Development Cooperation. The Centre was founded in 1967 based on a bilateral agreement between the governments of Denmark and Tanzania. The Centre's program strength and priority areas are democratic governance, transformational leadership, human rights, gender equality, youth participation, and climate governance and language, culture, and people-to-people exchange.

MS TCDC offers research, learning, technical assistance, capacity development and convening services for state and non-state actors in the Global South in its areas of programme strength. The Centre offers a lively international multicultural atmosphere for reflection, learning and sharing of experiences to enhance the ability of individuals, groups, and institutions to influence democratic governance, equitable, sustainable, and transformative change. Our partners include governments, intergovernmental organisations, development partners, donors, civil society organisations, and private sector entities.

Boasting 55 years of existence, the Centre has gained a reputation as the go to place for short term professional learning and training offers and convenings for thematic multi stakeholder social dialogues and debates. The Centre currently pursues a bold research agenda as a responsive approach to emerging learning needs as they become apparent over the years. Our research work is a bold step towards the center renewing its position as a Pan-African learning and knowledge hub. The Centre's research agenda therefore produces products that are consumed by its various programmatic streams as well as its diverse ecosystem of partners.

The history of MS TCDC dates back to April 1967 following the execution of a bilateral agreement between the Governments of Denmark and Tanzania. At the outset, the bilateral agreement created the Danish Volunteers Training Centre (DVTC), set up to teach Kiswahili language skills and provide cultural orientation for Danish volunteers working in the country. The Centre gradually widened its scope to incorporate standard professional skills courses relevant to the African context for development workers and, in 1991, changed its identity to MS TCDC, to reflect the shift.

Looking back and reflecting upon the last over fifty-five (55) years of existence, the MS TCDC story is itself long, rich and instructive. Starting from April 1967, when the original bilateral agreement that led to the creation of what is today MS TCDC was signed between the Governments of Tanzania and Denmark. What started out as a modest attempt to support development efforts in a newly independent country (Tanzania) in the Global South, quickly translated into a bold expression of solidarity and resulted in the formation of a partnership that has represented numerous benefits and many learnings for the African continent.