



The United Republic of Tanzania

● ● UONGOZI  
● Institute



YEARS IN LEADERSHIP  
D E V E L O P M E N T

**Annual Report**

July 2019 - June 2020



'Uongozi' means leadership in Kiswahili, and **inspiring** and **strengthening leadership** is the core purpose of our organisation. Based in Dar es Salaam and Dodoma, Tanzania, UONGOZI Institute is dedicated to supporting African leaders to attain sustainable development for their nations and for Africa. We know that:

- Leadership is the key to achieving sustainable development.
- Every leader requires specialised support to grow their strengths and knowledge, and lessen their weaknesses.
- An African model of leadership is vital to achieving the most favourable development outcomes for Africa.

UONGOZI Institute inspires leaders and promotes the recognition of the important role of leadership in sustainable development through:

- Executive Education
- Policy Dialogues
- Action Research
- Advisory Services

The Institute is a government agency established by the Government of Tanzania and supported by the Government of Finland and other valuable partners.

## Ten Years in Leadership Development

**Annual Report**  
July 2019 - June 2020



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## Key Achievements July 2010 - June 2020

### 157

COURSES OFFERED TO

### 6,011

 LEADERS

### 96

LEADERS GRADUATED FROM OUR POSTGRADUATE DIPLOMA IN LEADERSHIP

### 46

LEADERS ENROLLED IN OUR CERTIFICATE PROGRAMME IN LEADERSHIP

### 510

RESOURCE CENTER MEMBERS

### 40,000

PUBLICATIONS RELATED TO LEADERSHIP AND SUSTAINABLE DEVELOPMENT

### 7,900

YOUNG AFRICANS FROM

### 36

COUNTRIES ENTERED OUR ANNUAL ESSAY COMPETITION

### 62

RESEARCH STUDIES CONDUCTED

### 26

'MEET THE LEADER' INTERVIEWS AND

### 47

'IN FOCUS' INTERVIEWS PRODUCED

### 78

REGIONAL AND NATIONAL POLICY FORUMS ATTENDED BY

### 8,181

LEADERS

### 13

FORMER AFRICAN PRESIDENTS

FROM 

### 13

AFRICAN COUNTRIES

### 40

TECHNICAL SUPPORT AND ADVISORY SERVICES TO GOVERNMENT MDAS

### 2

MEMOIRS OF FORMER TANZANIAN PRESIDENT PREPARED

## 1

We demonstrated our ability to **contribute to generating revenue** for the Tanzanian government by collaborating with the International Senior Lawyers Project and the Columbia University Center for Sustainable Development to enhance the capacity of the Tanzanian government's negotiation team dealing with contracts for extracting natural gas and oil.

## 2

We supported the **efficient and effective functioning** of the Tanzanian government's **systems and infrastructure** by holding political administrative interface workshops for Regional Commissioners, District Commissioners, Regional Administrative Secretaries, and District Executive Directors. We also held induction courses for parliamentarians and other strategic governmental leaders.

## 3

We supported the **development of an implementation framework** by assisting the Ministry of Education, Science and Technology to harmonise the regulation and accreditation of education and vocational training in higher learning institutions in Tanzania.

## 4

We assisted with the development of **strategic plans** and the review of **key policies and regulations** for the Mining Commission and the Ministry of Minerals.

## 5

We undertook **unique research** concerning green industrialisation in Tanzania, to provide policy makers with pertinent and practical information concerning increasing industrialisation while addressing the impact on the environment.

## 6

We took part in the **creation of overarching reform initiatives** by assisting the President's Office Public Service Management and Good Governance in preparing the Public Sector Reform Programme III, (2018) and the Public Service Improvement and Decentralization by Devolution Programme, (2017).

## 7

We partnered with the Prime Minister's Office – National Economic Empowerment Council NEEC in a **pioneering project to create the first National Multi-Sector Local Content Guidelines** for Tanzania. This is a strong initiative to make large scale projects beneficial and inclusive to as many Tanzanians as possible.

## 8

We worked with **various Tanzanian ministries and bodies**, including the Ministry of Finance and Planning, Ministry of Education, Science and Technology, Ministry of Health, Community Development, Gender, Elderly and Children, the Ministry of Constitutional and Legal Affairs, the President's Office Regional Administration and Local Government, the President's Office Public Service Management and Good Governance, revenue generating organisations such as the Tanzania Electric Supply Company Limited (TANESCO), as well as organs of state such as the Parliament of Tanzania. We collaborated with regional bodies such as SADC and the Thabo Mbeki Foundation.

# Highlights for the Period July 2019 - June 2020



**27** COURSES OFFERED TO  
**1,352** LEADERS

**27** RESEARCH STUDIES COMMENCED  
**1** MEMOIR PUBLISHED

**57** NEW RESOURCE CENTER MEMBERS REGISTERED

OVER **2,000** YOUNG ADULT AFRICANS FROM  
**21** COUNTRIES ENTERED OUR ANNUAL ESSAY COMPETITION

**2** 'MEET THE LEADER' INTERVIEWS AND  
**4** 'IN FOCUS' INTERVIEWS PRODUCED

**32** LEADERS GRADUATED FROM OUR  
**10** MODULE POSTGRADUATE DIPLOMA IN LEADERSHIP

**2** REGIONALLY ORGANISED AND **5** NATIONAL POLICY FORUMS  
ATTENDED BY  
**2,134** LEADERS INCLUDING **6** FORMER AFRICAN PRESIDENTS

**5** BLOG ARTICLES PUBLISHED

## Board of Directors



*Chairperson*  
**Dr. Kristiina Kuvaja-Xanthopoulos**  
 Deputy Director General,  
 Department for Africa and the Middle  
 East, Ministry for Foreign Affairs,  
 Finland



*Vice Chairperson*  
**Prof. Idris Kikula**  
 Chairman of the Mining Commission  
 and Former Vice Chancellor,  
 University of Dodoma, Tanzania



**Ms. Iina Soiri**  
 Education and Science Counsellor,  
 Embassy of Finland, Pretoria, South Africa



**Mr. David Walker**  
 Former Director of the European  
 School of Administration, Belgium



**Dr. Stergomena Lawrence Tax**  
 Executive Secretary,  
 Southern African Development  
 Community, Botswana



**Dr. Laurean Ndumbaro**  
 Permanent Secretary,  
 President's Office – Public Service  
 Management and Good Governance,  
 Tanzania



**Dr. Cristina Duarte**  
 Former Minister of Finance,  
 Planning and Public Administration,  
 Cape Verde



**Prof. Penina Mlamba**  
 Professor,  
 University of Dar es Salaam, Tanzania



**Mr. Kadari Singo**  
 Acting Chief Executive Officer,  
 UONGOZI Institute

## From the Chairperson

This annual report marks the tenth anniversary of UONGOZI Institute. I am proud to be part of the leadership of this successful organisation, which has proved its merit in such a short time.

The first meeting of the board of directors was held on 19 May 2011 and since then the directors have met at least four times each year to reflect on performance and provide strategic direction. The directors have had much to consider during this time, the major issues being evaluating and refining proposed strategic plans, in particular determining what services the institute should provide, and to whom and ensuring the financial viability of the organisation.

The board has recently worked with the staff of UONGOZI Institute to produce the institute's third strategic plan, which is for the period 2021/2022 to 2025/2026.

The foresight of those leaders who envisaged the

establishment of an institute over ten years ago has been well proven, as shown by the vision and mission being largely unchanged:

### Vision

- 2011 – 2015: A prosperous and equitable Africa through effective leadership for sustainable development.
- 2016 – 2021: A prosperous, equitable and sustainable Africa.
- 2021 -2026: A prosperous, equitable and sustainable Africa.

### Mission

- 2011 – 2015: Inspiring and equipping African leaders to fulfil their personal and collective potential to deliver sustainable solutions for African citizens.
- 2016 – 2021: To inspire and equip African leaders to deliver inclusive and sustainable solutions.
- 2021 -2026: Inspiring and equipping African leadership to deliver inclusive and sustainable solutions for African citizens.

It is important to remind ourselves that leadership is different to management. Management is a matter of rules, processes and control, while leadership reflects the human element and seeks to influence, motivate and enable. In

addition, sustainable development requires leaders to take into account environmental, economic and social factors. Here there are complex interactions to be considered, with tensions and trade-offs to be managed, and synergies sought. These deeper dimensions of leadership and sustainable development mean that it is vital that we encourage the institute's clients to discover, consider and absorb many aspects of implementation.

UONGOZI Institute is here to involve and connect with leaders and emerging leaders, so they may amplify sustainable development as a widespread and enduring practice, thereby bring about authentic positive impact for current and future generations. Our vision and mission cannot be attained without their full engagement and subsequent continuous application in their work.

The strategic plan for the forthcoming five years builds on the successes from the first ten years of operations. The overall objective is to reinforce the institute's position as a partner of choice for the public sector in Tanzania and as a centre of excellence in leadership for sustainable development in Africa. The goals are:

*Goal 1 – Leadership Performance Enhanced*  
Increasing executive education services to build the breadth and strength of those competencies pivotal to sound leadership.

*Goal 2 – Sustainable Development Championed by Leaders*  
Encouraging and supporting leaders to assimilate sustainable development into their everyday work practice.

*Goal 3 – Knowledge and Practice of Good Leadership Advanced*  
Increasing our advisory services to organs of the public service, concentrating on leadership

development and system reviews. This customised service will promote good leadership practice.

*Goal 4 – UONGOZI Institute Recognised as a Centre of Excellence in Leadership for Sustainable Development*

Refining systems and processes to ensure optimal operation.

In closing, I would like to express the gratitude of the current and preceding directors for the constructive support we have received from our colleagues and their respective governments in establishing and continuing to fund the institute. We also appreciate the donors, collaborators and advisors who contributed to specific programmes and/or projects.

Lastly, on behalf of the past and current members of the board of directors of UONGOZI Institute, I thank the institute's former Chief Executive Officer, Professor Joseph Semboja, for his steadfast dedication to the establishment and nurturing of this institute and its staff. The board is confident that he has left the institute on a firm foundation and with a sound reputation after ten years of exceptional service. Joseph Semboja achieved much since he joined the then nascent organisation in 2010. His remarkable accomplishment is gratefully recognised.



**Kristiina Kuvaja-Xanthopoulos**



## From the Acting Chief Executive Officer

**D**uring January 2020 I was honoured to be appointed to the role of Acting Chief Executive Officer. Though I confess to mixed emotions upon my appointment. I was taking over the leadership and management of a young and vibrant organisation which had achieved much during the first ten years of its operations. This institute had emerged as a pioneer and now held a well-recognised presence in Africa and beyond. I was also taking over from Professor Joseph Semboja, whose quiet nature hides a thoughtful and perceptive man, always prepared to work hard to achieve excellence. Could I meet the high standards he had set, would I live up to the expectations of the board of directors? What about the institute's staff, who would now rely on me for leadership?

Then I realised that the self-doubt I was experiencing was the same as so many of the clients we support had faced during their own leadership journey. His Excellency Benjamin Mkapa,

former President of Tanzania, even revealed his self-doubt in his memoirs *'My Life, My Purpose. A Tanzanian President Remembers'*. I reminded myself that self-doubt can be positive, as it inspires extra effort and counterbalances over-confidence which can lead to misunderstanding and mistakes.

I also realised I was privileged to have this opportunity for two differing reasons. First, what a treasured opportunity to take over the leadership and management of this institute I have been proud to work for as the Head of Executive Education and Programme Director since 2015. Secondly, this was a timely reminder that leadership is a journey, rather like an odyssey in that is seemingly unending and often demanding. The lesson for me was that I was no different from the clients we support through our knowledge sharing and executive education. We all must strive to fulfil our best potential, and we will never reach a destination where we can cease learning. I had received an important reminder as to why UONGOZI Institute exists: *to inspire and equip African leaders so they may advance. Advance their professional career, advance the performance of those they lead, advance the cause of sustainable development in Africa.*

In the opening pages to this report, we summarised the major achievements of this institute during these past ten years. The institute began from nothing, without staff or premises, just ten years ago, which make these achievements even more notable. It would have been impossible to have achieved so much without the unequivocal support of the Tanzanian and Finnish governments, the directors of the board, the institute's staff, advisors and consultants, donors, other organisations we partnered with, and last, but by no means least, those who participated in our events and executive education. Thank you for enabling UONGOZI Institute to succeed so well during its first decade.

Moving on to the major new initiatives for this financial year, there are two:

- The launch of the first publication of our series of memoirs by former African presidents, *'My Life, My Purpose. A Tanzanian President Remembers'* by His Excellency Benjamin William Mkapa.
- The development of our first totally online executive education programme, the *'UONGOZI Institute Certificate Programme in Leadership'*.

I hope that you find this annual report interesting. I hope that after reading this you will be encouraged to attend a forum or event, take part in our

executive education, watch our documentaries, read our research reports, and visit one of our resource centres.

This institute exists because of the involvement of leaders and supporters such as you. I hope that our relationship will continue to flourish, as the institute will flourish during the decades ahead. Please join me on this continuing journey of leadership.



**Kadari Singo**



## From the Retired Chief Executive Officer

Over ten years ago I was honoured to be requested by the then President of Tanzania, His Excellency Dr Jakaya Mrisho Kikwete, to establish and run the Institute of African Leadership for Sustainable Development, now commonly known as UONGOZI Institute. The idea of such an institute had sprouted during a conference, held in Dar es Salaam during November 2007, concerning the soon to be concluded Helsinki Process on Globalisation and Democracy. His Excellency Kikwete, along with His Excellency Benjamin William Mkapa, had been involved in the Helsinki Process since its commencement in 2002.

The institute began on 23 December 2009 as a project called the Dar es Salaam Institute for Sustainable Development.

On 28 July 2010, the project evolved into an organisation called the 'Institute of African Leadership for Sustainable Development', also known as 'UONGOZI Institute'. This organisation was founded under an

instrument signed by the President of the United Republic of Tanzania, H.E. Kikwete. The first meeting of the board of directors of UONGOZI Institute was held on 19 May 2011. On 1 July 2011, the funds and assets of the Dar es Salaam Institute for Sustainable Development project were transferred to UONGOZI Institute, creating a financial entity. Thus, this institute came to life.

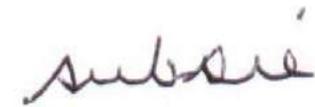
My contribution to this annual report comes after I have retired from the institute. It is time for a new leader at the institute and it is time for me to devote myself to my other interests, including being involved in research and enjoying being a grandfather. This past decade of my professional life has been an exciting one, though challenging at times. I am proud of what the institute has achieved. I am thankful of the unwavering support from the Tanzanian and Finnish governments and our board of directors, I am gratified by the energy and commitment of the institute's staff. I salute the many people who attended our forums and executive education events, for your involvement and enthusiasm has been crucial to our success.

In the Western world the tenth wedding anniversary is symbolised by traditional

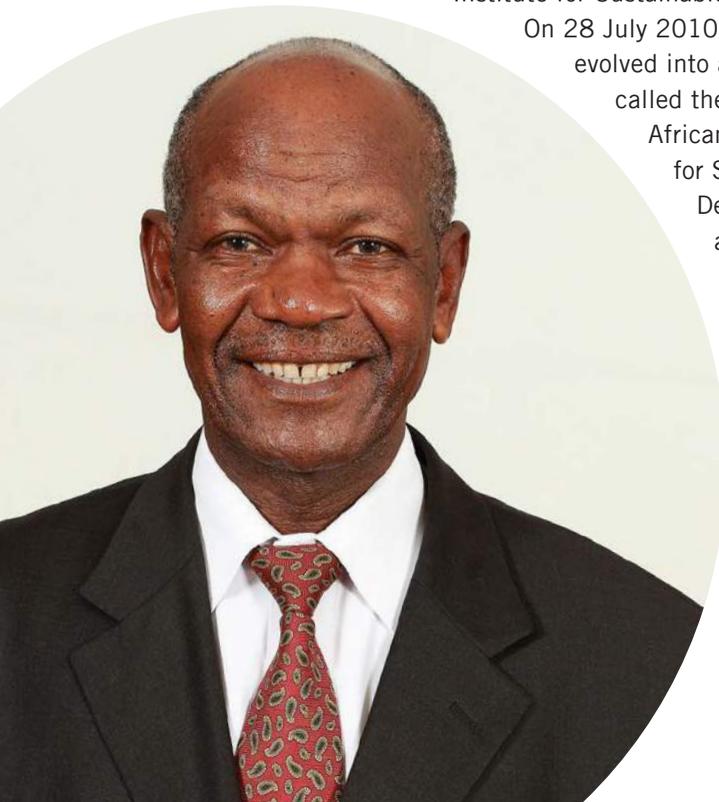
celebratory gifts made from tin or aluminium. These materials represent the durability and flexibility needed to sustain a marriage. By attaining its tenth anniversary, UONGOZI Institute has demonstrated that this organisation has the durability and flexibility to meet the needs of our clients as they address challenges and opportunities they encounter in their leadership roles. The institute has sought to analyse our clients' needs, even anticipating them at times. We have been flexible by absorbing contemporary trends for advancing sustainable development and leadership and adapting them to the environment our clients operate in. The fact that the demand for our services has grown each year proves this institute's durability.

Ten years is only the beginning for UONGOZI Institute. So long as supporters, clients, management and staff remain united in the cause of attaining a prosperous, equitable and sustainable Africa, then the best output of UONGOZI Institute is yet to come. I am confident of this.

These past ten years have been a positive learning experience for us all. I close with a clarion call: may we all continue to keep learning and sharing ideas and perspectives with each other, so that together we may apply our best efforts in inspiring and equipping African leaders to deliver inclusive and sustainable solutions for Africans.



**Joseph Semboja**



# Who Did We Reach This Year?

Clients who undertook executive education or attended forums were from these age groups:



# 97%

## Leaders from Tanzania

Clients who undertook executive education or attended forums came from the sectors reflected on the right



Leaders from the indicated countries took part in our forums and documentaries



South Africa, Somalia, Nigeria, Tanzania, Switzerland, Zimbabwe, Kenya, Uganda, United States of America (Los Angeles), Egypt, Ghana, Ethiopia, Rwanda, Ivory Coast, Mali, Cape Verde, United Kingdom, Sierra Leone, Madagascar, Lesotho, Mozambique, Seychelles, Guinea

The gender balance of clients for executive education and forums reflects the prevalence of male leaders in Africa. Nevertheless, we strive to encourage the involvement of women in all our events





83,730

people watched our productions 'Meet the Leader' and 'InFocus' on our YouTube channel

people who visited our website

30,048



10,957

people read our blog

impressions on Twitter

1,469,400



472

mentions in newspapers, on television and radio

mentions in blogs

153



Online resources such as reports, documentaries, podcasts and blogs were accessed predominantly by people from these countries

Tanzania, United States, Nigeria, Kenya and Belgium

Experts from these countries assisted us with our work

Finland, Mali, South Africa, Switzerland, Tanzania and the United Kingdom



## Strengthening Leadership through Executive Education

*We support African leaders to enhance their leadership skills and deepen their understanding of the complexity of leadership.*

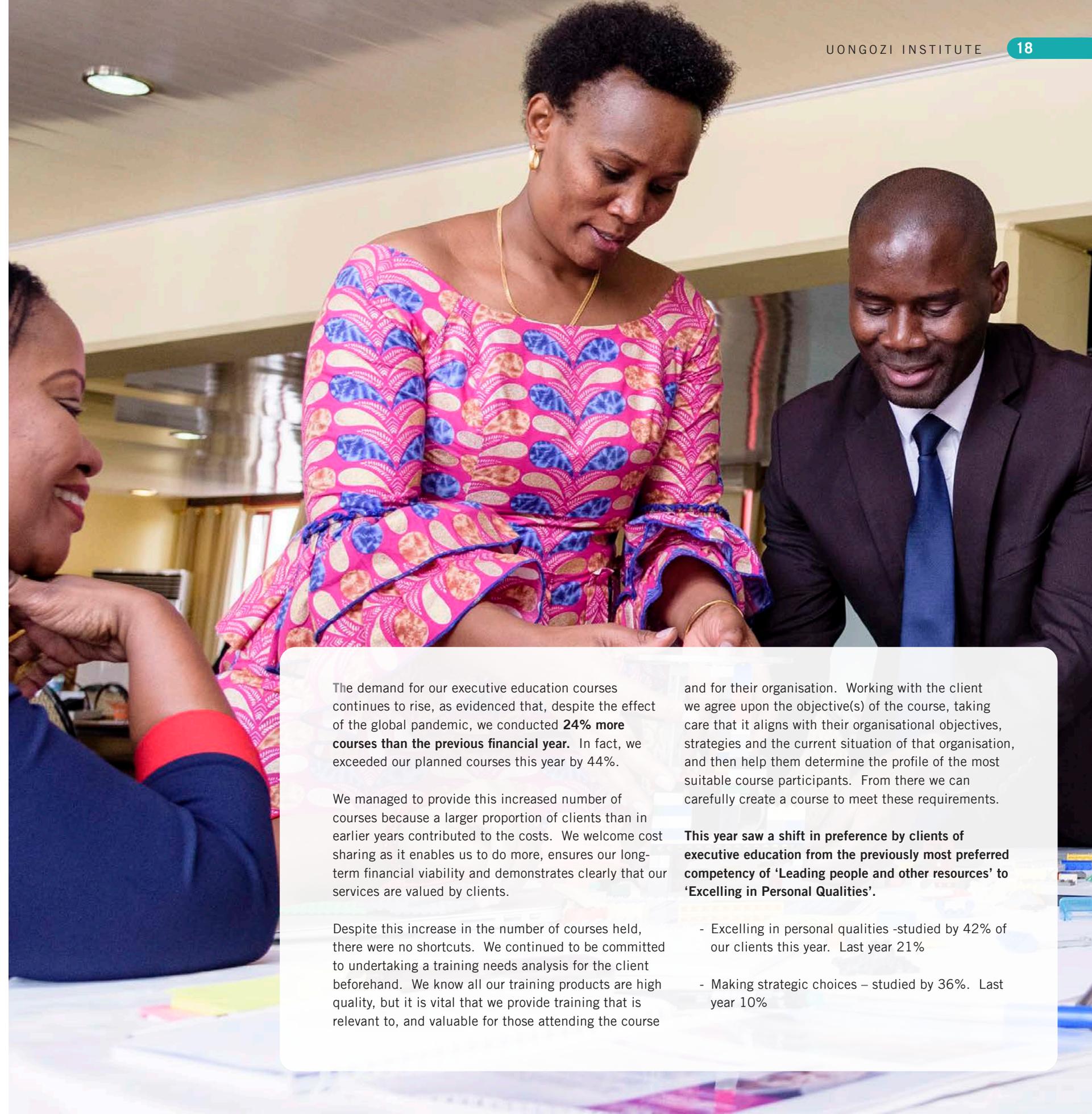
Key achievements during the year:

**27** COURSES OFFERED to **1,352** LEADERS

**32** LEADERS GRADUATED from our **10** MODULE POST GRADUATE DIPLOMA IN LEADERSHIP

**100%** OF PARTICIPANTS RATED OUR EXECUTIVE EDUCATION PROGRAMMES AS EITHER 'very satisfied' or 'satisfied'

**100%** OF PARTICIPANTS RATED THE QUALITY OF OUR COURSES AS EITHER 'very high' or high



The demand for our executive education courses continues to rise, as evidenced that, despite the effect of the global pandemic, we conducted **24% more courses than the previous financial year**. In fact, we exceeded our planned courses this year by 44%.

We managed to provide this increased number of courses because a larger proportion of clients than in earlier years contributed to the costs. We welcome cost sharing as it enables us to do more, ensures our long-term financial viability and demonstrates clearly that our services are valued by clients.

Despite this increase in the number of courses held, there were no shortcuts. We continued to be committed to undertaking a training needs analysis for the client beforehand. We know all our training products are high quality, but it is vital that we provide training that is relevant to, and valuable for those attending the course

and for their organisation. Working with the client we agree upon the objective(s) of the course, taking care that it aligns with their organisational objectives, strategies and the current situation of that organisation, and then help them determine the profile of the most suitable course participants. From there we can carefully create a course to meet these requirements.

**This year saw a shift in preference by clients of executive education from the previously most preferred competency of 'Leading people and other resources' to 'Excelling in Personal Qualities'.**

- Excelling in personal qualities -studied by 42% of our clients this year. Last year 21%
- Making strategic choices – studied by 36%. Last year 10%

- Leading people and other resources – studied by 22%. Last year 69%.

Our training needs analysis for clients, coupled with the professional observations from UONGOZI Institute's staff, contributed to this shift in choice of courses. We had noted that often the behaviour, attitudes and emotional conduct of a leader impacted upon the performance of team members, and the team as a whole. 'Personal Leadership and Emotional Intelligence' was the most popular course. This learned skill helps a leader to augment strengths and mitigate potential problems in themselves, their peers and subordinates.

*"Emotional Intelligence is a vital leadership competency; any successful leader must be self-aware and empathetic to others. It is naïve to think that the workplace is an environment free of emotions. We are not robots. Any person, however professional they regard themselves, has aspects of their personality which can help or hinder their performance. Thus, this competency helps a leader to manage their own emotions and recognise emotions of team members, thereby managing workplace relationships. Healthy workplace relationships are the foundation of sound performance".*

Kadari Singo, Acting CEO of UONGOZI Institute

The next three most popular courses were: Leadership of Public Resources, Ethical Leadership

and Good Governance, Risk Management and Internal Controls in Public Entities.

A pleasing item to note is the increase in women attending our executive education. We have been active in promoting **increased involvement by women and this year saw the highest proportion yet, at 31%**. The prior year was 20%. We hope that our new 'UONGOZI Certificate Programme in Leadership' will help the institute to reach more women.

In addition, this year we began developing an **empowerment programme for women leaders**. Our aim is to support women in overcoming gender stereotyping and barriers, so they may attain roles where they can realise their potential and inspire other women to become leaders. This programme will include mentorship as well as executive education. We are also designing a course to encourage male leaders to become mentors for women who aspire to become leaders.

Our **postgraduate diploma in leadership**, a rewarding collaborative effort with Aalto University Executive Education, continues to be a success. 32 students from the civil service, civil society and the private sector graduated with knowledge and skills certain to help them advance their professional career. The diploma comprises of ten modules delivered over a year, with students undertaking individual and group assignments, as

well as coming together for intensive two-to-three day classroom sessions.

These modules are:

- Personal and Organisational Leadership
- Strategy Formulation and Implementation
- Financial Skills for Executives
- Leading for Results
- Design Thinking for Organisational Development
- Sustainable Development
- Ethical Leadership
- Strategic Communication
- Strategic Human Resource Management for Executives
- Leading Change

Regrettably, we had to postpone commencing the fourth intake for this course until 2021 due to the global pandemic.

Our **leadership retreats for senior management** are tailored to meet each client organisation's specific needs. At our team retreats a series of presentations and exercises stimulate attendees to appreciate the value of effective and efficient communication, encourage reflection on performance and share ideas for improving their team's performance. Participants find our retreats a boost to morale, they feel re-energised and that their working relationship with other attendees are

strengthened. A sample of some of the executive education courses we provided this year:

We were pleased to embark on an association with the Southern African Development Community SADC this year. Two team retreats were held for senior staff from the office of the executive secretary and the directorate of planning and resource mobilisation. A change to the organisational structure prompted the decision to undertake our specialised retreats which focus on building and maintaining a coherent team who work together and communicate well.

While senior officials from the Office of the Treasury Registrar undertook an intensive two-week leadership retreat. The theme for this retreat was effective leadership for team building, which covered:

- Emotional intelligence
- Building trust and respect
- Listening to everyone
- Giving and receiving feedback
- Taking time for reflection

We provided a tailor-made five-day leadership course to senior officers from the Tanzanian Rural and Urban Roads Agency TARURA. Four modules addressed leadership within the public service: government communication, internal controls in public entities, leadership of public resources

and government security. While three modules addressed personal aspects: personal leadership, emotional intelligence and ethical leadership. Within this framework, the officers considered the systems of their agency, and challenges and opportunities facing their administrative and human resource departments.

Describing this retreat as “lively and engaging”, the Regional Coordinator for Simiyu, Eng. Dr Philemon Msomba also commented: *‘I liked that facilitators led us from presentations to team-building exercises and group discussions. It made the sessions interactive and informative’.*

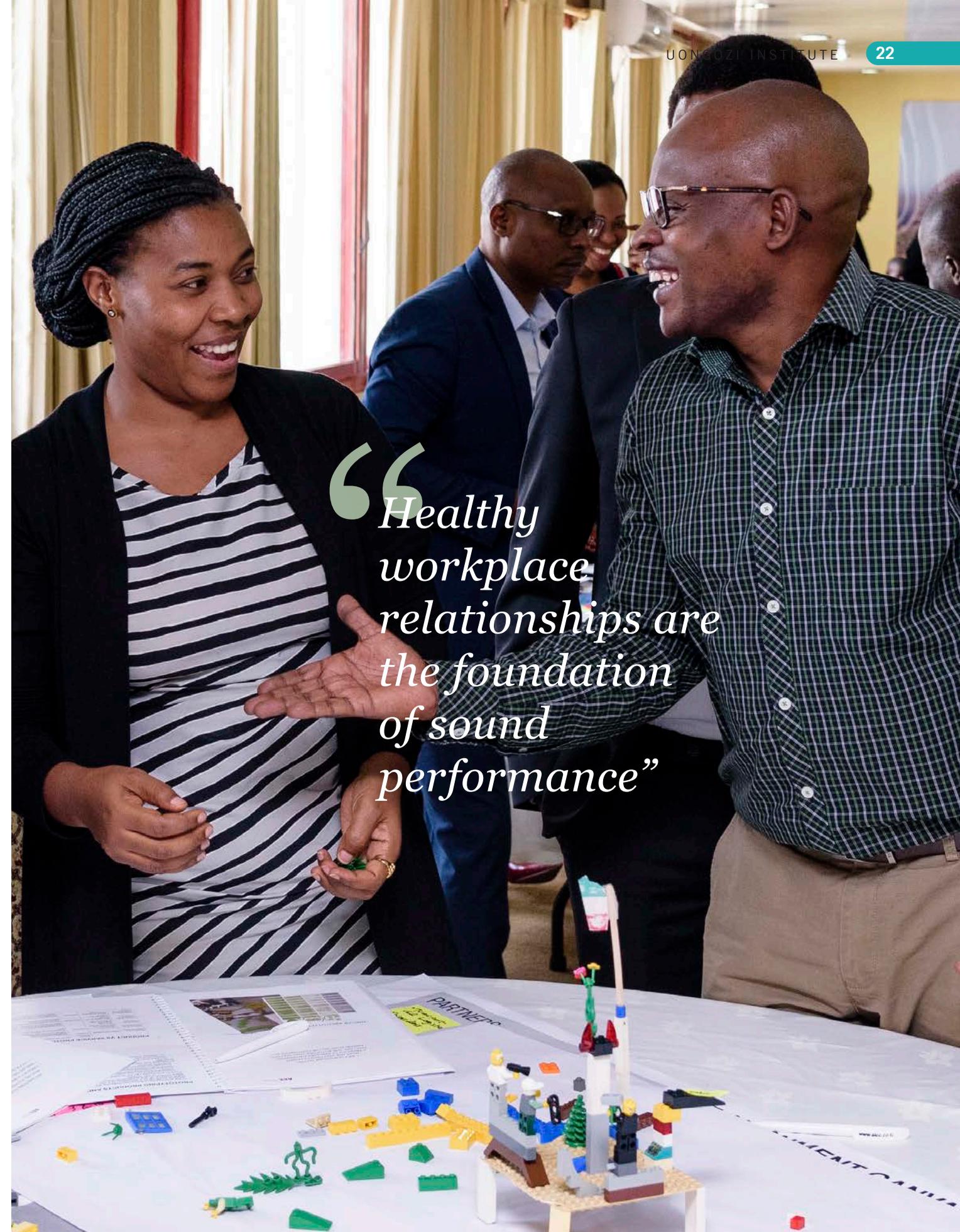
Senior staff from the Dar es Salaam Institute of Technology attended a three-day course which covered: addressing existing system and administrative challenges, as well as the sound management of public resources. This tailor-made course offered contemporary management theories, such as emotional intelligence, with course attendees learning about their own leadership style and how this could affect or complement the performance of others. They also learnt how they could aid others to work together to achieve the best by combining skills and talents. The course was completed with due attention to the important

issues of unethical behaviour, accountability and addressing corruption.

Senior leaders from the National Council for Technical Education NACTE attended a three-day retreat covering the leadership modules of:

- Government structure and communication
- Government security
- Functions of leadership
- Leadership of public resources
- Ethical leadership
- Personal leadership
- Emotional intelligence

This retreat was a continuation of a collaborative initiative between UONGOZI Institute and NACTE.



“Healthy workplace relationships are the foundation of sound performance”

# Advancing Good Leadership for Sustainable development

*We bring leaders together to share ideas on how to attain and carry forward good leadership for sustainable development in Africa.*

Key achievements during the year:

**2** REGIONAL and **5** NATIONAL POLICY FORUMS attended by **2,134** LEADERS  
including **6** FORMER AFRICAN PRESIDENTS

**2,300** YOUNG ADULT AFRICANS from **21** COUNTRIES ENTERED OUR ANNUAL ESSAY COMPETITION

**100%** OF PARTICIPANTS FOUND THE FORUM THEY ATTENDED TO BE EITHER 'very satisfied' or 'satisfied'

**90%** RATED THE POLICY FORUM THEY ATTENDED 'very high' or high | **1** FORUM REPORT PUBLISHED - AFRICAN LEADERSHIP FORUM

## Regional Forums



## AFRICAN LEADERSHIP FORUM 2019

### African Leadership Forum

'Promoting Good Natural Resource Management for Socio-economic Transformation in Africa' was the theme of our sixth annual African Leadership Forum.

Three issues were the focus within this theme:

- Principles for managing land, wildlife, fisheries and forestry resources to foster socio-economic transformation in Africa.
- The scale and impact of illicit practices on the continent's natural resources and ways to combat illegal activities and curb the losses.
- Africa's perspective on climate change and its impact on natural resources, with a focus on the energy sector.

Current and former African presidents who attended this prestigious event were clear on the responsibilities of, and absolute need of commitment by Africans to address these pressing issues.

His Excellency Dr John Pombe Joseph Magufuli, President of Tanzania spoke at this forum, which was also graced by former presidents H.E. Jakaya Kikwete – Tanzania, H.E. Thabo Mbeki – South Africa, H.E. Benjamin Mkapa – Tanzania, H.E. Hassan Sheikh Mohamud – Somalia, H.E. Olusegun Obasanjo - Nigeria, H.E. Hery Rajaonarimampianina - Madagascar, and the Vice-President of Tanzania, H.E. Samia Suluhu Hassan. A total of 131 distinguished leaders from international organisations and development partners, public and private sectors, academia, civil society and the media came from Ethiopia, Ghana, Guinea, Lesotho, Madagascar, Mozambique, Nigeria, Seychelles, South Africa, Somalia, Switzerland and Tanzania.



## Essay Competition

*'Education, adjudication, communication and execution are thus good principles of sustainable use of renewable resources'* concludes 22 year-old Panashe Gombiro from Zimbabwe in his winning essay in the 'African Youth Leadership Essay Competition'. You can read his essay at

His Excellency Thabo Mbeki presented Panashe Gombiro with first prize during the African Leadership Forum. Over 2,000 essays from 21 African countries were received in response to our question: 'If you were an African leader, how would you promote sustainable use of the renewable natural resources for fostering socio-economic transformation in Africa?'



### Public Lecture

The Southern Africa Development Community, SADC, began in 1980 as a conference on coordinating development. During 1992 it transformed into a formal development community of now sixteen southern African nations. These countries share the vision of:

*‘To build a region in which there will be a high degree of harmonisation and rationalisation, to enable the pooling of resources to achieve collective self-reliance in order to improve the living standards of the people of the region.’*

There is some disappointment at the rate and success of the implementation of this mutually beneficial vision of harmonisation and rationalisation set out nearly forty years ago. National policies often override the regional policies for integration. H.E. Dr. Stergomena Lawrence Tax, Executive Secretary, SADC and UONGOZI Institute board member, believes that one contributing factor to this problem is the lack of knowledge about SADC and its vision.

*‘Our greatest resource is our people, especially our young population who are supposed to be at*

*the forefront in implementing and advancing the SADC integration agenda. It is therefore worrying that knowledge and awareness about SADC among the population is very limited. Recognising that people are the means and the target of development initiatives and therefore it should be at the centre of SADC regional integration agenda, SADC organises these public lectures; the lectures aim to create awareness and provide a platform for people to engage and interrogate the many dimensions of SADC. And, in doing so, to ensure that regional integration remain the main focus of regional processes and policy interventions’.*

Hence a public presentation and panel discussion were organised by the SADC secretariat, Ministry of Foreign Affairs and East African Cooperation, and UONGOZI Institute to air concerns and discuss how to bring fresh motivation to this worthy vision.

His Excellency Benjamin Mkapa was unequivocal in the reasoning for his support for the vision of SADC.

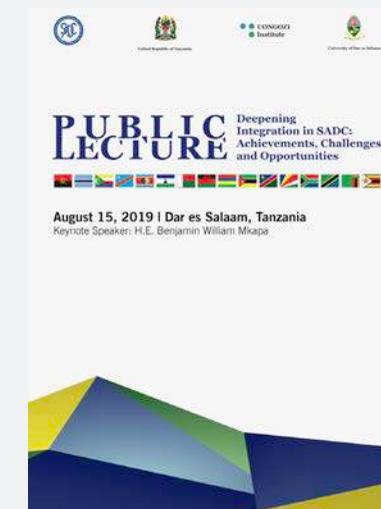
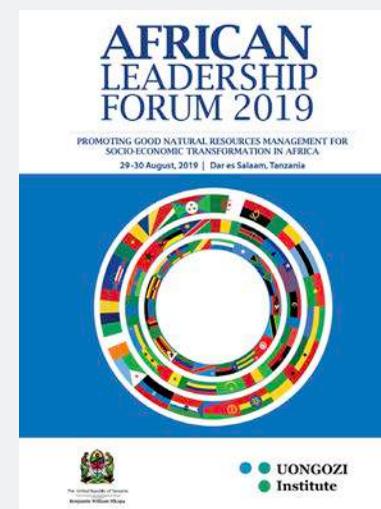
*‘The SADC vision looks towards a common future. In the midst of a rise of anti-trade and*

*protectionist sentiments around the world, it would serve us well to not lose sight of our pursuit toward our collective destiny. ...as we face these challenges, we must resist the temptation to build walls and not bridges. The adage that “good fences make good neighbors” is antithetical to the common destiny and common route we have chosen for ourselves. ...The lesson for our countries and SADC is that our diversities and fragilities will only be exacerbated by the small size and weaknesses of our markets. What we need is to tear down our walls. Our strengths lie in our unity. And the choice is ours to make’.*

Key actions identified by those present at this event were to:

- Strengthen the linkages between the SADC secretariat and member states
- Promote equality among member states
- Strengthen peace and security in the region
- Highlight critical issues that face women, children, and other vulnerable groups
- Take advantage of the region’s growing young workforce
- Create a more enabling environment for the private sector

You can find further information about the 2019 African Leadership Forum and the Public Lecture by scanning the respective QR codes below.



## National Forums



### Green Growth Platform

'Promoting Forest Management for Sustainable Water Resource in Tanzania' was the theme for this year's Green Growth Platform. The sound management of Tanzania's forest and water resources is critical for sustainable development.

Her Excellency Samia Suluhu Hassan, Vice President of the United Republic of Tanzania, who is the patron of the Green Growth Platform, spoke of her heartfelt concerns on the continuing deforestation and depletion of water in Tanzania.

'Tanzania has a total of 48 million hectares of forest being administered under various programmes. However, statistics show that deforestation is taking place drastically and without immediate action we may be left without any forests'.

Her Excellency urged:

*'...let us be aware that we have a huge responsibility to preserve the environment from high water catchments, which allow a free flow of water for all usage, including agriculture and other activities. We should organise ourselves to utilise these resources sustainably to allow a continuous flow of water'.*

Hon. George Simbachawene, Minister of State in the Vice President's Office -Environment and Union Affairs declared that:

*'Environmental destruction is one of the reasons contributing to increases in poverty and the reduction of clean water sources, soil fertility, crops and other important ecosystem services for human life. Furthermore, poverty also causes environmental destruction by weakening the efforts and ability of humans to oversee and*

*utilise resources in a sustainable manner. Hence, it is everyone's responsibility to emphasize the importance to protect our environment and the proper management of water and forest resources for present and future development'.*

This annual forum brings together interest groups and individuals from across society to share their experiences and ideas concerning the potential from, and obstacles to, ensuring that human welfare

and environmental sustainability are not forgotten in the drive for economic growth. The first day is devoted to presentations and discussion, while the second day is devoted to a field trip to see matters firsthand. 93 senior officials and representatives from government authorities, development partners, private sector, research and academic institutions, and civil society organisations took part this year.



Access the GGP Report by scanning the QR code

### Local Content Forum

UONGOZI Institute continued our productive relationship with the National Economic Empowerment Council NEEC by jointly hosting a national forum. Hon. Kassim Majaliwa, Prime Minister of Tanzania, stressed the government's commitment to involve Tanzanians in the push for industrial development in the country:

*'The aim is to ensure that Tanzanians receive priority in employment, services, skills development and technology through strategic projects that are being implemented in the country'.*

He then launched the National Multi-Sector Local Content Guidelines, as well as a website for strategic projects.

UONGOZI Institute has been providing advisory services to the National Economic Empowerment Council on this noteworthy project, further information can be found on page 53.

### Tanzania: 20 Years after Mwalimu

To many the legacy of Julius Nyerere, the first president of Tanzania, remains strong, despite his death twenty years ago. During the two-day conference held in collaboration with the University of Dar es Salaam, attendees considered the contemporary relevancy of his beliefs and values; particularly whether they influence policies today and what outcomes can be seen from this influence. Hon. Palamagamba John Aidan Kabudi, Minister of Foreign Affairs and East African Cooperation officiated the event on behalf of the president of Tanzania.

## Deepening Knowledge with Research

*We want to be a useful reference point for knowledge on leadership for sustainable development in Africa.*

Key achievements during the year:



**27** RESEARCH STUDIES COMMENCED

### United Nations University World Institute for Development Economics Research (UNU-WIDER)

We believe in African solutions to African problems. It follows that research should be undertaken so we can properly understand the African context of an issue. As with our other work, we draw upon the best researchers in Tanzania and from around the world to undertake research.

Last year we announced a collaborative research effort with the United Nations University World Institute for Development Economics Research, UNU-WIDER. This year saw the first fruits from this collaboration, with the commencement of 27 research projects under the five themes of macro-economics and resource mobilisation, industrialisation, the extractive sector and sustainable livelihood and gender. During the second half of the year fifty researchers from Kenya, Finland, Rwanda, Tanzania and the United Kingdom gathered for the first review workshop. By the end of this year 17 drafts had proceeded to the formal scrutiny process. We expect to publish the first reports next year.



## REPOA

The other collaborative research project launched last year was with REPOA. This project concerns evidence-based policy making for economic governance in Tanzania, with UONGOZI Institute's involvement relating to dissemination. These first research studies were completed and discussed at a workshop:

1. *'The State of the Macro-fiscal Framework and Public Financial Management in Tanzania'*  
There is a continuing challenge to actual budget implementation, mainly due to revenue collection falling below target. Revenue collection is still far below that required to finance ever increasing government expenditure, causing a growing fiscal deficit, in the region of 3 to 4% of GDP, with or without grants. Tax revenue collections, at 12.8 % of GDP, are still on the low side, and well below the expenditure GDP ratio of 17.2%. Furthermore, Tanzania's public debt is rising, donor support is waning, and, with concessional borrowing in decline, the Tanzanian government is forced to borrow from commercial sources. Alternative sources of revenue may need to be sought which could include issuing an infrastructure bond and entering into Public-Private Partnership arrangements.

2. *'A Diagnostic Manufacturing Competitiveness Study: Challenges, Prospects and Policy Options for Tanzania'*

Tanzania rates poorly within The World Bank's Manufactured Exports Competitiveness Index. Overall, productivity growth in the formal manufacturing sector seems healthy, but economy-wide performance is held back by the significant presence of the informal sector with its characteristic very low productivity. Exports, foreign ownership, labour training, firm capacity and size are the main drivers of the level of productivity in Tanzanian manufacturing firms.

A reduction in energy costs; and improvements to the transport infrastructure and agriculture products, along with increased training in skills should enhance competitiveness. While indications are that for every Tshs 1 that is invested in ICT, up to Tsh 3 could be expected in economic return. A reduction in taxation would also benefit competitiveness.

3. *'The State of the Business Environment in Tanzania'*

Tanzania has been ranked low when compared to neighbours, immediate competitors, future competitors and role models. The World Bank's 'Doing Business' ranking for Tanzania has deteriorated overall since 2012. Tanzania has been doing relatively well in some areas

such as getting electricity, yet the performance is relatively poor when it comes to cross border trade and settling insolvency.

Reforms have been undertaken in areas concerning taxation, trade, contract enforcement, access to credit, obtaining permits for construction, accessing electricity and registering property ownership and businesses. Outstanding areas to address are: undertaking detailed needs assessments of municipal and district authorities to identify the resources, skills and expertise required, establishing interfaces between the data systems of government agencies, reducing duplications in documentation requirements and multiple fees, and improving public knowledge of business activities.

These reports can be obtained from REPOA ([www.repoa.or.tz](http://www.repoa.or.tz)).

## Aligning Systems and Processes for Sustainable Development

*Working closely with clients, our advisory services use analysis to assist with identifying and solving problems related to systems, processes and structures.*

Key achievements during the year:



An impartial and experienced third party can help members of an organisation to look at a problem from different angles, identify hindrances to implementation and explore potential implications arising from a proposed change to strategy.

Some advantages of partnering with UONGOZI Institute to address an issue are:

- We know the operating environment within Tanzania, especially the public service, very well.

- We focus on practical and feasible solutions.
- Rather than just addressing the symptom(s), we consider all factors which come into play. We take a broad approach to an issue, influenced by perspectives of executive education, policy dialogue and research.

Being asked to provide technical support always pleases us, as this is another tangible indication that clients find our work helpful. We are known for our ability to generate discussion of issues at

a conceptual level, then aid clients to move to concrete and practical measures for action. This year we assisted the Ministry of Constitutional and Legal Affairs to collect and then reflect on lessons learnt from the implementation of the first phase of the Legal Sector Reform Programme. Our report was then used as an input for drafting the second phase of the reform programme. The focus of this reform is: to improve service delivery by promoting access to justice and human rights; improving administrative justice and building the knowledge and skills of legal professionals.

Last year we began working with the Prime Minister's Office – National Economic Empowerment Council NEEC to draft the first National Multi-Sector Local Content Guidelines for Tanzania. UONGOZI Institute's staff were pleased to be involved in this notable project, which created the necessary legal and regulatory frameworks necessary to ensure that Tanzanians can participate actively in all the key sectors of the economy. The positive outcome of this initiative is that Tanzanian, rather than foreign, human and material resources and services will be involved, the capacity of Tanzanians will be built, there will be transfer of technology and local communities will benefit from large project in their areas.

Rather than concentrating solely on the extractives sector, as done by many other countries, The National Multi-Sector Local Content Guidelines for Tanzania apply to a broad range of sectors: the extractives sector - mining, oil and gas; construction sector public works, transportation and communication, manufacturing and trade sector; agricultural sector - agriculture, livestock and fisheries; and the tourism sector - natural resources and tourism.

UONGOZI Institute's participation in this significant initiative has been wide-ranging, from involvement with the drafting, to launching the guidelines. The institute's staff will be involved during subsequent years with assessing how the guidelines are being implemented and the outcomes.

This year we supported TANESCO Tanzania Electric Supply Company Limited and TAZARA Tanzania Zambia Railway Authority with producing environmental impact assessments. These reports examined from an environmental perspective the challenges local communities faced when strategic national projects were implemented. UONGOZI Institute is proud to contribute to the implementation of these large-scale governmental projects which are critical to the nation's advancement. We were pleased that these impact assessment reports met the international standards set by The World Bank and IMF.

## Promoting Leadership for Sustainable Development

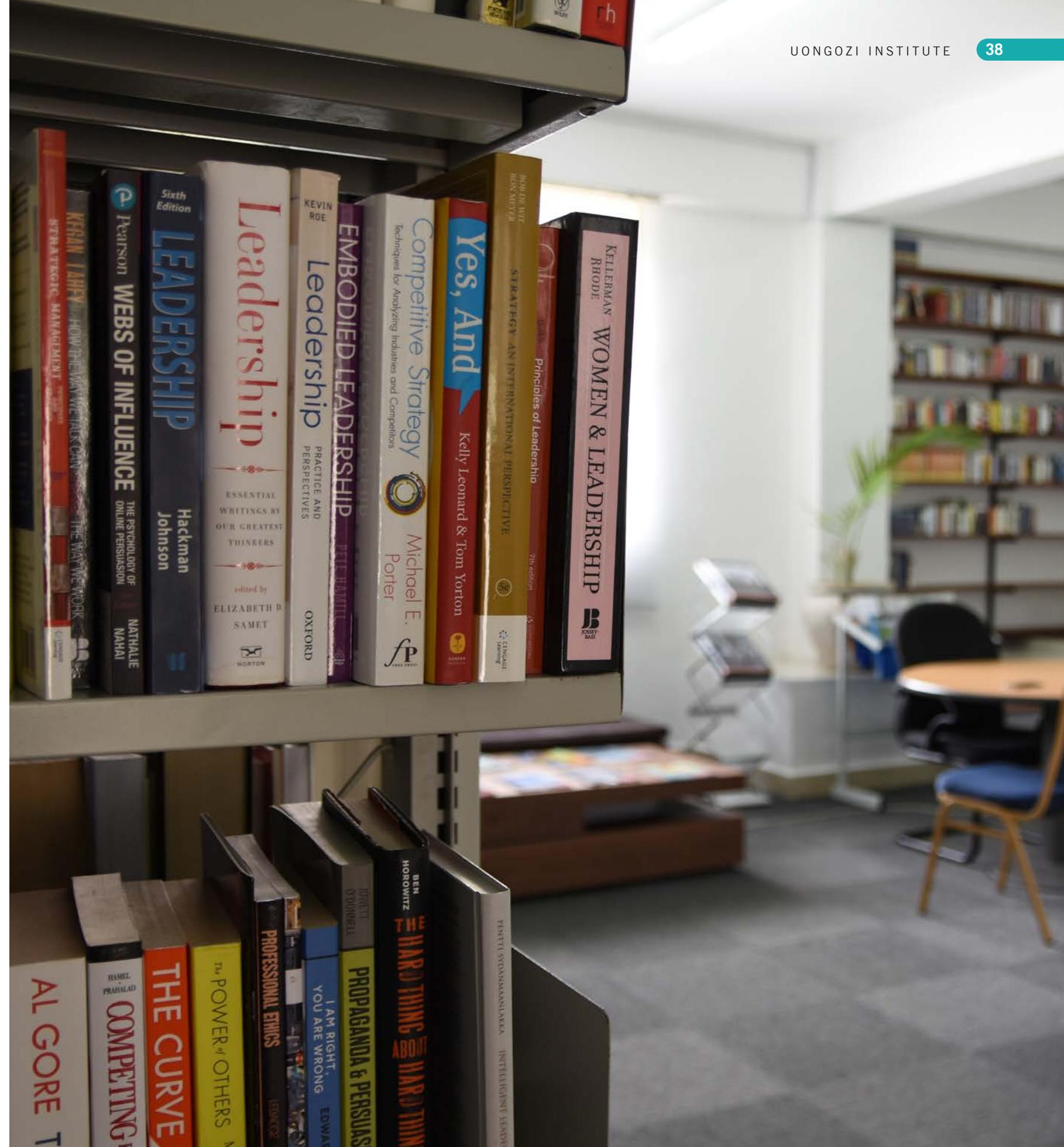
*We want more Africans to understand and appreciate the positive impact of good leadership for sustainable development on their lives, their future and their nation's future.*

Key achievements during the year:

2 'MEET THE LEADER' *and* 4 'IN FOCUS' INTERVIEWS PRODUCED

5 BLOG ARTICLES PUBLISHED | 57 NEW RESOURCE CENTRE MEMBERS REGISTERED | 1 MEMOIR PUBLISHED

1 LEADERSHIP ESSAY COMPETITION COMPLETED *with* 2,300 ESSAYS RECEIVED





“A future leader could be born with natural leadership traits, yet even divinely bestowed qualities of leadership need nurturing and enhancement to make them relevant to contemporary challenges”

- His Excellency  
Benjamin William Mkapa

### ***‘My Life, My Purpose: A Tanzanian President Remembers’***

On his 81st Birthday His Excellency Benjamin William Mkapa launched his memoirs at the eminent national event of the year. All living current and former presidents of Tanzania attended, with His Excellency Dr John Pombe Joseph Magufuli speaking.

During his speech, Chief Executive Officer Joseph Semboja noted that many leaders from developed countries had written about their personal and professional lives, but this was not so common in developing countries.

*‘As a result, leaders and students of development, political science and diplomacy, draw lessons from the publications of leaders from developed countries, which consider a non-African context. ...We therefore believe that the memoirs of senior African leaders contribute to Africa’s political, economic, social and cultural history. The history we are celebrating here today is not H.E. Mkapa’s, but Tanzania’s.’*

This book will appeal to readers interested in: an African’s personal experiences of colonialism in East Africa; the struggle for independence by the liberation movements of several African

countries; how war helped unify the diverse citizens of a young nation; fostering nationalism and addressing ethnic and religious differences; the economic and social aspects of transition to socialism and then to a free market environment; the political transition from a single party state to multi-partyism; and relations with international organisations and development partners.

His Excellency writes of his childhood, his political maturation, the evolution of the State and politics in Tanzania, as well as some political upheavals in neighbouring countries. These memoirs are enriched by his views on leadership and advice for young leaders. This book will appeal to aspiring leaders; students of development, international politics and diplomacy; those working for development partners; historians and those who want to know more about their Tanzanian heritage.

UONGOZI Institute was honoured to be part of this book from the outset by providing in-depth technical support throughout. The prestigious launch event was attended by the highest ranking current and former politicians, government officials, diplomats, business leaders

and development partners. In keeping with His Excellency Benjamin Mkapa’s regard for all members of society, representatives from religious groups, civil society, the youth and libraries were invited as well. The event was broadcast live on television and radio and there was substantial national and international media coverage about the book. Around 1,000 copies were sold within the first twelve hours, with the demand so strong that the book has been reprinted.

This book is available from the publishers, Mkuki na Nyota and the African Book Collective as well as many online book retailers.

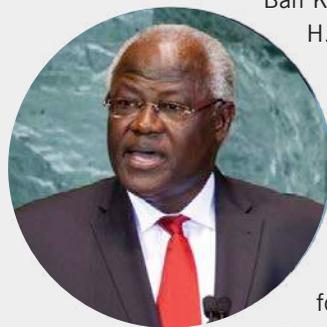
Translating this book into Swahili has commenced. The next book to be published, *‘Mzee Safari ya Maisha Yangu Rukhsa’*, in what we hope will become a series, will be the memoirs of another former Tanzanian president, His Excellency Ali Hassan Mwinyi.



## 'Meet the Leader' Interviews

*Our 'Meet the Leader' interviews offer in-depth insight to the actions, thoughts and personalities of leaders.*

His Excellency Ernest Bai Koroma  
*Former President  
Republic of Sierra Leone*



H.E. Ernest Bai Koroma served as the fourth President of the Republic of Sierra Leone from 2007 to 2018. During his presidency, the country became the fastest growing economy in Africa in 2014 before the deadly Ebola epidemic. In the same year, the UN Secretary General, Ban Ki-Moon, while at Joint Press Conference with H.E. Koroma on March 5th, noted that Sierra Leone represents one of the world's most successful cases of post-conflict recovery, peacekeeping and peacebuilding. By 2018, the country became the third most peaceful in Africa.

In this interview, H.E. Ernest Bai Koroma, former President of the Republic of Sierra Leone, shares on his leadership journey, the challenges he encountered along the way, and his work on the continent after his presidency.



His Excellency Hery Rajaonarimampianina  
*Former President  
Republic of Madagascar*



H.E. Hery Rajaonarimampianina was the first democratically elected President under Madagascar's 2010 constitution.

In 2009, H.E. Rajaonarimampianina was appointed Minister of Finance and Budget, a position he held in the midst of a particularly acute political crisis in the country. Despite the freezing of all foreign aid throughout his tenure, he successfully managed to contain inflation and keep the Malagasy currency stable. He also ensured the payment in due time of all civil servants' wages.

In this interview, H.E. Hery Rajaonarimampianina shares on how Madagascar under his tenure managed natural resources.



## 'In Focus' Interviews

Our 'In Focus' interviews provide information on issues of sustainable development.

Peace and Security in the SADC Region

**Prof. Anthoni van Nieuwkerk**



In this interview, Prof. Anthoni van Nieuwkerk speaks on Peace and Security in the SADC region.

Prof. Anthoni van Nieuwkerk has participated in several scenarios development exercises and has broad experience with advising African policymakers on foreign and national security policy processes and frameworks. He has been active in research from the early 1990s and has pursued an academic career in teaching, training and policy analysis from 2000. He publishes widely on African foreign and security policy.



Income Diversification and Household Welfare in sub-Saharan Africa

**Prof. Oliver Morrissey**



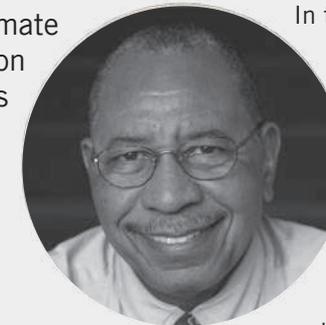
An expert's perspective on Income Diversification and Household Welfare in Sub-Saharan Africa.

Oliver Morrissey is a Professor of Development Economics at the University of Nottingham, in the United Kingdom. He is also the Managing Co-Editor of the Journal of Development Studies, and a member of the Editorial Management Board for Development Policy Review. Prof. Morrissey has published many articles in international journals, mostly on aid policy and effectiveness, trade policy reform, conditionality and adjustment, and supply response in agriculture.



Africa's Perspective on Climate Change and Its Impact on Natural Resources

**Prof. Youba Sokona**



In this interview, we delve into the Africa's Perspective on Climate Change and Its Impact on Natural Resources with Prof. Youba Sokona, Special Advisor for Sustainable Development at the South Centre, in Geneva, Switzerland.

Prof. Youba Sokona has over 35 years of experience addressing energy, environment and sustainable development in Africa. He has been at the heart of numerous national and continental initiatives. He coordinated the scoping, framing and development of the "Africa Renewable Energy Initiative". Reflecting his status, Prof. Sokona was elected Vice Chair of the Intergovernmental Panel on Climate Change (IPCC) in October 2015.



Our interviews are broadcast on ITV, a Tanzanian television channel which is also available on eight channels across Africa. The interviews are also available on our website as a podcast, and on our YouTube channel.

## Resource Centre

Our resource centres are open to everyone. We have over 40,000 publications in printed, electronic and audio formats. The resource centres in Dar es Salaam and Dodoma are open six days a week, and, for a modest annual fee, members can borrow material.

- Biographies
- Development
- Economics
- Foreign affairs
- Governance
- Leadership
- Personal development & 'soft skills'
- Philosophy
- Political science
- Sustainable development
- Tanzania's socio-economic & political history



## About UONGOZI Institute

### Our Staff

We operate as a secretariat, calling upon respected experts from Tanzania and around the world to complement our work. There was a total of 22 staff members as at 30 June 2020. As with previous years, we encountered difficulties recruiting staff, though we were pleased to be able to appoint the communications manager and a senior research fellow. As at the year end the senior positions of the Chief Executive Officer and Research and Policy Specialist were yet to be filled.

We were pleased that three more staff members graduated from our postgraduate 'Diploma in Leadership'. Staff members also attended courses on budget report writing for the Tanzanian government and safety measures against Covid-19.

The board of directors met four times this year, as scheduled.

*We strive to be a proactive and meaningful organisation, recognised for our positive contribution to leadership and sustainable development in Africa.*

## Collaborating with organisations to increase impact

Partnering with others enables us and our partners to extend the reach and depth of the activities we jointly undertake. This year we collaborated with these organisations:

Tanzanian Organisations	From Outside of Tanzania
REPOA	Aalto University Executive Education
The Office of the Former President of Tanzania, His Excellency Benjamin Mkapa	United Nations University World Institute for Development Economics Research, UNU-WIDER
University of Dar es Salaam	University of Oxford

## Finances

### Financial Support Received

The Institute's total receipts of TZS 7,805 million (Euro 3,055,397), were 20% less than the previous year's revenue due to lower grants provided by the Governments of Finland and Tanzania. The Tanzanian and Finnish governments contributed 52% and 48% of the grants received respectively.

	2019/20 TZS Million	2018/19 TZS Million
Government of Tanzania	3,810	3,913
Government of Finland	3,539	5,172
Other Sources	455	457
<b>Total Income</b>	<b>7,805</b>	<b>9,542</b>
<b>Total Income Euros</b>	<b>3,055,397</b>	<b>3,816,706</b>

The board members, management and staff of UONGOZI Institute are grateful for this financial support; your support means that together we are advancing good leadership and sustainable development in Africa.

### Expenditure

We spent TZS 7,829 million, which was 80% of the budgeted expenditure. The underspent expenditure was due to the Covid-19 pandemic limiting activities. 73 % of the expenditure was spent on our core activities of executive education, research, policy dialogue and communications, with the remaining 27% spent on support services.

The Institute's net assets at the end of 2019/20 were TZS 6,997 million (Euros 2,804,891).

The financial statements of the Institute were audited by the Controller and Auditor General of the Government of Tanzania and received a clean audit report, as you will see in the following pages.

## Auditor's Report

### Report On The Audit Of Financial Statements For The Financial Year Ended 30 June 2020

#### Unqualified Opinion

I have audited the accompanying Financial Statements of the Institute of African Leadership for Sustainable Development (UONGOZI Institute), which comprise the Statement of Financial Position as at 30th June, 2020, the Statement of Financial Performance, the Statement of Changes in Net Assets, the Cash Flow Statement and the Statement of Comparison of Budget and Actual Amounts for the year then ended, as well as the Notes to the Financial Statements, including a Summary of Significant Accounting Policies.

In my opinion, the accompanying financial statements present fairly in all material respects, the financial position of the Institute of African Leadership for Sustainable Development (UONGOZI Institute) as at 30th June, 2020 and its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS) Accrual basis of accounting and in the manner required by the Public Finance Act, 2001 (Revised 2004).

#### Basis for Opinion

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial statements section of my report. I am independent of the Institute of African Leadership for Sustainable Development in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to my audit of the financial statements in Tanzania, and I have fulfilled

my other ethical responsibilities in accordance with these requirements and the IESBA Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters. I have determined that there are no key audit matters to communicate in my report.

#### Other Information

Management is responsible for the other information. The other information comprises of the Statement of Management Responsibilities and the Declaration by the Head of Finance but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed on the other information that I obtained prior to the date of the

audit report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

#### **Responsibilities of Management and those charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSASs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.

#### **Responsibilities for the Controller and Auditor General for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an audit report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error

and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty

exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my audit report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these

matters in my audit report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

In addition, Sect. 10 (2) of the Public Audit Act No.11 of 2008 requires me to satisfy myself that, the accounts have been prepared in accordance with the appropriate accounting standards.

Further, Sect. 48(3) of the Public Procurement Act No.7 of 2011 requires me to state in my annual audit report whether or not the audited entity has complied with the procedures prescribed in the Procurement Act and its Regulations.

Report on Other Legal and Regulatory Requirements Compliance with the Public Procurement Act, No.7 of 2011 (as amended in 2016)

In view of my responsibility on the procurement legislation and taking into consideration the procurement transactions and processes I have reviewed as part of this audit, I state that, the Institute of African Leadership for Sustainable Development (UONGOZI Institute) procurement transactions and processes have generally complied with the requirements of the Public Procurement Act No.7 of 2011 (as amended in 2016) and its underlying Regulations of 2013(as amended in 2016).



**Charles E. Kichere**  
Controller and Auditor General  
Dodoma, United Republic of Tanzania



31st March, 2021

## Financial Statement

### Statement Of Financial Position As At 30<sup>th</sup> June 2020

ASSETS	Notes	2019/2020 TZS	2018/2019 TZS
<b>Current Assets</b>			
<b>Cash and cash equivalents</b>	10	5,147,985,434	5,386,432,061
Debtors and prepayments	11	256,239,440	10,350,612
Inventories	12	26,169,721	126,498,344
Total Current Assets		5,430,394,596	5,523,281,016
<b>Non-Current Assets</b>			
<b>Property and equipment</b>	17	4,175,319,697	4,107,625,953
Intangible assets	18	6,942,260	14,436,667
Total Non-Current Assets		4,182,261,957	4,122,062,620
<b>Total Assets</b>		<b>9,612,656,553</b>	<b>9,645,343,636</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
<b>Liabilities &amp; accrued charges</b>	16	174,715,757	97,439,525
Provision for staff gratuity	14	330,840,949	607,213,511
		505,556,706	704,653,036
<b>Non-Current Liabilities</b>			
Provision for operating reserve fund	15	2,109,850,420	1,919,337,571
		2,109,850,420	1,919,337,571
Total Liabilities		2,615,407,126	2,623,990,607
<b>NET ASSETS</b>		<b>6,997,249,427</b>	<b>7,021,353,029</b>
<b>Net Assets</b>			
Capital Contributed by:			
<b>Taxpayers' funds</b>	13	3,593,816,853	3,593,816,853
Accumulated surplus		3,403,432,574	3,427,536,176
<b>Total Net Assets</b>		<b>6,997,249,427</b>	<b>7,021,353,029</b>

### Statement Of Financial Performance For The Year Ended 30<sup>th</sup> June 2020

Income	Notes	2019/2020 TZS	2018/2019 TZS
<b>Revenue grants</b>	3	7,349,218,295	9,085,649,290
Other income	4	455,436,241	456,765,199
Total Income		7,804,654,535	9,542,414,489
<b>Expenditure</b>			
Capacity Development	5	2,280,812,261	2,828,631,875
Research and Policy Dialogue	6	1,123,050,370	2,394,484,788
Institutional Building & Communications	7	1,595,832,069	1,265,320,945
Office Expenses	8	2,616,839,759	2,797,725,810
Depreciation and Amortisation Expenses	9	212,223,679	219,036,256
Total Expenditure		<b>7,828,758,138</b>	<b>9,505,199,674</b>
Surplus		(24,103,602)	37,214,815

Statement Of Cash Flows For The Year Ended 30<sup>th</sup> June 2020

Cashflow from Operating Activities	Note	2019/2020 TZS	2018/2019 TZS
<b>Receipts</b>			
<b>Grants received from governments</b>		7,349,218,295	8,982,649,290
Receipts from other income sources		309,865,950	1,328,309,503
<b>Payments</b>			
<b>Capacity Development</b>		(2,392,201,010)	(2,994,520,325)
Research and Policy Dialogue		(1,182,897,634)	(2,533,402,196)
Institutional Building & Communications		(1,486,772,068)	(1,120,746,083)
Office Expenses		(2,563,237,143)	(2,947,037,654)
Net cash from operating activities		33,976,390	715,252,534
<b>Cash flows from Investing activities</b>			
Purchase of fixed and intangible assets	17	(272,423,017)	(355,445,760)
<b>Net cash used in investing activities</b>		<b>(272,423,017)</b>	<b>(355,445,760)</b>
<b>Cash flows from financing activities</b>			
Cash flows from financing activities		-	-
<b>Net Cash used in financing activities</b>		<b>-</b>	<b>-</b>
<b>Net increase in Cash and cash equivalents</b>		<b>(238,446,627)</b>	<b>359,806,774</b>
Cash & cash equivalents at the beginning of the period		5,386,432,061	5,026,625,287
<b>Cash and cash equivalents at the end of the period</b>	<b>10</b>	<b>5,147,985,434</b>	<b>5,386,432,061</b>

**UONGOZI Institute is a vital and respected reference point for knowledge on leadership and sustainable development in Africa.**

**This Annual Report Contains Information Useful to You.** More than a report on the year's performance, this report informs about executive education courses, summarises the findings from important regional and national forums and lists publications and documentaries.

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