

# Transforming Africa Through Responsible Leadership

## Annual Report

July 2021 - June 2022



The United Republic of Tanzania



Ministry for Foreign  
Affairs of Finland

 **UONGOZI  
Institute**



'Uongozi' means leadership in Kiswahili, and **inspiring** and **strengthening leadership** is the core purpose of our organisation. UONGOZI Institute is a government agency 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 build on their strengths and knowledge, and overcome their weaknesses.
- An African model of leadership is vital to achieving the most favourable development outcomes for Africa.

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

- Executive Education
- Policy Dialogues
- Research
- Advisory Services

The Institute receives support from the Government of Finland and other valuable partners.

# Transforming Africa through Responsible Leadership

**Annual Report**  
July 2021 - June 2022





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# HIGHLIGHTS JULY 2021 - JUNE 2022

## STRENGTHENING LEADERSHIP THROUGH EXECUTIVE EDUCATION

**86**

Short-term programmes delivered

**4,096**

Leaders enrolled into programmes

**8,914**

Training days recorded

**1**

Long-term programme, Women's Leadership (WLP), launched

**50**

Female leaders enrolled to the WLP

**117**

Leaders graduated from the PGD and CiL programmes



**29%**

FEMALE participants



**16**

Modules offered through three long-term programmes: Postgraduate Diploma in Leadership (PGD), Certificate in Leadership (CiL) and WLP

**100%**

Percentage of participants rating the quality of the programmes as "high/very high quality"



## SHARING INSIGHTS AND KNOWLEDGE

**60,017**

Website visitors

**879**

Resource Centre members registered

**55,124**

Resource Centre items stocked

**615,815**

Twitter impressions

**3,200,000**

Facebook impressions

**5**

'In Focus' television interviews produced

**166,682**

LinkedIn impressions

**163,200**

YouTube views

## ALIGNING SYSTEMS AND PROCESSES FOR SUSTAINABLE DEVELOPMENT

**8**

Assignments delivered under the advisory services portfolio



**8**

Advisory service clients supported

## DEEPENING KNOWLEDGE THROUGH RESEARCH



**4**

Action studies undertaken to support strategic projects by the Government of Tanzania

**1**

Research study published

**1**

Presidential autobiography translated into Swahili

## FOSTERING DISCUSSIONS TO ADVANCE LEADERSHIP FOR SUSTAINABLE DEVELOPMENT



**2**

Policy dialogue reports published

**6**

Policy dialogues held

**1,333**

Leaders participated in policy dialogue



**51%**

FEMALE participants

**100%**

Percent of participants rated the forums as "high/very high quality"







**BOARD OF DIRECTORS**

[Standing - Left to Right]

**Mr. Kadari Singo**  
**Ex Officio Member**  
 Appointed as Chief Executive Officer in April 2021

**Prof. Penina Mlama**  
**Director**  
 Joined the Board in May 2017

**Mr. David Walker**  
**Director**  
 Joined the Board in May 2017

**Dr. Hamis Mwinyimvua**  
**Director**  
 Joined the Board in May 2021

**Ms. Susan Mlawi**  
**Director**  
 Joined the Board in May 2021

**Prof. Samuel Wangwe**  
**Director**  
 Joined the Board in May 2021

[Seated - Left to Right]

**Ms. Iina Soiri**  
**Director**  
 Joined the Board in May 2017

**Dr. Lauren Ndumbaro**  
**Vice Chairperson**  
 Joined the Board in May 2017, and appointed as Vice Chairperson in May 2021

**Amb. Ombeni Sefue**  
**Chairperson**  
 Joined the Board as Chairperson in November 2021

**Amb. Riitta Swan**  
**Director**  
 Joined the Board in May 2021



CHAIRPERSON'S MESSAGE



It is a privilege for me to introduce this summary of UONGOZI Institute's key achievements of the July 2021 to June 2022 reporting period. Let me, however, firstly express my delight to be appointed Chairperson in November 2021 and to thank my predecessor, Hon. Dr. Stergomona Lawrence Tax, Minister for Foreign Affairs and East African Cooperation, for her service to the Board and wider Institute.

Today's global challenges underline the critical importance of leadership at all levels in society. New risks and opportunities further affirm the relevance of the Institute's four goals or pathways for achieving sustainable development. Each of these goals is aligned with the overall

framework of the UN Sustainable Development Goals – the universal roadmap for a better future. They underpin our focus on promoting responsible leadership that delivers sustainable development for Africa's long-term future.

The Institute's commitment to gender equality has been powerfully evidenced with the launch of the Women's Leadership Programme, dedicated to supporting senior and emerging female leaders to take new roles and responsibilities in their careers. The public sector participants in the first cohort are expected to create a firm foundation for female leaders from other sectors to enrol in the future.

“ Leadership is about influence, about motivation, about inspiration. It is not about the possession and wielding of power - AMB. OMBENI SEFUE

President Samia Suluhu Hassan's call for the Institute as a "leadership hub" to further support initiatives to promote ethical behaviour, a culture of commitment and key civil service competencies reflects the important role the Institute plays in strengthening the leadership capacity of the government and public sector. We expect to offer further training in relation to governance and public leadership to deepen and broaden our work with this sector.

Our accomplishments firmly position the Institute at the forefront of leadership development and thought leadership in Africa. The services and opportunities offered by the Institute further position it to scale up the exchange of knowledge, skills and expertise between the public, private, third and knowledge sectors on a national and multi-lateral level. We encourage organisations to open new dialogues or partnerships with us

so we create a pipeline of opportunities to support our work in the future. The Institute has the ambition, capacity and vision to deliver more support to a broader range of clients from Tanzania and beyond.

I hope you are inspired and informed by this summary. The accomplishments of this reporting period have been achieved by dedicated staff and committed supporters. I also recognise the inspirational participants from our executive education programmes and policy dialogues together with collaborators from our research and advisory service work. I express my gratitude and admiration to them all for advancing responsible leadership to achieve sustainable development for Africa.

Ombeni Sefue





## CHIEF EXECUTIVE OFFICER'S MESSAGE



As we mark the first year of our latest strategic plan (2021/22 – 2025/26), assessing the contributions of our interventions to leaders and their organisations is important for evaluating our impact. During the year, we conducted an outcome evaluation, targeting executive education and advisory services between the periods of 2019 and 2020. We wanted to know why and how our interventions work, not just if they do. It was gratifying to see strong results from the assessment, reinforcing our position as a partner of choice for the public sector in Tanzania while also identifying opportunities to enhance our service delivery.

Turning to the year's performance, we held the fifth graduation ceremony for the Postgraduate Diploma in Leadership and Certificate in Leadership. We saw rising demand for short-term executive education programmes. It is also pleasing to see successive cohorts of graduates applying their leadership learning to improve their organisations across all sectors.

We also saw learning being effectively applied by participants from the Senior Public Leaders Onboarding programme. This support, delivered to new central, regional and local government senior appointees, aims to support them to master issues such as policy priorities in addition to personal goals. The programme aims

“By focusing on strategic leaders who steer the design and implementation of development interventions in organisations, UONGOZI Institute contributes to the pathways for achieving socio-economic transformation in Africa” – MR. KADARI SINGO

to contribute towards advancing effective government committed to realising sustainable development for the country.

Our policy dialogue work featured five main events with the highlight being the “Women in Leadership and Political Life in Tanzania” forum, organised in partnership with the Embassy of Finland during Nordic Week in Dar es Salaam. These dialogue opportunities play a crucial role in offering knowledge and insight to help inform leadership decision-making by those who participate in these rich opportunities for learning.

Research in this reporting period centred on supporting strategic government projects, including the areas of infrastructure, justice, and management of natural resources. Closely connected are the advisory services we delivered to ministries and public bodies in Tanzania. The projects included a review of civil service standards; development of

programmes on corporate governance in state-owned institutions; policy and planning evaluations; delivery improvement work; and support for technical proposals related to organisational diagnostic programmes. Such expert advice is tailored to the exact requirements of specific areas of government and other agencies to help senior leaders improve government and wider public sector service delivery.

Sharing insight and learning through media and communications activity successfully promoted the Institute's thought leadership across Africa and beyond. This included recording interviews with five renowned experts in climate change, economics, the blue economy, renewable energy and corporate governance for future broadcast. We remain committed to sharing knowledge through multi-media and information services, including our popular Resource Centres.





These activities combine to support senior and emerging leaders improve their professional practice and the effectiveness of their organisations. In turn we continue to advance our own organisational development to improve our service delivery in areas such as distance and hybrid learning. Our commitment to continuous improvement enables the Institute to operate with efficiency, agility and strong ethics to realise inclusive and sustainable solutions for Africa's development. I look forward to the Institute achieving even greater impact as we work with partners and clients to achieve a common purpose.



**Kadari Singo**





# Strengthening Leadership through Executive Education

The Institute remained committed to delivering executive education that enables individuals to gain a deeper understanding of their role and purpose as a leader. This was achieved through programmes that build knowledge, skills, experience and personal attributes that equip a senior or emerging leader to effectively contribute to their organisation’s success.

## KEY ACHIEVEMENTS



Recognised by President Samia Suluhu Hassan as a “leadership hub” to support the government to develop stronger professional ethics, a culture of commitment, and competencies in civil servants.

**86**

Short-term programmes delivered

**4,096**

Leaders enrolled into programmes

**8,914**

Training days recorded

**1**

Long-term programme, Women’s Leadership (WLP), launched

**50**

Female leaders enrolled to the WLP

**117**

Leaders graduated from the PGD and CiL programmes

**29%**

Female participants



**16**

Modules offered through three long-term programmes: Postgraduate Diploma in Leadership (PGD), Certificate in Leadership (CiL) and WLP

**100%**

Percentage of participants rating the quality of the programmes as “high/very high quality”

During the reporting period, we continued to apply a more holistic, strategic approach to leadership development. We conducted training needs assessments (TNA) for clients to identify performance improvement requirements and offer specific solutions. Our programmes were customised to align with the clients’ broader leadership and organisational development and strategic goals. They were centred around three competencies: Personal leadership, people leadership and organisational leadership.

We were delighted and honoured to be recognised by President Samia Suluhu Hassan as a “leadership hub” to support the government to develop stronger professional ethics, a culture of commitment, and competencies in civil servants. This was echoed by Hon. Amb. Hussein Kattanga, the Chief Secretary, and work is in progress to extend our support in these areas. Special focus will be given to board leadership in state-owned institutions; governance support for senior government leaders; and assistance with the Presidential Leadership and Technical Skills Development Fund.

The launch of the WLP in June 2022 saw 50 senior and emerging leaders join the multi-disciplinary initiative. In 2019, we conducted a baseline study on the status of women in leadership positions in Tanzania, focusing on the public sector. The study revealed that the proportion of women in leadership positions was three times lower than that of men. The six-month programme aligns with national efforts to counter this situation with training, coaching and networking opportunities to strengthen each participant’s personal, people and organisational skills. These skills are expected to give participants confidence to overcome barriers to climbing the ‘leadership ladder’ in their professions and organisations. While the first cohort enrolled public sector leaders, it is expected

the programme will be opened to female senior and emerging leaders from other sectors in future.

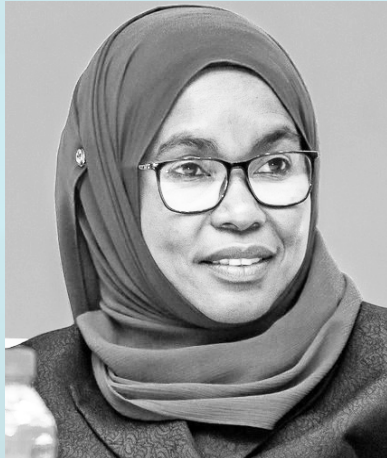
Another highlight was the fifth leadership graduation ceremony for the long-term executive programmes: PGD and CiL. A total of 117 leaders graduated from these impactful programmes. We were particularly proud that the percentages of female and also self-funded leaders in these programmes continued to grow.

Looking at short-term programmes, demand continued to increase, resulting in the Institute tailoring and delivering 86 programmes. The number of leaders participating in these programmes was 4,096. One of the most memorable events was the Senior Public Leaders Onboarding programme for newly-appointed senior leaders serving within central, regional and local government. This training helped to support the new office holders to enhance their leadership capacity to deliver policies and effectively take responsibility for ministries or departments. A policy analysis programme was also delivered to Revolutionary Government of Zanzibar ministers, deputy ministers, permanent secretaries and deputy permanent secretaries.

Programme participants were primarily from the public sector (78%) with demand almost completely from Tanzania (98%). Our executive education, however, is relevant to all sectors and we continue to welcome participants from across Africa. We also welcome efforts to promote greater diversity in terms of both gender and age within our executive education programmes. The female leaders that will enroll to the WLP will significantly increase female representation within our executive education cohort (29% in this reporting period) and hopefully encourage more women to join our programmes thereby improving gender parity in subsequent years.



WHAT CLIENTS AND STAKEHOLDERS SAID ABOUT OUR EXECUTIVE EDUCATION PROGRAMMES



“We needed leadership training to support our newly appointed Principal Secretaries. What UONGOZI Institute has delivered has been impactful for our Principal Secretaries in so many ways, including enhancing their personal performance and emotional Intelligence”

**ENG. ZENA AHMED SAID**

Chief Secretary, Revolutionary Government of Zanzibar (RGZ), on UONGOZI Institute's executive education support to the RGZ



**THUWEIN MAKAMBA**

CEO, TIPS Investments on the CiL programme

“When I became an entrepreneur and my business grew, I looked at UONGOZI Institute as a place where I can get the leadership skills and the tools I needed and my expectations were met.”



**ROBIN GUSTAFSSON**

Associate Professor of Strategic Management, Aalto University, on the PGD programme

“It has been a very gratifying experience, because you quickly become aware that you're bringing in something quite valuable that the participants can then take and develop further.”



**HON. JENISTA MHAGAMA (MP)**

Minister of State in the President's Office – Public Service Management and Good Governance, on the WLP

“The more women in leadership positions, the faster we achieve sustainable development. This programme helps to elevate women to leadership roles.”



**KATRI KOIVULA**

Associate Director, Aalto University Executive Education, on the PGD programme

“It was again a privilege to contribute to the Postgraduate Diploma Programme by UONGOZI and Aalto EE. Our super participants are contributing to building a stronger and better Tanzania.”



**ABDUL-RAZAQ BADRU**

Executive Director of the Higher Education Students' Loans Board, on the PGD programme

“UONGOZI Institute's Postgraduate Diploma in Leadership is a 'must-do'. It helps you to be more productive, address problems and prepares you to face difficult situations. It also helps you to think outside the box.”





Participants of Women's Leadership Programme in one the intensive training sessions.



Ministers and Deputy Ministers engage in an icebreaker activity on resource management during the Senior Public Leaders Onboarding Programme.



# Fostering Discussions To Advance Leadership For Sustainable Development

We delivered a series of events to facilitate dialogue and knowledge exchange between leaders and experts from across the continent and beyond. These provided valuable opportunities for sharing information, networking and building understanding. They aimed at assisting participants to apply new knowledge to their own decision-making within their own organisations.

## KEY ACHIEVEMENTS

**6**

Policy dialogues held

**1,333**

Leaders participated in policy dialogues

**2**

Policy dialogue reports published



**51%**

female participants

**100%**

Percentage of participants rating the quality of the forums as 'high quality' or 'very high quality'

## FORUMS

- Women's Leadership Forum: Advancing Women into Leadership Roles
- Women in Leadership and Political Life in Tanzania forum
- Third National Local Content Forum: Empowering Tanzanians to Participate in Strategic Projects
- Tanzania-USA Fourth Industrial Revolution roundtable
- Mwalimu Nyerere Commemorative Conference on Pan-Africanism, National Sovereignty, Unity and Democratic Governance: Challenges of Consolidating the African Policy
- Validating the National Prosecution Policy

The “Women’s Leadership Forum: Advancing Women into Leadership Roles” was held as part of the Women’s Leadership Programme (WLP). It brought together Tanzanian senior and emerging leaders to exchange ideas and share best practices to promote women’s inclusion in leadership roles. The forum featured presentations, panel discussions and insights from the latest research on women in leadership. The discussions provided participants of the WLP with practical insights to help them challenge the obstacles that deter many women from occupying leadership positions in public life. The guest of honour was Hon. Jenista Mhagama (MP), Minister of State in the President’s Office – Public Service Management and Good Governance.

The “Women in Leadership and Political Life in Tanzania” forum was held in partnership with the Embassy of Finland during Nordic Week in Dar es Salaam. Those present included Hon. Dorothy Gwajima (MP), Minister for Community Development, Gender, Women, and Special Groups.

The “Mwalimu Nyerere Commemorative Conference on Pan-Africanism, National Sovereignty, Unity and Democratic Governance” was organised in partnership with the Mwalimu Julius Nyerere Chair in Pan-African Studies and the University of Dar es Salaam. In the centenary year of the birth of Julius Nyerere, this conference was an opportunity to consider the core elements of Pan-Africanism that underpinned his life,

work and philosophy while placing it within a wider political context.

The “Third National Local Content Forum” was held in partnership with the National Economic Empowerment Council and the Petroleum Upstream Regulatory Authority (PURA) with Hon. Geoffrey Mwambe (MP), Minister of State, Prime Minister’s Office – Investment, as guest of honour. This event continues the Institute’s work with the government agency to co-ordinate multi-sectoral strategies for local content and economic empowerment that are already seeing results in terms of unlocking potential economic opportunities. The forum helped stakeholders develop a greater awareness of the agency’s role and how they can contribute to new economic empowerment initiatives in the country.

The Embassy of Tanzania in the United States of America partnered with the Institute to hold the “Tanzania-USA Fourth Industrial Revolution” roundtable. The virtual event had the theme “Strengthening partnerships between Tanzania and USA to boost readiness for the fourth industrial revolution”. The roundtable highlighted how Tanzania, with the right economic, industrial, educational and social policies, can leverage the “4IR” to help shape a more equitable and sustainable development future for its citizens. Ambassador Elsie Kanza inaugurated the event while Fatma Khamis, Principal Secretary, Ministry of Tourism, Zanzibar, delivered a keynote address.



**STAKEHOLDERS' QUOTES FROM THE WOMEN IN LEADERSHIP AND POLITICAL LIFE IN TANZANIA FORUM**



“The Women in Leadership and Political Life seminar provided information for the Tanzanian context, and created room to discuss many remaining challenges and structural barriers. Excellent keynote speakers and panellists brought their knowledge and experiences on leadership and political life and inspired participants with their journeys.”

**EMBASSY OF FINLAND IN TANZANIA**



**H.E. TARJA HALONEN**

Former President of Finland

“Today, there are many women in leadership positions. However, it is never enough; we need more women to change the world. Gender equity lies with both men and women.”



**HON. DOROTHY GWAJIMA (MP)**

Minister for Community Development, Gender, Women, and Special Groups

“I call upon UONGOZI Institute, the Embassy of Finland in Tanzania, UN Women, as well as other development stakeholders to facilitate more capacity building efforts for women in Tanzania. Women make up 80% of the agriculture workforce, making them an important contributor to GDP.”

**REPORTS**



**Linkages between special economic zone investments and the local economy**

This publication provides a summary of the remarks and discussions during a national dialogue on special economic zone investments, held in the previous financial year (June 2021). The event was organised in collaboration with the Export Processing Zones Authority and United Nations University World Institute for Economic Research.



**Blue economy for socio-economic development and environmental conservation in Zanzibar**

This report provides edited highlights of a dialogue on blue economy, held in the previous financial year (June 2021). The event was organised in partnership with the Ministry for the Blue Economy and Fisheries (Zanzibar), United Nations Development Programme and United Nations Environment Programme.



SCAN  
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THESE REPORTS





Retired senior leaders share their leadership journeys and lessons learned along the way during the Women's Leadership Forum



H.E. Tarja Halonen as she delivers her address during the Women in Leadership and Political Life in Tanzania forum



# Deepening Knowledge through Research

Our research projects continued to be focused on generating knowledge and information to enhance the understanding of the leadership and sustainable development challenges facing the continent. Another aspect was to support evidence-based decision making in relation to specific policy issues. The knowledge and insights from our research projects also facilitated dialogue and information sharing between the public, private, third and knowledge sectors.

KEY ACHIEVEMENTS

**4** Action studies undertaken to support strategic projects by the Government of Tanzania

**1** Presidential autobiography translated into Swahili

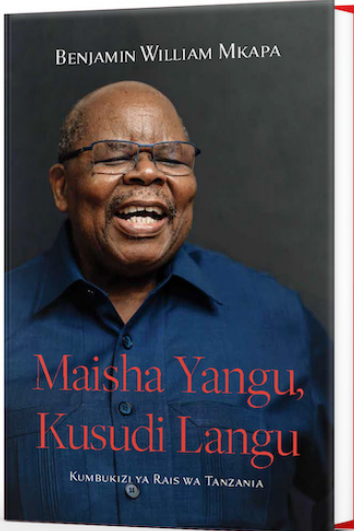
**1** Research study published

The studies produced by the Institute during this reporting period included an environment and social impact study for the Standard Gauge Railway project and a further study on the Resettlement Action Plan relating to communities affected by the line between Mwanza and Isaka. This was commissioned by the Tanzania Railways Corporation. Research related to the Natural Wealth and Resources (Permanent Sovereignty) Act, (Cap. 449) and the Natural Wealth and Resources Contracts (Review and Re-Negotiation of Unconscionable Terms) Act (Cap. 450) was undertaken for the Ministry of Constitutional and Legal Affairs. The Institute also contributed to the preparation of the National Prosecutions Service Act.

The Institute published the research report *Realizing the Blue Economy in Zanzibar: Potentials, Opportunities and Challenges*. This reviewed the concept of blue economy, how it relates to Zanzibar and how to take advantage of the development opportunities it presents. It also identified the strengths of Zanzibar’s blue economy and the opportunities available, and how these may be utilised to address development challenges and maximise societal benefits.

In addition, we completed the Swahili translation of the memoirs by Tanzania’s third president, the late Benjamin William Mkapa, *“Maisha Yangu, Kusudi Langu: Kumbukizi ya Rais wa Tanzania”*. The book was first published in English in November 2019 and the translated version is expected to be published in October 2023.

Preliminary work to produce a memoir of Edward Sokoine, who served as Prime Minister of Tanzania, has begun.



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“ When the government is correctly coordinated, then it’s much easier to operate... I am trying to build a coordinated government so that we can work for the people and for the development of the country

H.E. DR. SAMIA SULUHU HASSAN,  
President of the United Republic of Tanzania



# Aligning Systems and Processes for Sustainable Development

Our Advisory Services continued to support senior leaders within organisations to review and improve their systems, policies, processes and plans at a strategic level.

## KEY ACHIEVEMENTS

**8** Assignments delivered under the advisory services portfolio

**8** Advisory service clients supported

During this reporting period, we worked in a demand-driven way to deliver technical assistance for various assignments across the government and wider public sector in Tanzania.

The President’s Office, State House, received concept notes in response to the call from Amb. Hussein Kattanga, Chief Secretary to the President of the United Republic of Tanzania, for the Institute to undertake capacity development work with the government. The submissions related to capacity development programmes for board directors of state owned institutions; senior government officials; and the Presidential Leadership and Technical Skills Development Fund.

Clients, such as the Geological Survey of Tanzania, were supported to review and reflect on their organisational performance to help inform future strategic planning.

The Institute also formed part of an expert team created by the Chief Secretary with the aim to support system and performance improvement within government. A preliminary report was submitted to the Permanent Secretaries of the President’s Office (Public Service Management and Good Governance), President’s Office (Regional Administration and Local Government), Vice President’s Office and Prime Minister’s Office (Coordination). A Steering Committee, chaired by the Chief Secretary, formed by Permanent Secretaries, Deputy Permanent Secretaries, Regional Administrative Secretaries and selected CEOs of public and private institutions were to then receive the final report.

The Institute also collaborated with the Cabinet Secretariat and Prime Minister’s Office to facilitate work in the drafting of guidelines for policymakers.

We assisted the Tanzania Social Action Fund (TASAF), a government agency working to support poverty reduction, with identifying opportunities to accelerate the implementation of their second Productive Social Safety Net project following the first phase to increase the income and consumption of vulnerable social groups while improving their resilience to meet economic shocks.

Expert assistance was also given to *Jukwaa la Wanawake* (Women’s Platform) in relation to reviewing their annual plans.

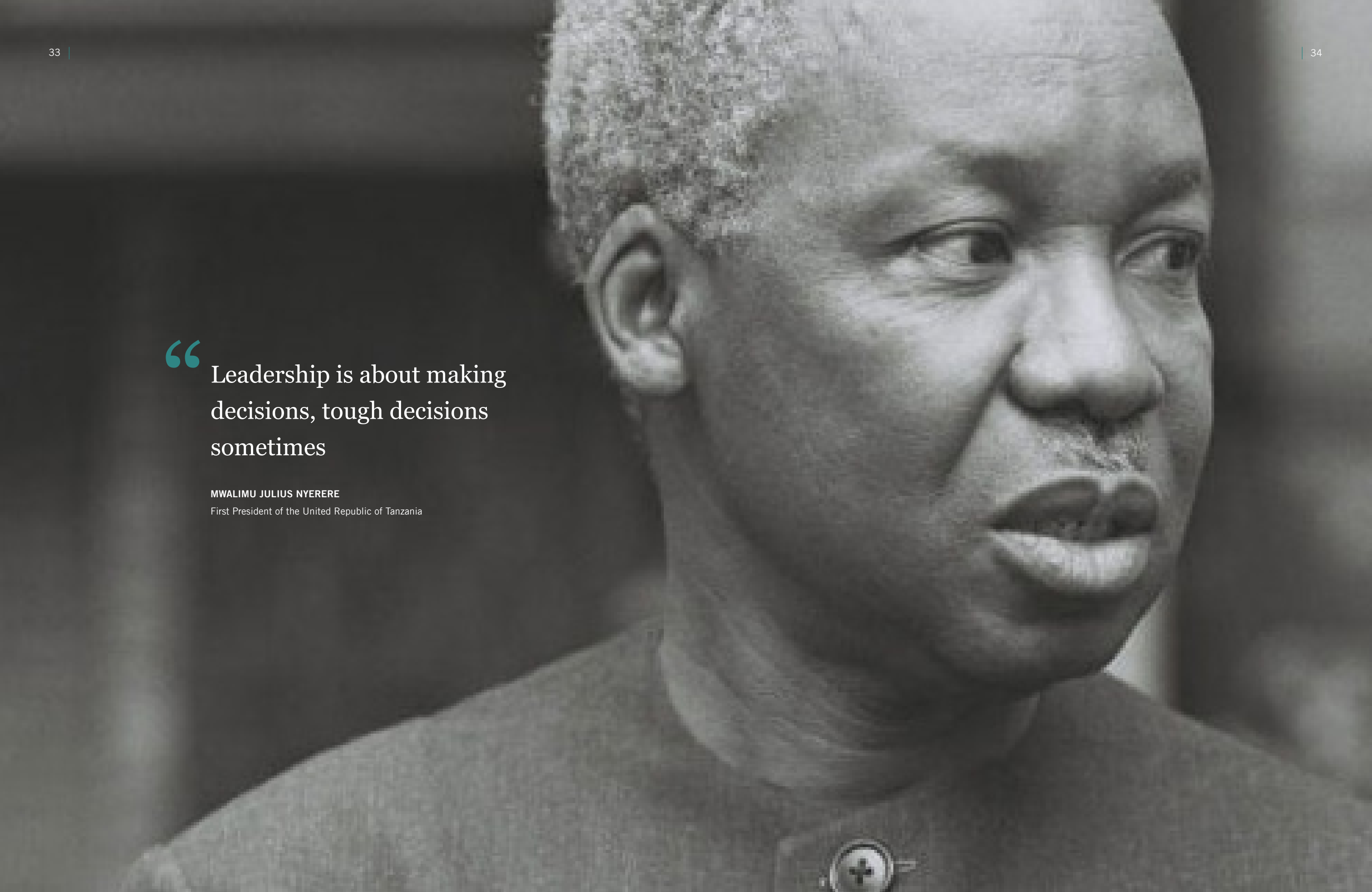
Finally, the Institute supported the Tanzania Railway Corporation (TRC) in the formulation of policy in relation to gender-based violence risks in the areas affected by the Standard Gauge Railway project. The research included a baseline study and a stakeholder’s workshop to validate the findings. At the time of writing, this policy document was being finalised.



“ Leadership is about making decisions, tough decisions sometimes

**MWALIMU JULIUS NYERERE**

First President of the United Republic of Tanzania





# Sharing Insights and Knowledge

Our television programmes and Resource Centre continued to encourage a broader appreciation and understanding of leadership and sustainable development issues. We further promoted this through our communications and public engagement work across different media formats and channels.

KEY ACHIEVEMENTS

**60,017**

Website visitors

**879**

Resource Centre members registered

**55,124**

Resource Centre items stocked

**615,815**

Twitter impressions

**3,200,000**

Facebook impressions

**5**

'In Focus' interviews produced

**166,682**

LinkedIn impressions

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## IN FOCUS INTERVIEWS

### GREEN ECONOMY TRANSITION IN AFRICA



Prof. Chukwumerije Okereke

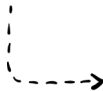


Prof. Chukwumerije Okereke, Director of the Centre for Climate Change and Development at the Alex Ekwueme Federal University – Nigeria, discusses green growth in Africa including opportunities and lessons that the continent can draw from other regions.

### FINANCIAL INCLUSION IN AFRICA



Dr. Stefan Nalletamby



Dr. Stefan Nalletamby, Director of Financial Sector Development at the African Development Bank, explains how Africa can put in place appropriate instruments to deliver inclusive financial services.



**BLUE ECONOMY AS A NEW CATALYST FOR AFRICA'S SOCIO-ECONOMIC TRANSFORMATION**



**Dr. David Obura**



Dr. David Obura, Founding Director for the Coastal Oceans Research and Development – Indian Ocean (CORDIO) East Africa, highlights some key considerations for paving the way for an inclusive blue economy that can help lift many African citizens out of poverty.



**THE PUSH FOR RENEWABLE ENERGY IN AFRICA: WILL IT ANSWER AFRICA'S ENERGY CHALLENGE?**

**Dr. Daniel-Alexander Schroth**



Dr. Daniel-Alexander Schroth, Acting Director for Renewable Energy and Energy Efficiency at the African Development Bank, suggests how Africa can adopt innovative sustainable technologies and play a leading role in global action to shape a sustainable energy future.

**CORPORATE GOVERNANCE IN AFRICA'S STATE-OWNED ENTERPRISES**



**Ms. Tumi Dlamini**



Ms. Tumi Dlamini, a corporate governance advisor to the African Union's African Peer Review Mechanism (APRM), reflects on the potential of corporate governance to transform African economies and areas for improvement for governments.



This television series features interviews with global experts who share insights on key issues relating to sustainable development. The interviews are broadcast on **TBC**, a Tanzanian television channel which is also available on eight channels across Africa. The interviews are also available on our website and **YouTube** channel.





— THE RESOURCE CENTRE —

The Resource Centres in Dodoma and Dar es Salaam continued to expand their collections of print, audio and digital material related to leadership and sustainable development. Some 500 new titles were acquired by the centres during the reporting year. In addition to the borrowing and private study opportunities, the centres have also offered a programme of lively book discussions for member reading groups.

Preparations also began for the Dar es Salaam centre to re-locate to the Julius Nyerere International Conference Centre.

Content coverage

LEADERSHIP	
BIOGRAPHIES	GOVERNANCE
SUSTAINABLE DEVELOPMENT	PERSONAL DEVELOPMENT
POLITICAL SCIENCE	PUBLIC ADMINISTRATION
FOREIGN AFFAIRS	PHILOSOPHY
AFRICAN HISTORY	SOCIAL THEORY





# Finding Solutions That Work



Delivering relevant, high quality services is a key priority for us. During the year, we conducted an outcome evaluation, targeting executive education and advisory services between the periods of 2019 and 2020. We wanted to answer the question of whether the programmes are meeting the requirements of clients and how to refine them to better achieve this.

Various approaches were used to evaluate our services. These included online surveys, focus groups and targeted interviews with leaders and senior representatives from their organisations. Some 183 respondents were consulted, including participants from the PGD and CiL programmes. The analysis was guided by two frameworks: The Kirkpatrick Model and our Leadership Development Framework.

The evaluation revealed how both leaders and organisations are able to positively apply training and support from the Institute. In addition, the evaluation produced several recommendations to help the Institute improve the delivery of services. This included utilising new information and technology opportunities to enhance executive education delivery plus monitoring and evaluation.

Figure 1: Self-assessment on training outcomes – PGD graduates

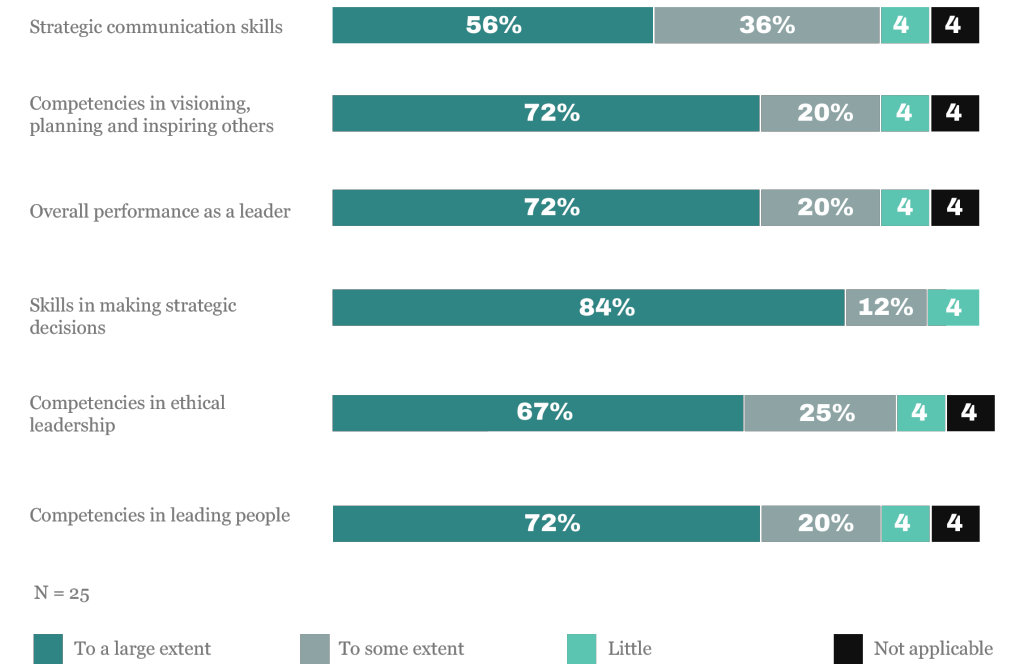
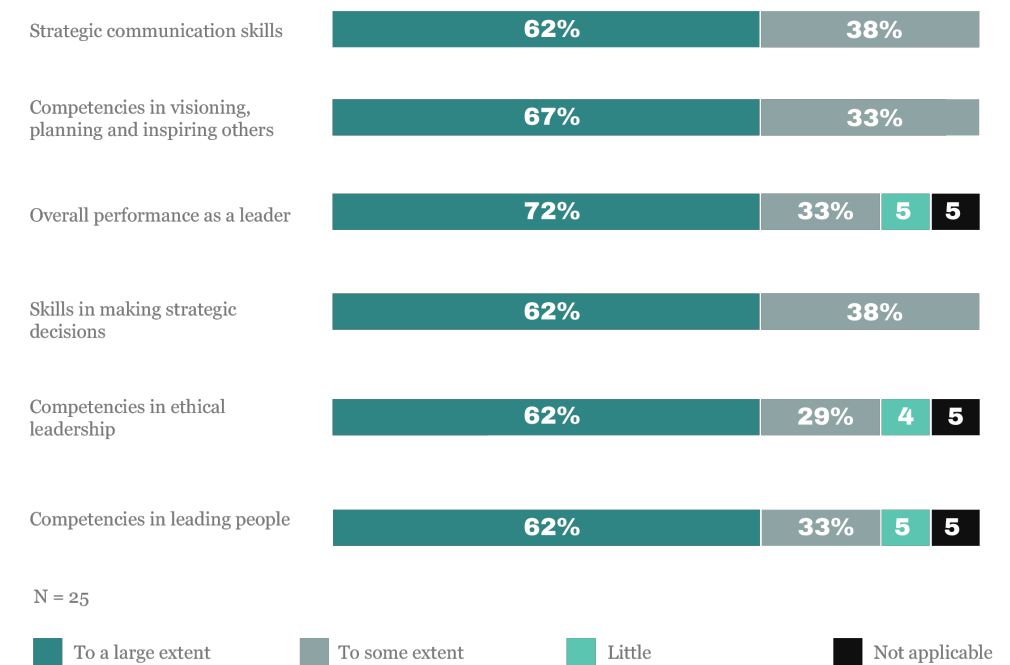


Figure 2: Self-assessment on training outcomes – CiL graduates



## People and Organisational Development

Human resources and organisational development are central to the successful delivery of all our services.

During this reporting period, we recruited a number of new staff, including the Head of Research and Policy. Group and individual training programmes were offered to staff to improve their performance whilst also increasing their capacity to deliver an increasing diversity of services.

A “Train the Trainer” programme from the Finnish Institute of Public Management (HAUS) was undertaken by several staff engaged in delivering courses and programmes. An exchange programme was also organised for members of the Executive

Education Department with HAUS with a focus on digital skills. As a valued partner for over a decade, it was a pleasure for the Institute to welcome Kyösti Väkeväinen, Managing Director of HAUS; and Lotta Fors, Project Manager, to Tanzania this year. Staff undertook short- and long-term capacity development programmes throughout the year. The Institute also engaged more experts to increase its capacity to deliver Executive Education going forward. The Institute’s staff continued to adapt their approaches to improve teaching and learning. This included adopting hybrid approaches for appropriate courses. Combining in-person and online learning and activities offers greater flexibility to individuals undertaking work commitments and executive education.



## Partnering for Impact

Collaborating with other organisations enables us and our partners to extend the reach and depth of the activities we jointly undertake. We welcome such partnerships and we desire to extend our collaborative work. Our collaborators during the year included:

FINANCIERS	<ul style="list-style-type: none"> <li>The Government of Tanzania</li> <li>The Government of Finland</li> </ul>
EXECUTIVE EDUCATION	<ul style="list-style-type: none"> <li>President’s Office – Public Service Management and Good Governance</li> <li>The Office of the Chief Secretary of the Revolutionary Government of Zanzibar</li> <li>Aalto University Executive Education</li> <li>The Office of Treasury Registrar</li> </ul>
POLICY DIALOGUES	<ul style="list-style-type: none"> <li>The Embassy of Finland in Tanzania</li> <li>The Embassy of Tanzania in United States of America</li> <li>The National Economic Empowerment Council</li> <li>Petroleum Upstream Regulatory Authority</li> <li>The University of Dar es Salaam</li> <li>Mwalimu Julius Nyerere Chair in Pan-African Studies</li> </ul>
RESEARCH	<ul style="list-style-type: none"> <li>The United Nations University World Institute for Economic Research</li> </ul>
INSTITUTIONAL CAPACITY	<ul style="list-style-type: none"> <li>The Finnish Institute of Public Management</li> </ul>



## Finances

### Financial Support Received

The Institute's total receipts of TZS 7.6 billion (EUR 2,914,548) were 18% more than the previous year's revenue due to an increase in the grants provided by the Government of Tanzania. The Tanzanian and Finnish governments contributed 77% and 23% respectively of the grants received.

	2021/22 TZS	2020/21 TZS
Government of Tanzania	5,130,415,687	3,810,257,004
Government of Finland	1,503,893,557	1,819,662,032
Other Sources	968,842,163	813,439,388
<b>Total Income</b>	<b>7,603,151,407</b>	<b>6,443,358,424</b>
<b>Total Income Euros</b>	<b>2,914,548</b>	<b>2,497,286</b>

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

## Auditor's Report

### Report of the Controller and Auditor General on the financial statements and compliance audit for the financial year ended 30 June 2022

#### Unqualified Opinion

I have audited the financial statements of Institute of African Leadership for Sustainable Development (UONGOZI Institute), which comprise the statement of financial position as at 30 June 2022, and the statement of financial performance, statement of changes in net assets and 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 UONGOZI Institute as at 30 June 2022, 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 the manner required by the Public Finance Act, Cap. 348.

#### Basis for Opinion

I conducted my audit in accordance with the International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the section below entitled "Responsibilities of the Controller and Auditor General for the Audit of the Financial Statements". I am independent of UONGOZI Institute in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the National Board of Accountants and Auditors (NBAA) Code of Ethics, and I have fulfilled my other ethical responsibilities in accordance with these requirements.

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

#### 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 IPSAS 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 of 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 disclosures 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; and

- 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 my 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 my 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 of such communication.

In addition, Section 10 (2) of the Public Audit Act, Cap 418 requires me to satisfy myself that the accounts have been prepared in accordance with the appropriate accounting standards.

Further, Section 48(3) of the Public Procurement Act, 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 COMPLIANCE WITH LEGISLATIONS Compliance with the Public Procurement Laws**

##### **Subject matter: Compliance audit on procurement of works, goods and services**

I performed a compliance audit on procurement of works, goods and services in the UONGOZI Institute for the financial year 2021/22 as per the Public Procurement laws.

##### **Conclusion**

Based on the audit work performed, I state that, except for the matter described below, procurement of goods, works and services of UONGOZI Institute is generally in compliance with the requirements of the Public Procurement laws.

##### **Tenders included in the procurement plan but not executed TZS 1,004,999,000**

Reg. 69(3) of Public Procurement Regulations, 2013 states that, "A procuring entity shall forecast its requirements for goods, services and works as accurately as is practicable with particular reference to services or activities already programmed in the annual work plan and included in the annual estimates".

To the contrary, my review of Annual Procurement Plan and Procurement report for the financial year ended 30 June, 2021 noted that, Tenders worth TZS. 1,004,999,000 were included in the procurement plan, however those tenders were not implemented up to 30th June 2022 with different reasons.

#### **Compliance with the Budget Act and other Budget Guidelines**

##### **Subject matter: Budget formulation and execution**

I performed a compliance audit on budget formulation and execution in the UONGOZI Institute for the financial year 2021/22 as per the Budget Act and other Budget Guidelines.

##### **Conclusion**

Based on the audit work performed, I state that Budget formulation and execution of UONGOZI Institute is generally in compliance with the requirements of the Budget Act and other Budget Guidelines.



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

March, 2023





## Financial Statements

### Statement of financial position as at 30 June 2022

ASSETS	NOTES	2022/2022 TZS	2020/2021 TZS
<b>Current Assets</b>			
Cash and cash equivalents	10	6,540,369,208	6,248,418,635
Debtors and prepayments	11	32,223,542	317,385,629
Inventories	12	31,356,419	5,926,687
<b>Total Current Assets</b>		<b>6,603,949,169</b>	<b>6,571,730,951</b>
<b>Non-Current Assets</b>			
Property and equipment	18	4,118,326,112	4,189,651,621
Intangible assets	19	2,897,986	4,483,944
<b>Total Non-Current Assets</b>		<b>4,121,224,098</b>	<b>4,194,135,565</b>
<b>Total Assets</b>		<b>10,725,173,267</b>	<b>10,765,866,516</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Liabilities & accrued charges	13	580,457,126	108,232,435
Deferred grant revenue	14	783,893,557	1,367,116,813
Provision for staff gratuity	15	224,560,527	169,347,260
		1,588,911,210	1,644,696,508
<b>Non-Current Liabilities</b>			
Provision for staff gratuity	15	398,368,482	398,368,483
		<b>398,368,482</b>	<b>398,368,483</b>
<b>Total Liabilities</b>		<b>1,987,279,692</b>	<b>2,043,064,991</b>
<b>NET ASSETS</b>		<b>8,737,893,575</b>	<b>8,722,801,525</b>
<b>Net Assets</b>			
Capital contributed by:			
Taxpayers' funds	16	3,593,816,853	3,593,816,853
Operating reserve	17	2,109,850,420	2,109,850,420
Accumulated surplus		3,034,226,302	3,019,134,252
<b>Total Net Assets</b>		<b>8,737,893,575</b>	<b>8,722,801,525</b>

### Statement of financial performance for the year ended 30 June 2022

REVENUE	NOTES	2021/2022 TZS	2020/2021 TZS
Revenue grants	3	6,634,309,244	5,629,919,036
Other income	4	968,842,163	813,439,388
<b>Total Revenue</b>		<b>7,603,151,407</b>	<b>6,443,358,424</b>
<b>Expenses and Transfers</b>			
Capacity Development	5	2,985,199,084	2,161,861,468
Research and Policy Dialogue	6	1,064,583,013	1,022,967,171
Institutional Building & Communications	7	1,618,671,594	1,568,225,028
Office Expenses	8	1,811,544,746	1,929,532,200
Amortisation and Depreciation Expenses	9	108,060,920	145,070,879
<b>Total Expenses</b>		<b>7,588,059,357</b>	<b>6,827,656,747</b>
<b>Surplus / (Deficit)</b>		<b>15,092,050</b>	<b>(384,298,322)</b>



## Statement of cash flows for the year ended 30 June 2022

CASHFLOW FROM OPERATING ACTIVITIES	NOTES	2021/2022 TZS	2020/2021 TZS
<b>Receipts</b>			
Grants received from Governments	14	6,051,085,989	6,997,035,849
Receipts from other income sources	4	968,842,163	813,439,388
<b>Total receipts</b>		<b>7,019,928,152</b>	<b>7,810,475,237</b>
<b>Payments</b>			
Capacity Development		(2,641,142,118)	(2,196,080,323)
Research and Policy Dialogue		(863,393,669)	(1,020,480,235)
Institutional Building & Communications		(1,367,260,934)	(1,466,472,253)
Office Expenses		(1,821,031,403)	(1,870,064,739)
<b>Total payments</b>		<b>(6,692,828,125)</b>	<b>(6,553,097,550)</b>
<b>Net cash from operating activities</b>		<b>327,100,027</b>	<b>1,257,377,687</b>
<b>Cash flows from investing activities</b>			
Purchase of property, furniture and equipment	18	(35,149,453)	(156,944,487)
<b>Net cash used in investing activities</b>		<b>(35,149,453)</b>	<b>(156,944,487)</b>
<b>Cash flows from financing activities</b>			
Funding of Operating Reserve		-	-
<b>Net cash used in financing activities</b>		<b>-</b>	<b>-</b>
<b>Net increase in Cash and cash equivalents</b>		<b>291,950,573</b>	<b>1,100,433,200</b>
Cash & cash equivalents at the beginning of the year		6,248,418,635	5,147,985,435
<b>Cash and cash equivalents at the end of the year</b>		<b>6,540,369,208</b>	<b>6,248,418,635</b>





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