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UONGOZI Institute exists to support African leaders to attain sustainable development for their nation and for Africa.

We provide inspiration to leaders and promote the recognition of the important role of leadership in sustainable development.

Our Vision

We want to see:

A prosperous and equitable Africa through effective leadership for sustainable development.

Our Mission

We can help this to happen by:

Inspiring and equipping African leaders to fulfil their personal and collective potential to deliver sustainable solutions for African citizens.

Our Goals

To realise our mission our work is organised around five goals:

- 1 **Strengthen the proficiency** of senior leaders and emerging leaders across Africa;
- 2 **Foster innovative partnerships and collaboration** amongst leaders by bringing together senior and emerging leaders across Africa;
- 3 **Support a positive operating environment** for leaders by promoting accountable governance, and
- 4 **Generate or collate knowledge** specific to leaders' concerns, as well as aiding leaders to share their knowledge.

The fifth goal relates to our organisation's development:

- 5 **Build this organisation** to become a centre of excellence for leadership development and a showcase for sustainable development.

By offering linked and mutually reinforcing services in training, research, networking and policy dialogue, UONGOZI Institute can support leaders and emerging leaders to build their core leadership competencies of: making strategic choices; leading people and managing other resources, and excelling in personal leadership qualities. Thereby they will be better equipped to lead the way to attaining sustainable development.

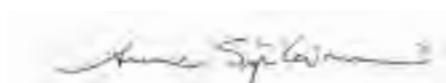


From the Chairperson of the Board of Directors

In today's fast-moving and interconnected world, leaders struggle to cope with the demands placed upon them. In developing countries this challenge is exacerbated by poverty, weak infrastructure and staff lacking appropriate knowledge and skills. Leaders find themselves often criticised, yet rarely supported to advance their knowledge and skills to enable them to improve their performance. This shortfall reinforces the underlying problems hindering a nation's progression.

*UONGOZI Institute has arisen out of the desire to address the lack of professional support to leaders from developing nations in Africa. **Sustainable development in Africa cannot be achieved without leaders realising their best potential to serve their nation; thus this institute is here to foster leadership for sustainable development.***

This report summarises the progress of the institute from July 2011 to June 2012. The Board of Directors is pleased with the progress made during this early stage of development for a unique organisation born from a special union between the governments of Tanzania and Finland.



Anne Sipiläinen
Chairperson of the Board of Directors

UONGOZI Institute's Board of Directors as at 30 June 2012

Mrs Anne Sipiläinen
Chairperson
Under-Secretary of State,
Ministry of Foreign Affairs,
Finland

Dr Flora Musonda
Deputy Chairperson
Director of Trade for the East
African Community, Tanzania

Professor Glenn Denning
Professor of Professional
Practice, Columbia University,
U.S.A.

Mr John Haule
Permanent Secretary, Ministry
of Foreign Affairs and
International Cooperation,
Tanzania

Ms Hadeel Ibrahim
Director of Strategy & External
Relations, Mo Ibrahim
Foundation, United Kingdom

Ms Elsie Kanza
Director, Head of Africa,
World Economic Forum,
Switzerland

Professor Idris Kikula
Vice Chancellor, University
of Dodoma, Tanzania

Dr Frannie Léautier
Executive Secretary, The
African Capacity Building
Foundation, Zimbabwe

Ms Anneli Temmes
Managing Director, HAUS -
Finnish Institute of Public
Management, Finland



UONGOZI Institute's Board of Directors as at 30 June 2012:

Front row from left: Deputy Chairperson Dr Flora Musonda, Chairperson Mrs Anne Sipiläinen, Chief Executive Joseph Semboja.

Back row: Professor Idris Kikula, Ms Anneli Temmes, Dr Frannie Léautier, Ms Elsie Kanza, Mr John Haule.

Absent: Professor Glenn Denning and Ms Hadeel Ibrahim.

From the Chief Executive Officer

This report provides an overview of the continuing evolution of UONGOZI Institute, also known as the Institute of African Leadership for Sustainable Development. The institute began operations during 2010; this reporting period is for 1 July 2011 to 30 June 2012.

As we evaluate what was achieved during this period it is important that the nascent state of this organisation is borne in mind. This year was spent building a solid foundation for the institute so that programmes could commence in earnest during 2012 - 2013. As staff and consultants joined our team throughout the year they were first concerned with defining systems and work practices, as they were not taking up already established positions. They then progressed to creating tailored services to meet the needs of our clientele.

*As we continue along this path to becoming fully operational, we will continue to investigate how we can best inspire leaders and promote the recognition of the important role of leadership in sustainable development. It is important that we refine the institute's products and services for our niche clientele. **Leaders will only desire to build knowledge and skills through their involvement with this institute if they can see that what we offer them will benefit their work and career.** This is the critical factor to UONGOZI Institute attaining its mission of inspiring and equipping African leaders to realise their personal and collective potential to deliver sustainable solutions for African citizens.*

We are proud to share with you this summary of UONGOZI Institute's development. While the majority of the work during this period related to the development of the organisation, the work that we carried out for our clients was positively received. As UONGOZI Institute grows, so too will its contribution to leadership for sustainable development in Africa.



Joseph Semboja
Chief Executive Officer



Thank You

*Before we describe the progress of UONGOZI Institute's development during 2011 - 2012, the Board Members and staff of UONGOZI Institute would like to **express our gratitude** for the support we received from so many people during the Institute's 'birth' and growth to its current stage of development.*

The production of this report prompted us to reflect upon the support provided by our many stakeholders - government officials, politicians, leaders from the public service sector, private sector and civil society, development partners, academics and the media.

It is pleasing that so many people agreed with the concept of an institute to support purposeful leadership development which furthers the cause of sustainable development in Africa. It has been gratifying and humbling how many people took the time to provide advice, enable access to key people, and contribute to our events.

*We hope that our progress meets with your approval.
We ask for your continued support as UONGOZI Institute
grows into a fully operational organisation
which supports leaders to attain sustainable development
for their nation and Africa.*



UONGOZI Institute's History in Brief

UONGOZI Institute arose out of the shared desire of the governments of Tanzania and Finland to assist leaders of African nations in their professional development, from the focal point of sustainable development. We are supported by the Governments of the United Republic of Tanzania and the Republic of Finland. We are based in Dar es Salaam, Tanzania.

The institute was conceived on 23 December 2009 as a programme called the Dar es Salaam Institute for Sustainable Development.

On 28 July 2010, the programme 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. Dr Jakaya Mrisho Kikwete.

The first meeting of the Board of Directors of UONGOZI Institute was held on 19 May 2011, following a public launch of the Board of Directors by H.E. Dr Jakaya Mrisho Kikwete.

On 1 July 2011 the funds and assets of the Dar es Salaam Institute for Sustainable Development project were transferred to UONGOZI Institute, thus creating a financial entity.

UONGOZI Institute's strategic plan for 2011 - 2015 was formally approved by the Board of Directors on 29 September 2011.

This is our first annual report; it covers the period of 1 July 2011 to 30 June 2012. Much of the work undertaken this year related to establishing the organisation. Our focus was on recruiting staff and developing the necessary systems and infrastructure.

UONGOZI Institute's Strategic Plan can be obtained from our office, or downloaded from www.uongozi.or.tz

Introduction to UONGOZI Institute's Framework for Leadership Development and Programmes

This year we completed the Institute's Leadership Development Framework. This follows a **competency-based learning philosophy, focusing on strengthening the leadership competencies** of:

Making strategic choices;
Leading people and managing other resources; and
Excelling in personal leadership qualities.

UONGOZI Institute's learning process is derived from four interrelated pillars:

- Practice and self-reflection;
- Research and contemporary practices; and
- Sharing experiences and perspectives;
- Case studies.

We have begun with five programmes under this framework; more will be added as the Institute matures.

Strategic Leadership for Sustainable Development, Programme 1, is about strategic decision-making.

Results-based Management, Programme 2, covers the control of resources in the public service.

Effective and Efficient Public Sector Management, Programme 3, is concerned with executive management in the public service.

Leadership Reflection and Action, Programme 4, focuses on personal development and interaction with others.

Leadership Hub, Programme 5, contains policy dialogue, research, networking and sharing knowledge.

These programmes are offered via training modules, policy dialogue and knowledge sharing events, and research.

Leadership Hub

Programme 5

Contains policy dialogue, research & sharing knowledge



Strategic Leadership for Sustainable Development

Programme 1

Trains on strategic decision making



Aids a Leader To:

Bring about strategic change.

Develop well-informed and effective strategies.

Nurture a shared vision, mission and set of values.

Strategize to address local and global issues and trends.

Detect emerging challenges and opportunities, manage risks.

Incorporate sustainable development in strategies and policies.

Question conventional approaches and encourage innovative thinking.

The focal areas under the leadership competency of 'Making Strategic Choices' are:

- Strategic thinking and planning;
- Developing effective strategic plans and turning strategies into top level implementation plans, and
- Taking global and regional developments into account.

Leadership Hub

Programme 5

Contains policy dialogue, research & sharing knowledge



Results-based Management

Programme 2

Covers the control of resources in the public service



Effective & Efficient Public Sector Management

Programme 3

is concerned with executive management within the public service



Aids a Leader To:

Deal with conflict.

Create and share knowledge.

Communicate with clarity and purpose.

Delegate effectively and empower others.

Manage resources in a trustworthy manner.

Build coalitions and teams, motivate and develop others.

Implement accountability systems to manage and protect financial resources.

Engage staff, organisations and partners in determining goals, executing plans and delivering results.

Build an inclusive workplace which motivates individuals to perform at their best and continue to learn.

The **focal areas** under the **leadership competency of 'Leading People and Managing Other Resources'** are:

- Results-based management in the public sector;
- Translating strategies into action plans at national, sectoral and institutional levels;
- Project management for planning and budgeting;
- Monitoring and evaluation systems;
- Effective management in the public sector;
- Governmental policies, systems, procedures and planning for financial procurement and Human Resources;
- Good governance, and
- High performance teams.



The **focal areas** under this **leadership competency of 'Excelling in Personal Qualities'** are:

- Emotional Intelligence;
- Transformative Action;
- Systemic, historical and cultural contexts and constraints to work;
- Personal working style and differing management styles;
- Building working relationships, and
- Communicating in challenging situations.

Training

Sourcing suitable training professionals and developing course content was the primary focus of the training unit during this year.

Course development began for three programmes:
Strategic Leadership for Sustainable Development;
Results-based Management, and
Strategic Leadership Reflection and Action.

Our **tactic** is to use the best of local and international experts to design, peer review, and conduct the courses. Course **content must be relevant to the African context** and, where possible, include **local case studies concerning issues of sustainable development.**

Two pilot **training courses** were held for 33 officials from the Tanzanian Public Service over seven days; the trainers came from USA and Finland:

- Crisis communication course for 22 directors of communication units from Tanzanian government ministries; and
- Coaching clinic for 11 senior public servants from the Government of Tanzania's Vice President's Office, Prime Minister's Office and President's Office - Public Service Management.



Participants of the Crisis Communication Course with board members of UONGOZI Institute. Seated (from left) are Professor Joseph Semboja, Chairperson of UONGOZI Institute's Board Anne Sipiläinen, and trainer Gerard Braud.

Recognition of UONGOZI Institute's emerging role in leadership training was demonstrated by the Government of Tanzania requesting the Chief Executive Officer, Professor Semboja, to facilitate a three day orientation course for 181 Regional and

district commissioners, as well as Regional Administrative Secretaries from all regions of Mainland Tanzania.

Professor Semboja was also asked to talk about 'Ethics, Good Governance and Leadership' to the chairpersons of parliamentary committees of the Tanzanian parliament.

As part of developing **UONGOZI Institute's capacity to deliver**, as well as **seeking best practices** we used experts from the Tanzania Public Service College, the Canadian Local Government Leadership Institute, and the Mananga Centre for Regional Integration and Management Development in Swaziland. These consultants were selected following an internationally advertised open tender. Two stakeholder meetings were held to review the proposed courses and quality assurance was provided by an independent third party from the University of Manchester, U.K.

Capacity Development Specialist Jennifer Clarke undertook a week's visit to a Management Assessment Centre in Rome conducted by the World Food Programme and the Food and Agricultural Organisation. This was to study best practices in the design and administration of employee assessment and development centres, with a view to how this approach could be used in selecting top and emerging public service leaders. Consultant Professor Dominick Iwisi undertook a two day visit to the Kenya Institute of Administration (which transitioned to the Kenyan School of Government during 2012).

Staff

The training unit is run by two staff members who joined during the year: **Jennifer Clarke**, a Capacity Development Specialist from Barbados, was hired as a long-term consultant and **Kanisia Ignas** joined as the institute's first Training Officer.

Plans for 2012 – 2013

During the coming year work will continue with sourcing trainers and developing training modules. An increased number of courses will be held, though course delivery will not be the primary focus as the unit is still in the developmental stage. A capacity building specialist will be recruited as a full-time staff member.

Discussing Matters of Policy and Sharing Knowledge

UONGOZI Institute commenced hosting events and recording interviews with internationally recognised leaders and experts.

Our **tactic** is to **advance strategic leadership** and **policy development for sustainable development** by providing opportunities for **leaders** to **share ideas and experiences**. The events are for specific leaders, while the interviews are made available to everyone via Tanzanian television, YouTube and our website.

During the year we held five **events** for 349 delegates from thirteen sub-Saharan African countries, as well as video recorded seven **interviews** with leaders.

Events:

'Managing Elections in Africa'

The transparent and efficient management of elections is crucial to attaining and maintaining a robust and healthy society. African citizens often view elections and the campaigns that lead up to them with doubt or concern; while poll results can bring about controversy and violence.

Chairpersons of Electoral Commissions, Commissioners, and Directors of Elections, political party leaders, ambassadors, prominent researchers and academics gathered for a two-day conference to discuss what could be done to better manage democratic processes and the quality of elections.

This event was co-hosted with the **Electoral Commissions Forum of SADC Countries**. Participants came from Malawi, Kenya, Uganda, South Africa, Angola, Botswana, Zimbabwe, Zambia, Mozambique, Namibia, the Democratic Republic of Congo, Swaziland and Tanzania.



**An interview with
Professor Joao Leopoldo da Costa -
Executive Committee Chairperson -
Electoral Commissions Forum of SADC
Countries,**

and

**Dr Badru Kiggundu,
Chairman of the Electoral
Commission of Uganda**

is available on YouTube:

www.youtube.com/watch?v=cfPcgzvdOjk

Dr Brigalia Bam, (former Chairperson of the Independent Electoral Commission of South Africa and member of the African Union Panel of the Wise), gave the keynote address. The event was opened by H.E. **Dr Jakaya Mrisho Kikwete**, **President of the United Republic of Tanzania**.



H.E. Dr Jakaya Mrisho Kikwete giving the opening address at the conference 'Managing Elections in Africa'. Seated (from left) are Professor Joao Leopoldo da Costa, Professor Joseph Semboja, Hon. Judge Damian Lubuza and Dr Brigalia Bam.

'Managing Natural Resources to Ensure Prosperity'

The current high prices for minerals, oil and gas offer an opportunity for natural resource-rich countries in Africa to transform their economies and thereby the lives of its people. Yet this 'golden opportunity' can be marred by corruption, environmental degradation and mismanagement.

UONGOZI Institute hosted a roundtable with senior government officials, diplomats and representatives of the extraction industry in Tanzania to discuss the management of non-renewable natural resources.

Professor Paul Collier was the guest speaker; the event was opened by **Hon. Mizengo Pinda**, **Prime Minister of the United Republic of Tanzania**.



A recording of the presentation 'Using Africa's Resources for Development'

is available on YouTube:

Part I:

www.youtube.com/watch?v=vLSBXye-Ngs

Part II:

www.youtube.com/watch?v=W_QkeweonWw

Professor Collier is Professor of Economics and Director of the Center for the Study of African Economies at Oxford University and a former director of Development Research at the World Bank. He is known world-wide for his three thought provoking books: *'The Plundered Planet'*, *'The Bottom Billion'*, and *'Wars, Guns, and Votes: Democracy in Dangerous Places'*.

As well as an interview with **Professor Collier and Ambassador Ami Mpungwe, Chairman of Tanzanite One, and the former Chairman of the Tanzania Chamber of Minerals and Energy:**

www.youtube.com/watch?v=H5pi88PmvYA

A transcript of Professor Collier's presentation is available from UONGOZI Institute.

"The coming generation is the resource rich generation. Your generation has the responsibility for depleting Tanzania's inheritance of natural assets and using the proceeds responsibly. That is the decision chain you have to get right."

- Professor Collier



Hon. Mizengo Pinda speaking to the media after the event 'Managing Natural Resources to Ensure Prosperity'.

'Development Cooperation in a Multipolar World'

The growing engagement by emerging economies in trade, investment and diplomatic relations in Africa, together with new scenarios in international relations, are contributing to significant changes in the relationships between leaders from African countries and external partners. Many Africans believe that this provides fresh opportunities for Africa to take its developmental agenda further. Furthermore, that is time for traditional donors to engage with Africa on new terms which reflect Africa's increasing role in global relations.

A roundtable on the changing agenda of development cooperation in Africa was attended by senior Tanzanian government officials, ambassadors, and representatives from the private sector and civil society. Honourable Heidi Hautala, Finland's Minister for International Development was the keynote speaker.



**The speech by
Honourable Heidi Hautala,
Finland's Minister for International
Development**

is available on YouTube:

www.youtube.com/watch?v=G9j3o5zM-ol

**as well as the speech delivered by
Dr Phillip Mpango,
Executive Secretary President's Office,
Planning Commission for Tanzania,
on behalf of on behalf of the Minister for
Foreign Affairs and International
Cooperation of Tanzania.**

www.youtube.com/watch?v=AvuU0dVvB40

"So here we are thinking about how we have to react to the global changes and how we have to build new kinds of partnerships, because the global challenges have indeed become even more demanding and more urgent."

- Honourable Heidi Hautala

Launch of the Green Growth Platform

Throughout the world there can be a divide between the ethos of economic growth for development and poverty reduction, and that of environmental protection. Such a divide can be exacerbated in a developing country.

Thus UONGOZI Institute launched an initiative to bring together leaders from government, the private sector and civil society to discuss issues concerning green development. It is hoped that through interaction leaders will find a way to reconcile their differences and produce viable strategies that reflect the concerns of all parties. The patron of the Green Growth Platform is **His Excellency, Dr Mohamed Gharib Bilal, Vice President of the United Republic of Tanzania.**

The first event was attended by more than 130 Tanzanian representatives from government, private sector and civil society organisations, as well as Members of Parliament.

“Big man, tell them, the country needs to develop.

*But not in the way that we’re used to,
As the world changes, so it passes us by
Through its protection and moving forward.*

*Tell your students, a sustainable environment,
growing the economy and social well-being
work together in the renewal of our nation,
Renewal being the highest standard of
independence.*

*We cannot celebrate independence while
tomorrow there is no life!*

*Our tomorrow, for the realisation of our
dreams, and our descendants.”*

**Extract from the poem ‘Alive Tomorrow’
written by Mrisho Mpoto for the opening of
the Green Growth Platform.**



*Patron H.E. Dr Mohamed Gharib Bilal
commemorating the launch of the Green
Growth Platform*

Forest Academy for Decision-Makers

The Forest Academy for Decision-Makers is a unique way to involve senior decision-makers from outside the forest sector in issues relating to forests and sustainable development. This system was started in Finland by the Finnish Forest Association and has spread around Europe and Central America.

The Government of Tanzania's Ministry of Natural Resources and Tourism requested UONGOZI Institute to facilitate the inaugural session in Tanzania. The subject for the session was the economic importance of forests, particularly as a means for creating employment and income for rural Tanzanians.

Three Tanzanian facilitators were trained in Finland, followed by a pilot event for Tanzanian politicians, top-level administrators and executives, producers and users of forestry, leaders of non-governmental organisations, representatives of sciences and arts, and the media.

Strengthen proficiency

Foster innovation and collaboration

Generate or collate knowledge

Support a positive operating environment

Build UONGOZI Institute



Interviews: *'Meet the Leader'* - Leaders Share Personal Perspectives of Leadership

What does it take to **become a leader**?

What were **major influences** during a leader's their personal and career growth?

What do they consider **important skills**?

What have leaders learnt from **experiences** that would they like to share with others?

UONGOZI Institute began recording **interviews** with prominent personalities from around the world who have made significant positive public impact. One interview has been aired on Tanzanian television, with more to follow. All the interviews are available on YouTube, our website www.uongozi.or.tz, as well as on free DVDs.

'Meet the Leader' Recordings:

H.E. Benjamin Mkapa

Former President of Tanzania

Board member of The International Crisis Group

Settler of the Benjamin William Mkapa HIV/AIDS Foundation

Describing the key characteristics of a good leader:

Both a nationalist and Pan-Africanist;

A person of learning;

A person of integrity, and

Disposed to openness and interaction, using participatory leadership.



www.youtube.com/watch?v=BKlpQyeV1_k

H.E. Mary Robinson

Former President of Ireland
Former UN High Commissioner for Human Rights
President of the Mary Robinson Foundation - Climate
Justice

Describing lessons learnt from working with
controversy:

“Have courage, be prepared to be unpopular”

and

***“It is not just simply a matter of changing law when
you are changing human behaviour, you must be very
patient. You must bring the people with you, using a lot
of education.”***



www.youtube.com/watch?v=rqakM9fsNoI

H. E. Martti Atasahri

Former President of Finland
Nobel Peace Prize Laureate
Chairman of the Board of the Crisis Management Initiative

Describing his work in peace mediation:

***“If you don’t understand economics and development
you can’t mediate peace either.”***



www.youtube.com/watch?v=7n3zHTrSbts

'In Focus' – Experts Discuss Issues of Sustainable Development

In an effort to spread the knowledge of the experts beyond those attending the institute's events where these experts presented, we recorded interviews and made them available on YouTube and the institute's website: www.uongozi.or.tz

'In Focus' Recordings:

'Managing Natural Resources in Africa'

Professor Paul Collier,
Oxford University
and
Ambassador Ami Mpungwe,
Chairperson of Tanzanite One



www.youtube.com/watch?v=H5pi88PmvYA

'Election Management in Africa'

Dr Badru Kiggundu
from the Electoral Commission of Uganda
and
Professor Joao Leopoldo Da Costa,
Executive Committee Chairperson of the Election
Commission Forum of SADC (Southern African
Development Community)



www.youtube.com/watch?v=cfPcgzvdOjk

Supporting Others in Their Endeavours

UONGOZI Institute appreciates the opportunity to partner with colleagues in their endeavours in matters of leadership and sustainable development. The opportunity to work together benefits all parties by increasing understanding of roles and responsibilities, and fostering open and positive relationships. This year the Institute was honoured to be able to **assist:**

The Government of Tanzania:

- **President's Office - Public Service Management** in developing Tanzania's position paper on '*Leadership for Sustainable Development in Commonwealth Africa*'. The paper was presented at the **Eighth Forum of Commonwealth Africa Heads of Public Service** in Namibia. Professor Semboja Officer attended as a member of the Tanzanian delegation.
- Professor Semboja facilitated Tanzania's **Annual National Policy Dialogue**. This two-day workshop brought together individuals from the Government, development partners, representatives of Civil Society Organisations and the private sector to discuss policy issues regarding the implementation of key national development and public expenditure frameworks.

The Government of Finland

- Programmes Director Dr Tapani Vaahtoranta attended a Finnish parliamentary hearing on sustainable development in Africa.

World Bank

- Professor Semboja was a panel member at the launch of the Tanzanian Economic Reports by the World Bank.

As part of **seeking best practices**, the Director of Programmes, Dr Tapani Vaahtoranta, attended The Helsinki Process review conference on Globalisation and Democracy, a multi-stakeholder initiative on global governance.

Staff

The work of this programme, along with **research** (see following), is coordinated by: Programmes Director **Dr Tapani Vaahtoranta** from Finland on a long-term contract, and **Dennis Rweyemamu**, the Research and Policy Specialist.

Plans for 2012 – 2013

Events and recording interviews will continue, as they have been well received. At least one in-house researcher will be hired. Their role will include knowledge sharing, events, and research.

Research

Leadership, governance, and public-private partnerships in Africa are our primary research interests

Our **tactic** is to complement the work of research institutions by sharing research findings and supporting research initiatives. We also undertake some research where there is a shortfall of knowledge.

Four **research projects** commenced during the year:

The State of Leadership in Sub-Saharan Africa

This study looks beyond the western concept of leadership, with researchers examining socio-economic and environmental aspects of leadership in Africa, as well as situations where leadership brought about significant positive societal change.

This is a **collaborative research project** with **The Albert Luthuli Centre for Responsible Leadership**, University of Pretoria, South Africa.

This project covers: South Africa, Zimbabwe, Democratic Republic of Congo, Nigeria, Senegal, Uganda, Kenya, Tunisia, Ethiopia, Egypt, Cameroon and Tanzania. It involves around 60 researchers and 14 research institutions.

Identification of key factors necessary for good governance in Africa

It is important that dialogue on governance is situated within the African context. This study seeks to answer the following:

What does 'good governance' mean in Africa? Is there a different perspective of governance in Africa?

What can Africa learn from the global understanding of good governance? What can the world learn from African discourse?

What should be done in order to improve governance in Africa?

Assessment of the status of governance within Tanzania public institutions.

This study examines the degree of autonomy of state-owned enterprises in Tanzania, as well as their governance practices. Issues evaluated include control mechanisms, management, accountability, transparency, and compliance.

Assessment of public sector, private sector and civil society partnerships in Tanzania.

A study evaluating current public-private partnerships in Tanzania.

Strengthen proficiency

Foster innovation and collaboration

Generate or collate knowledge

Support a positive operating environment

Build UONGOZI Institute



Increasing our Reach

UONGOZI Institute wishes to be recognised as a worthwhile ally to leaders and emerging leaders in Africa. This means that there is much developmental work to be done for the communications unit and resource centre.

While UONGOZI Institute has a specific clientele of leaders and emerging leaders and works often with smaller sized groups, the subjects we cover are interesting and worthwhile for many. In addition, we are limited in the extent of how many leaders we can reach at this early stage of the institute's development. Thus the work of the communications unit in sharing information and public relations is important to amplify the institute's work.

The Institute's activities appeared in the Tanzanian media 23 times during the year.

A resource centre offering material relating to leadership and sustainable development was established.

Staff

Neema Mosha joined as the Communications Manager and **George Nchimbi** joined as the Knowledge Management Officer during the year.

Plans for 2012 – 2013

The Communications unit will be further developed.

The Institute's website will be launched.

The Resource Centre's software will be operational, with an on-line option available through the institute's website.

Organisational Matters

UONGOZI Institute continued its organisational development, with staff recruited, systems established, and foundational material created.

Our Staff

During the year five staff members were recruited, bringing the **staff to fourteen**, plus two long-term technical advisors as at 30 June 2012.

The recruitment of staff was a slow process and staff members spent a large proportion of their time in foundation building, thus the impact of the substantial staff increase during this period will not be clearly seen until the year 2012 - 2013.



UONGOZI Institute's Staff as at 30 June 2012:

Front row from left: Margareth Simalenga - Finance Officer, Kanisia Ignas - Trainer, Alex Mwinuka - Director of Finance, Dennis Rweyemamu - Research and Policy Specialist, Julieth Mutalemwa - Receptionist, Prof. Joseph Semboja - CEO.

Back row from left: George Nchimbi - Knowledge Management Officer, Rogers Joshua - Driver, Sophia Kessy - Operations Officer, Linda Manu - PA to the CEO, Francis Mushi - MIS Officer.

Absent: Dr. Tapani Vaahtoranta - Director of Programmes, Neema Mosha - Communications Manager.

Plans for 2012 – 2013

Staff will be recruited to support the training and research units.

Governance

The Board of Directors held four ordinary meetings during the year.

The Chair of the Board, Mrs Ritva Koukku-Ronde, resigned on 1 September 2011 due to her appointment as Finland's ambassador to the United States. Mrs Anne Sipiläinen, Under-Secretary of State, Ministry of Foreign Affairs of Finland, was appointed as the Chairperson of the Board of Directors on 1 September 2011.

Internal Controls and Management

Much time was spent this year establishing appropriate systems, procedures and policies for ICT, accounting, Human Resources, payroll and procurement.

Plans for 2012 – 2013

A major exercise for the coming years is the development of the plot of 198 hectares/490 acres near to Bagamoyo, a coastal town approximately 70 kilometres from Dar es Salaam. This will become the eventual permanent home of UONGOZI Institute.

Our Finances

Funding

On July 1, 2011 the Institute was handed the assets and liabilities from its founding programme, Dar es Salaam Institute for Sustainable Development. The total assets handed over were valued at Tshs 2.2 billion, approximately Euros 1.15 million. This was made up of Tshs 256 million in cash and Tshs 1.96 billion, approximately Euros 950 million in equipment. No liabilities were transferred.

During 1 July 2011 to 30 June 2012 the governments of Finland and Tanzania provided Tshs 4.2 billion, approximately Euros 2.1 million, to pay for recurrent expenditure. An additional Tshs 798 million, approximately Euros 399 thousand, was provided for capital expenditure. In addition we received Euros 79,000 from the Tanzanian Ministry of Tourism and Natural Resources relating to the Decision Makers' Forest Academy.

Expenditure

The total operational expenditure amounted to Tshs 3 billion, approximately Euros 1.5 million. Of this Tshs 752 million, approximately Euros 376 thousand, was spent on the training unit. This is 24% of the total expenditure. Tshs 919 million, approximately Euros 460 thousand, was spent on the policy dialogue and research units. This is 29% of the total expenditure. Operating expenses were Tshs 990 million, approximately Euros 495 thousand. This represents 32% of the total expenditure.

Tshs 1.2 billion, approximately Euros 600 million, was carried forward to the 2012-13 financial year.

The unqualified report of the Controller and Auditor General follows.

Report from the Controller and Auditor General

1.0 Background Information to Audit

1.1 Introduction

I have audited the financial statements of the Institute of African Leadership for Sustainable Development (UONGOZI Institute) for the year ended 30th June, 2012. Audit findings arising from examination of the accounts, records appraisal of the project activities as well as the internal control system which require management attention and action are set out in a management letter issued separately to the Accounting Officer.

1.2 Brief History of Client establishment

The Institute of African Leadership for Sustainable Development (UONGOZI Institute) is an independent organization established by the President of the United Republic of Tanzania through Article 36 (1) of the constitution of the United Republic of Tanzania Cap 2 which vests in President of Tanzania with powers to establish and disestablish such offices in the service of the Government of the United Republic.

The Government of the United Republic of Tanzania and the Government of the Republic of Finland signed an agreement on 23rd December, 2009 to cooperate in the establishment of Dar es Salaam Institute for Sustainable Development, currently known as Institute of African Leadership for Sustainable Development (UONGOZI Institute).

1.3 Operational Objectives

Operational objectives of the Institute of African Leadership for Sustainable Development (UONGOZI Institute) are as follows:-

- (i) Harness and enhance leadership capacity for development and sustainability in a more comprehensive and integrated manner.
- (ii) Providing high quality capacity building programmes for African leaders in strategy and policy issues
- (iii) Providing a conducive learning environment for leadership training and development.
- (iv) Providing technical assistance to government for leadership training and development

- (v) Conducting relevant studies that will enhance the knowledge of leaders on national and global development issues
- (vi) Serving as a multi stakeholder hub for networking for local, regional and international leaders and institutions.

1.4 **Financing**

During the financial year 2011/2012 the UONGOZI Institute had an opening balance of Sh.256,270,584 and received Shs.5,223,592,029 from the Ministries of Finance, Resources and the Government of Finland as analysed below:

Opening balance Receipts from	Amount (Shs)
Ministry of Finance	943,026,000
Ministry of Tourism and Natural Resources	153,989,645
Government of Finland	4,126,576,384
Total receipts for the year	5,223,592,029

1.5 **Management Structure**

The UONGOZI Institute is headed by the Chief Executive Officer under the Permanent Secretary President's Office State House who is the Sub-Accounting Officer and Head of the Institute. He is assisted by the Director of Programmes on the day to day activities.

1.6 **Audit Mandate**

By virtue of the provisions of Article 143 of the Constitution of the United Republic of Tanzania and Sect. 10 of the Public audit Act No. 11 of 2008, the Controller and Auditor General is the appointed auditor of all government revenues and expenditures including the revenues and expenditures of the UONGOZI Institute.

1.7 **Audit Objectives**

The main objective of conducting the audit is to enable the Controller and Auditor General to express an independent opinion on the financial statements of UONGOZI Institute for the year ended 30th June, 2012 and in particular:-

- To determine whether funds were properly collected and used exclusively and judiciously for eligible expenses as per approved budget and regulations governing government expenditure with due attention to economy and efficiency
- To ascertain whether all necessary documents, books, register, accounts and information have been kept in respect of all transactions.
- To ensure there is adequate disclosure of assets and liabilities in the appropriation accounts.
- To closely follow-up on the previous year audit findings and recommendations and to ensure that proper actions have been taken in respect of all audit matters raised.
- To determine whether the project financial statements were prepared in accordance with International Accounting Principles and give a true and fair view of resources and expenditures reported for the year ended 30th June, 2012.
- To assess the internal controls exercised over the UONGOZI Institute activities with a view to determine their adequacy and report on any weaknesses detected.
- To verify whether the Procurement Committee effectively performs its prescribed duties and that proper procurement procedures are being followed in the execution of its duties.
- To verify and confirm whether goods and services bought for the institute were procured in accordance with the relevant financing agreements, project approved procurement procedures and Public Procurement Regulations (2005), including a review of accountability and disposal of assets for the UONGOZI Institute.
- To evaluate the legitimacy and propriety of reported expenditures for all activities of the UONGOZI Institute.
- To ensure that good governance has been enforced in the day-to-day operations of the High Commission and in carrying out its overall strategy.

1.8 Audit Scope

The audit was carried out in accordance with the International Standards on Auditing (ISA), INTOSAI standards and other audit procedures as were deemed appropriate under the circumstances.

The audit covered the evaluation of the effectiveness of the financial accounting system and internal control over the activities of the UONGOZI Institute,

examination and verification of the accompanying financial statements, and other procedures as was considered necessary under the circumstances. The audit was conducted on a test check basis, therefore, the audit findings are confined to the extent that records, documents and information requested for the purpose of the audit were made available to us. As auditors, we are not required to specifically search for fraud; therefore our audit cannot be relied upon to disclose all such matters.

However, our audit was planned in such a way that we would have reasonable expectation of detecting material misstatements in the financial statements, including those resulting from fraud or irregularities. The responsibility for detection and prevention of fraud and irregularities rests with the management of the UONGOZI Institute which is responsible for setting up and maintaining an adequate system of internal control.

1.9 Audit Methodology

In auditing the financial statements together with the related records and schedules of UONGOZI Institute, the following steps were followed:-

- Planning the audit to obtain an adequate understanding of the UONGOZI Institute activities, its operations and assessment of the major risk areas.
- Evaluating the internal control system in place, testing whether it is in compliance with laid down Rules and Regulations, Policies and Procedures.
- Carrying out substantive tests of the balances reported by the Institute in order to obtain reasonable assurance regarding the amounts and disclosures included in the financial statements.
- Examining payment vouchers to check for eligibility and propriety of payments made and to determine whether they were properly accounted for in the books of account.
- Reviewing the Institute's Accounting System (SunSystem)
- Reviewing the budget statements and existing arrangements to ensure that expenditure is within the budget limits.
- Reviewing the Accounting manuals and Quarterly progress reports.
- Holding interviews and discussions with some of staffs in the implementation of various activities.
- Appraising the previous year's audit recommendations to determine whether management of the Institute has taken adequate corrective action.
- Holding entrance and exit meetings with the auditee to discuss the audit objectives and results of the audit, respectively.

2.0 AUDIT REPORT ON THE FINANCIAL STATEMENTS

To: The Chairperson,
Board of Directors,
UONGOZI Institute,
P. O. Box 105753,
DAR ES SALAAM.

Re: REPORT OF THE CONTROLLER AND AUDITOR GENERAL ON THE FINANCIAL STATEMENTS OF THE INSTITUTE OF AFRICAN LEADERSHIP FOR SUSTAINABLE DEVELOPMENT (UONGOZI INSTITUTE) FOR THE YEAR ENDED 30TH JUNE, 2012

Introduction

I have audited the financial statements of the Institute of African Leadership for Sustainable Development (UONGOZI INSTITUTE) shown as Annexure II of this report for the year ended 30th June, 2012.

Management Responsibilities for the financial statements

The preparation of the financial statements is the responsibility of the management of the Institute of African Leadership for Sustainable Development (UONGOZI Institute) as per the Statement of Management Responsibility on the Financial Statements enclosed in this report as Annexure I.

Sect. 25(4) of the Public Finance Act (PFA) No. 6 of 2001 (revised 2004), places responsibility on the Accounting Officer to prepare financial statements for each financial year, which give a true and fair view of the receipts and payments of the reporting entity as at the end of the financial year. It also, requires management to ensure that the reporting entity keeps proper accounting records, which will disclose with reasonable accuracy its financial position and its responsibility in safeguarding the assets.

The financial statements should be prepared using appropriate accounting polices and reporting Standards supported by reasonable and prudent judgments and estimates, and in the manner required by Sect 25(4) of the Public Finance Act, 2001 (revised 2004).

In addition, Regs. 28-35 of the Public Finance Regulations (PFR) 2001 (revised 2004) require the Accounting Officer and the organization's management to establish an effective internal control system, internal audit unit and audit committee appropriate to the circumstances of the Fund.

Responsibilities of the Controller and Auditor General

My responsibility as auditor is to express an independent opinion on these financial statements based on the audit. I am also, required to satisfy myself that the funds appropriated to the Fund were used exclusively and judiciously to meet eligible expenditures with due regard to economy and efficiency, whether the financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS), and on the procurement procedures adopted by the Institute of African Leadership For Sustainable Development (UONGOZI Institute) based on the audit. According to Sect.10 (1) of the Public Audit Act No 11 of 2008, my specific responsibilities are to examine, enquire into, audit and report on the financial statements of the Fund.

In addition, Sect. 10 (2) of the PAA No. 11 of 2008 requires me to satisfy myself that the accounts have been prepared in accordance with IPSAS cash basis of accounting; reasonable precautions have been taken to safeguard the collection of revenue, the receipt, custody, disposal, issue and proper use of public property, and that the law, directions and instructions applicable thereto have been duly observed, expenditures of public monies have been properly authorized.

Further, Sect 44(2) of the Public Procurement Act No.21 of 2004 and Reg No. 31 of the Public Procurement (Goods, Works, Non-consultant services and Disposal of Public Assets by Tender) Regulations of 2005 requires me to state in my annual audit report whether or not the auditee has complied with the provisions of the Law and its Regulations.

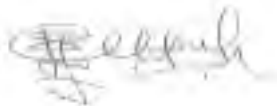
I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Unqualified opinion

In my opinion, the financial statements fairly reflects, in all material respects the financial position of the Institute of African Leadership For Sustainable Development (UONGOZI Institute) as at 30th June, 2012 and the results of its operations and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards - accrual basis of accounting.

Compliance with the Procurement Act of 2004

In view of my responsibility on the procurement legislation, and taking into account the procurement transactions and process I have reviewed as part of this audit, I state that, the Institute of African Leadership For Sustainable Development (UONGOZI Institute) procurement has generally complied with the requirements of the PPA No.21 of 2004 and its underlying Regulations of 2005.



Ludovick S. L. Utouh
CONTROLLER AND AUDITOR GENERAL

The Controller and Auditor General
National Audit Office,
Dar es Salaam.



13th November, 2012

Copy to: Permanent Secretary
State House
P.O BOX 9120,
DAR ES SALAAM

Permanent secretary,
Ministry of Finance,
P.O BOX 9111,
Dar es Salaam

Resident Representative,
Government of Finland,
DAR ES SALAAM.

Chief Executive Officer,
UONGOZI Institute,
P.O BOX 105753,
DAR ES SALAAM.

Statements of Financial Position as at 30th June 2012

	2011/12 TSH
ASSETS	
Non-Current Assets	
Property, plant and equipment	2,694,570,991
Intangible assets	37,780,545
Total Non-Current Assets	2,732,351,537
Current Assets	
Cash, bank and Deposits	1,763,227,263
Prepayments	219,644,416
Total Current Assets	1,982,871,679
Total Assets	4,715,223,216
GRANTS, RESERVES AND LIABILITIES	
Grants and Development Funds	2,812,391,853
Reserves	
Special Reserve	215,981,271
Surplus/loss for the period	1,296,933,621
Current Liabilities	
Provision for liabilities and charges	389,916,472
Total Grants, Reserves and Liabilities	4,715,223,216



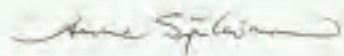
Mrs. Anne Sipiläinen
CHAIRPERSON



Mr. John Haule
DIRECTOR

Statements of Comprehensive Income for the year ended 30th June 2012

	2011/12 TSH	BUDGET TSH
Revenue	4,230,828,973	4,997,092,820
Other income	153,989,645	
Total Income	4,384,818,618	4,997,092,820
Capacity Development	752,488,651	1,418,254,320
Research and Policy Dialogue	919,390,386	1,215,714,160
Operating Expenses	990,198,382	1,155,396,240
Rent	205,971,122	233,400,000
Other costs	219,836,457	219,836,457
Total costs	3,087,884,998	4,242,601,177
Surplus for the year	1,296,933,621	754,491,643



Mrs. Anne Sipiläinen
CHAIRPERSON



Mr. John Haule
DIRECTOR

Statements of Cashflow as at 30th June 2012

2011/12
TSH

CASH FLOW FROM OPERATING ACTIVITIES

Surplus for the year	1,296,933,621
Adjust for:	
Depreciation	73,112,095
Software amortisation	6,928,221
Exchange rate loss	139,796,141
Sub Total	1,516,770,078
Changes in working capital	
Prepayments	(219,644,416)
Accrued Charges	389,916,472
Net cashflows from operating activities	1,687,042,133

CASH FLOW FROM INVESTING ACTIVITIES

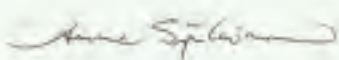
Purchase of property and equipment	798,494,389
Purchase of Software	40,279,023
Net cashflows on investing activities	838,773,411

CASHFLOW FROM FINANCING ACTIVITIES

Grants and Development Funds	838,773,411
Special Reserve	215,981,271
Net cashflows on financing activities	1,054,754,682

Net change in cash and cash equivalent 1,903,023,404

Cash and cash equivalents at 30 June 2012 1,903,023,404



Mrs. Anne Sipiläinen
CHAIRPERSON



Mr. John Haule
DIRECTOR

Notes to the Financial Statements for the year ended 30 June 2012

1. General Information

The Institute of African Leadership for Sustainable Development also known as Uongozi Institute was set up jointly by the Government of Finland and Tanzania to address the capacity constraints of the public sector in dealing with global, regional and bilateral negotiations and international agreements governing trade, investments development and the environment.

The Institute was formerly established in July 2010 under the presidential decree and gazetted on 6 August 2010 issue no ISSN 0856-032 Government Notice No 274 published on 30 July 2010.

The Institute has been created to provide, amongst others, leadership programmes for Tanzania and the rest of countries in Africa on contemporary themes relevant to development and sustainability with a view of providing a lasting legacy that will bring tangible benefits and sustainable development of Tanzania and the rest of countries in Africa.

2. Accounting Policies

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies will consistently be applied to all the years unless otherwise stated:

2.1 Basis of preparation

The financial statements are prepared under the historical cost convention, as modified by the revaluation of certain financial instruments at fair value and are in compliance with International Financial Reporting Standards (IFRS)

2.2 Revenue Recognition

Government subvention is accounted for on cash basis whereas income on other services is accounted for on an accrual basis. Grants related to an expense item are recognised as income over the year necessary to match the grants on a systematic basis to the costs that they are intended to pay off

2.3 Property, Plant and Equipment

All property, plant and equipment are initially recorded at cost and thereafter stated at historical cost less depreciation, less any cumulative asset impairment.

Depreciation on assets is calculated on the straight-line method to write off the cost of each asset, over their estimated useful lives.

The depreciation rates are as follows:

Office Equipment	20%	Motor Vehicle - New	25%
Computers	33%	Books & Periodicals	33%
Furniture and Fittings	20%	Softwares	33%
Motor Vehicle - Used	33%		

2.4 Foreign currency translation

Transactions that are denominated in foreign currencies during the year are converted into Tanzania Shillings at rates ruling at the transaction dates. Assets and Liabilities at the balance sheet date, which are expressed in foreign currencies, are translated into Tanzania 'Shillings at the rates ruling at that date. The resulting differences from conversion and 'translation are dealt with in the income statement in the year in which they arise.

2.5 Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise cash in 'hand, deposits held with banks and investments in money market instruments.

2.6 Grants and Development Funds

Grants and Development Funds comprise of funds received from the Treasury and other 'donors by way of subvention spent on procurement of fixed assets

2.7 Subvention from Treasury

Subvention comprises of funds received from Treasury to cater for employees' salaries 'and other operational costs. These are credited to income and expenditure account in the 'period in which they are received.

2.8 Intangible Assets

Computer software licences are capitalized on the basis of the costs incurred to acquire 'and bring to use the specific software. These costs are amortised on the basis of the 'expected useful lives, using the straight line method. The amortized costs are to income 'and expenditure account through other operating expenses.

2.9 Comparison figures

This being the first year of operation there are no previous figures for comparison.

Contact Details

Please contact us for further information on our programmes, to register for our information service on leadership for sustainable development and to obtain more detail on our annual report for 2011 - 12.

Institute of African Leadership for Sustainable Development UONGOZI Institute

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UONGOZI Institute

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Sustainable Development