

Annual Report  
July 2016-June 2017



# Fostering Leadership.

Advancing Sustainable  
Development.



President's Office  
The United Republic of Tanzania

● ● UONGOZI  
● Institute

UONGOZI Institute seeks to inspire and equip leaders in Africa so that they may realise their full potential in contributing to Africa's sustainable development.

UONGOZI means 'leadership' in Kiswahili and inspiring and strengthening leadership is the core purpose of our organisation. It is with this ethos that we deliver our products and services.

UONGOZI Institute

62 Msasani Road, Oysterbay

PO Box 105753, Dar es Salaam, Tanzania

Phone: +255 (0)22 2602917

Email: [info@UONGOZI.or.tz](mailto:info@UONGOZI.or.tz)

Follow us: [www.uongozi.or.tz](http://www.uongozi.or.tz)



Uongozi Institute



@Uongozi



[www.youtube.com/uongoziinstitute](http://www.youtube.com/uongoziinstitute)



[www.uongoziblog.wordpress.com](http://www.uongoziblog.wordpress.com)

## Contents

From the Chairperson	2
From the Chief Executive Officer	4
Training	6
Policy dialogue	10
Research	15
Development of UONGOZI Institute	24
Finance	25
Auditor's report	26
Financial statements	29

## UONGOZI Institute's Board of Directors



**Chairperson**  
**Amb. Kari Alanko**

AMBASSADOR OF FINLAND,  
EMBASSY OF FINLAND,  
PRETORIA, SOUTH AFRICA



**Vice-Chairperson**  
**Mr. Philemon Luhanjo**

FORMER CHIEF SECRETARY,  
UNITED REPUBLIC OF TANZANIA



**Ms. Anneli Temmes**

MANAGING DIRECTOR,  
HAUS FINNISH INSTITUTE OF  
PUBLIC MANAGEMENT LTD.  
FINLAND



**Amb. John Haule**

FORMER PERMANENT  
SECRETARY, MINISTRY OF  
FOREIGN AFFAIRS, TANZANIA



**Prof. Glen Denning**

PROFESSOR OF  
PROFESSIONAL PRACTICE  
IN INTERNATIONAL AND  
PUBLIC AFFAIRS,  
COLUMBIA UNIVERSITY,  
UNITED STATES OF AMERICA



**Ms. Elsie Kanza**

HEAD OF AFRICA,  
WORLD ECONOMIC FORUM,  
SWITZERLAND



**Prof. Idris Kikula**

VICE-CHANCELLOR,  
UNIVERSITY OF DODOMA  
(UDOM), UNITED REPUBLIC  
OF TANZANIA



**Prof. Joseph Semboja**

CHIEF EXECUTIVE OFFICER,  
UONGOZI INSTITUTE



**Dr. Frannie Leautier**

FORMER SENIOR VICE-PRESIDENT,  
AFRICAN DEVELOPMENT BANK,  
IVORY COAST





## A new Strategy – 2016/17 – 2020/21

The year 2016/17 marked the first twelve months of UONGOZI Institute's second Strategic Plan. The first plan was primarily concerned with establishing the Institute, including determining and developing its products and services for senior and emerging leaders across Africa. Reflecting on our experience from the Institute's first strategy has helped us to determine the course mapped out in the new framework. This aims to improve the delivery of products and services while also reaching a greater number and cross-section of senior and emerging leaders.

### UONGOZI Institute's overarching strategic issues for 2016-2021 are:

- Reaching a wider audience of leaders in Africa, including more outside of Tanzania
- Enhancing the effectiveness of our work
- Achieving targets and explaining/promoting our successes
- Ensuring sustained support, including diversifying our sources for finance
- Strengthening the Institute's capacity to become a centre of excellence in leadership for sustainable development.

### Our Goals

**Goal 1**  
leadership performance enhanced

**Goal 2**  
Sustainable development  
championed by leaders

**Goal 3**  
Knowledge and practise of good  
leadership advanced

**Goal 4**  
UONGOZI Institute recognised as a  
centre of excellence in leadership for  
sustainable development

### Our Vision

A prosperous equitable and  
sustainable Africa

### Mission

To inspire and equip African leaders to  
deliver inclusive and sustainable solutions

*Therefore, in summary, for the duration of this strategy, we will sharpen our focus; seek to deliver products and services in a linked and structured manner; become more widely known for our work; while continuing to build the staff and systems of the Institute.*



## From the Chairperson



In my third year as Board Chair, it has been a continuously rewarding experience to provide stewardship for the members of the Board and management of UONGOZI Institute.

Last year, the Board members and staff of the Institute spent two days in Arusha, northern Tanzania, reflecting on past performance and crafting what would later become the strategic plan for 2016/17-2021/22. The result is an ambitious yet focused plan which I am optimistic will lead to the Institute making serious headway towards its mission to inspire and equip African leaders to deliver inclusive and sustainable solutions for their nations. This year has been a significant one, with the first twelve months of the new strategy yielding a range of results outlined in this report. The Board looks forward to playing our continuing part in its implementation.

In 2015, world leaders formally adopted the United Nation's Sustainable Development Goals (SDGs) with the aim of stimulating action for the next 15 years in areas of critical importance, with 17 goals. The goals seek to balance the three dimensions of sustainable development: economic, social and environmental.

Africa as a whole has enjoyed impressive economic growth rates over the past decade, however the progress towards sustainable development has been comparatively slow. According to a recent UNECA report looking at progress towards the SDGs in Africa, there

still exists a disproportionate prevalence of poverty among women and youth; a lack of inclusiveness and primary commodity-driven growth; infrastructure deficits; low value addition in the agricultural production chain; and environmental degradation is on the increase. There have, however, also been some achievements, with improvements in gender parity; health systems; and access to financial services in many parts of the continent. In order to address the existing challenges and capitalise on these achievements in pursuit of sustainable development, the need for sound and ethical leadership is indisputable.

The Institute's current strategy seeks to see the organisation have a greater impact in strengthening leadership capacities as it further establishes itself as a center of excellence for leadership development. This has been demonstrated in part through the implementation of new programmes. More effort is being placed on deepening the knowledge of leaders on issues of sustainable development and their role in it. It is encouraging to see a growing demand for the Institute's services this year in Tanzania and across Africa.

In 2017 members of UONGOZI Institute's Board, many of which had served from the organisation's first year of operations in 2010, completed their tenure. Each of these Board members have had exemplary careers in different fields and hailed from different corners of the world. Throughout the years,

they have used their experience in relation to leadership and sustainable development to make invaluable contributions to the growth and development of UONGOZI Institute. On behalf of the Institute, I express heartfelt gratitude to them all. Each member played an instrumental role in putting in place the strong foundations that the incoming Board of Directors will be able to build upon. What has been achieved is no small feat. It is my hope that this body of work will continue to bear fruit for many years to come.

I would like to thank the Institute's management and staff for their hard work in striving to ensure the organisation continues to grow and reach new heights. This could not, of course, have been achieved without the support of our partners and service providers. The Board is optimistic that the next year will bring forth even greater progress towards the fulfillment of the Institute's mission. We very much look forward to continuing to provide guidance and stewardship in the years to come.

Ambassador Kari Alanko

**Chairperson of the Board of Directors**



## From the CEO



The year 2016/17 represented a new era for UONGOZI Institute. The launch of the second strategic plan called for fresh thinking, the development of new programmes and projects. It has been an exciting and enlightening time for us.

The beginning of the new strategy presented both opportunities and challenges. I am pleased to note considerable accomplishments have been made, including the progress towards or achievement of the targets we set in various areas. This was particularly seen in the organisation of policy forums and the delivery of leadership training.

This reporting year saw the establishment of two new programmes under our Research and Policy function. Firstly, the Sustainable Development Programme focusing on the implementation challenges related to sustainable development and the SDGs in particular. Secondly, the Leadership Research Programme aimed at enhancing the knowledge base relating to issues of leadership theory and practice in Africa. In addition, the Post-graduate Diploma in Leadership, our first long-term training initiative undertaken in collaboration with Finland's Aalto University Executive Education, was launched in April 2017. The first cohort, consisting of 30 senior members from the Tanzania Police Force, were expected to graduate in early 2018.

The collaboration with this Finnish institution reflects the spirit of partnership that we strive for in a large number of our activities. UONGOZI Institute also partnered with Climate Strategies, an NGO, and the German foundation Konrad-Adenauer-Stiftung to organise the Global

Climate Policy Conference 2016. The Tanzania Plantation Forestry Conference was organised in partnership with the government of Finland. The Institute also partnered with the Chinese Embassy in Tanzania to co-organise a symposium exploring the legacy of Tanzania's founding father Julius Nyerere. A forum for heads of state-owned enterprises arose from a partnership with the Tanzanian Treasury Registrar's Office. These are just some of the organisations we cooperated with, the majority of which approached UONGOZI Institute based on our standing as a convening authority – a true testament to our growing reputation. As the saying goes 'two heads are better than one', so aligning our interests with like-minded and respected organisations is a crucial element in our work to make Africa more prosperous, equitable and sustainable.

I am pleased to note that the year 2016/17 was yet another year of growth for UONGOZI Institute. Although the establishment of new programmes meant that time would be taken to prepare for their launch, overall, the Institute facilitated more training. The team also organised more policy events; undertook more research projects; and ultimately built the capacity of even more leaders than ever before.

In total 28 leadership training sessions were organised for 871 participants during the reporting year. A total of 1,303 leaders from a cross-section of professions attended our six Africa-wide and five national policy forums.

We also saw the government of Tanzania increasingly look to us for expert advice on various issues. Key amongst these was the facilitation and coordination of the process of reviewing functions of educational professional and regulatory bodies together with laws and regulations relating to them. The Institute offered recommendations on how to increase efficiency, especially in relation to solving the problem of overlapping work. In the area of natural resources management, we continued to support the Government Negotiations Team in relation to the Host Government Agreement with international oil companies.

UONGOZI Institute's performance during the year shows great promise for the success of the new strategy. Looking ahead, the Institute will continue to strive to deliver on our mission and vision with the support of our stakeholders. The organisation will implement a robust monitoring and evaluation plan which will allow us to critically review our work and correct its course where necessary. We look forward to the continued support of senior and emerging leaders as further strides are made towards our goal of being a centre of excellence for leadership development in Tanzania and beyond.

Prof. Joseph Semboja  
**Chief Executive Officer**



## Training

Ethics and good governance was a strong pillar of the 2015 electoral campaign in Tanzania and has been highlighted as a priority by the administration led by President Magafule. Leadership is widely seen as having an important role in fostering ethical conduct in organisations. This has been reflected in the demand for our training courses. The modules on Strategic Leadership together with Ethics and Good Governance have been the most popular, followed by Risk Management and Results-based Management.

The demand for workshops grew significantly, with a 25% increase in the number of leaders trained compared with the previous reporting year. The satisfaction level for the training delivered was also positive with 99% of participants rating their experience as either satisfactory or very satisfactory.

The Post-graduate Diploma in Leadership was also launched this year in response to the strategic decision to employ a more holistic approach to leadership development. It is designed to give the Institute's training greater impact around the core competencies of making strategic choices; leading people and other resources; and excelling in personal qualities.

As in previous years, the Institute provided a range of generic and targeted workshops for both strategic and operational leaders, mainly from the Tanzanian public service. An Africa-wide programme on negotiation skills was introduced as well, attracting senior officials from different countries.

### Training Provided on Demand Basis

Training was delivered on the following topics either as stand-alone sessions or combined with another topic on the list:

- Strategic Leadership (9 sessions)
- Ethics and Good Governance (8 sessions)
- Risk Management and Internal control System (3 sessions)
- Result-Based Management (3 sessions)
- Change management (2 sessions)
- Analytical Skills and Advance Strategic Communication (2 sessions)
- Public Private Partnership
- Negotiation skills
- Local Content
- Policy and analytical skills
- Parliamentary Service Commission Induction programme

## NATIONAL TRAINING EVENTS

### UONGOZI Institute's Postgraduate Diploma in Leadership

The Post-graduate Diploma in Leadership, a new programme which aims to strengthen the skills of senior leaders in Africa, was launched during April 2017 in Dodoma. It will be delivered on an annual basis. The programme is organised in collaboration with Aalto University Executive Education in Finland. The 10-module programme has been designed specifically for senior leaders and runs over a period of 12 months. The programme is designed to allow the participants to study while working. It consists of 2-3 days of in-class modules together with home assignments and exams. The programme includes the following modules:

The Reflective and Inspirational Leader  
Foresight and Visioning  
Strategy Formulation and Implementation  
Leading for Results  
Design Thinking for Organizational Development

Sustainable Development  
Ethical Leadership  
Strategic Communications  
Executive Human Resource Management  
Leading Change

Prior to the commencement of the programme, participants underwent a vigorous assessment to identify their leadership skills, attitudes and behaviours. The first cohort includes 30 senior officials from the Tanzania Police Force and will run up to March 2018. During the year, two modules were delivered: The Reflective and Inspirational Leader plus Foresight and Visioning.

### Demand-driven workshops

During the reporting year, the target of delivering twenty training workshops on a demand basis was met. The total of 746 participants exceeded the target of 500 by 49.2%. In each case, the workshops were preceded by training needs assessments to identify key challenges and the specific needs of the client organisations.

Minister of State in the President's Office for Public Service Management and Good Governance Hon. Angellah Kairuki (2nd from right), Minister of Home Affairs Hon. Mwigulu Nchemba (center), Inspector General of Police Ernest Mangu (right), UONGOZI Institute CEO Prof. Joseph Semboja (second from left) and Aalto University Executive Education (Aalto EE), Programme Director Kirsi Gylden (left) at the launch of the Post Graduate Diploma in Leadership.



### National Leadership Programme for District Commissioners and District Executive Directors

During the year, UONGOZI Institute received a request from the Prime Minister's Office - Regional Administration and Local Governance to organize a national leadership programme for District Commissioners and District Executive Directors across Tanzania. The objective was to enhance their leadership capacities in three key competency areas: strategic choices; leading people and managing other resources; and excelling in personal leadership qualities. The training provided an opportunity for the leaders to discuss major issues related to good governance; ethics, integrity and anti-corruption; creating coalition and promoting collaboration between government leaders; and further developing key soft skills for their roles. The programme was delivered on a zonal basis from May 2017 to cover the entire country by early 2018.

### Training of the Government Negotiation Team in Oil and Gas

With the discovery of significant natural gas off the coast of Tanzania several years ago, there is the expectation of developing a liquified natural gas (LNG) plant which will be the single largest investment in Tanzania's history (USD 30 billion). The negotiations and contracts for such a project are complex and require specific technical understanding of the sector. For the past two years, UONGOZI Institute has been working with an appointed team of 25 government negotiators in oil and gas to build their capacity to negotiate optimal deals for the country. The following training was delivered this year:

Host Government Agreement (HGA) general training and Terms Sheet training  
How to build a negotiation team  
Retreat to examine the Production Sharing Agreements and addendums  
Fiscal terms of a LNG plant  
Economic Modelling for HGA term sheets

## REGIONAL TRAINING EVENTS

### Modular programme on Negotiation Skills for Natural Resources

As a part of a long-term collaboration with the Columbia Center for Sustainable Investment (CCSI) of Columbia University in New York and the International Senior Lawyers Project (ISLP), UONGOZI Institute organised a two-module training programme on negotiation skills for natural resources. This was designed for senior public officials involved in negotiating oil and gas agreements.

The training delivered in May 2017 gave participants a valuable understanding of the fundamentals of the oil and gas industry; legal and fiscal frameworks; primary methods for granting the right to develop oil and gas; planning and revenue management; local content; economic diversification; and key issues arising from an analysis of African production sharing agreements. The second module, held the following month, focused on negotiation skills for the Host Government Agreement; cross-cultural negotiations; and upstream contract negotiations.

Some 30 participants from the following countries participated: Ghana, Namibia, Nigeria, Sierra Leone, Uganda, Rwanda, Kenya, Burundi, and Tanzania (both mainland and Zanzibar).

### Negotiation Skills for International Trade Agreements

In addition to the negotiation skills training for natural resources, UONGOZI Institute in collaboration with CCSI and ISLP organised a programme on Negotiation Skills for International Trade Agreements in June 2016. The programme aimed at strengthening the negotiation capacities and competencies of senior officials involved in high stake trade agreements.

The programme was attended by 32 senior government officials from: Ghana, Namibia, Nigeria, Sierra Leone, Uganda, Rwanda, Kenya, Burundi, and Tanzania.



Maggy Shino, Petroleum Commissioner from the Namibian Ministry of Mines and Energy, speaking during the regional training course on oil and gas.

Mr. Marc Hammerson, international lawyer in energy from Akin Gump in the United Kingdom facilitates one of the sessions during the Regional Negotiation Skills training on Oil and Gas.



## Policy Dialogues

UONGOZI Institute continued to provide a space to expand the understanding of leadership and awareness around vital issues for leaders adopting sustainable development approaches in Africa through its policy dialogues. This year 11 policy roundtable events were organized for over 1,300 participants from Tanzania and across Africa.

The African discussion forums focused mainly on issues relating to the management of natural resources and the environment for sustainable development, with specific discussions on the extractive sector, forestry and climate change. For Tanzania, the majority of forums were linked to the country's commitment to pursuing an industrialisation strategy and the factors necessary to ensure the success of the plan.

The increase in the number of requests for collaborations in the organisation of such forums and the increasing levels of participation demonstrates UONGOZI Institute's capability as a convening power. It also reflects the Institute's growing reputation as a platform for Africa's greatest leaders and thinkers to tackle key development challenges through discussion and knowledge sharing.

### The Annual African Youth Leadership Essay Competition (2017)

#### 'What would you do as a leader to address the challenges facing African businesses?'

For the past five years, UONGOZI Institute has run an Essay Competition for young Africans between the ages of 18-25. In the first two years, the competition was limited to East African nationals, it was broadened thereafter to include countries in East and Southern Africa. This year is embraced all 54 African countries.

After a total of 534 entries were received and rigorously evaluated, Ms. Liz Guantai from Kenya was announced the overall winner. Runners-up were also selected from Zimbabwe (1), Nigeria (2) and Kenya (1). The winner and runners-up were presented with prizes by H.E. Thabo Mbeki, former President of South Africa at a gala dinner following the African Leadership Forum 2016.

Excerpt from the essay:

"Last year, at the graduation square on my graduation day, the speaker was honest enough to tell us that the available jobs are not sufficient for the thousands of graduates. He encouraged us to venture into entrepreneurship and start businesses. I was confused about this. Nobody taught me how to do business in my four years of Law School. How do I start? What can I do to make a successful business? With this in mind, I put another goal on my leadership bucket list. I would lobby for a change in the education curriculum. The 8-4-4 system, used in Kenya has been accused of awarding thousands of degrees every year to graduates that are neither properly equipped nor possess the necessary life skills for the world of work. Perhaps one can only boast of a university certificate to distinguish oneself from the rest of the academic dwarfs in society. We laughed at the joke when a presidential

aspirant, Mwalimu Dida, in a 2013 presidential debate alleged that a person with a PhD in electricity may spend the night in the dark, but the truth is that many of the best skilled artisans have never seen the doors of a tertiary institution.

Therefore I would like the system to be more practical rather than purely theoretical. Students should be taught how to apply their knowledge and skills to create a relevant business venture. It makes more sense for a mechanics graduate to be able to run an engine repair garage. A course on entrepreneurship and business should be made compulsory, and teach important business skills such as planning, organization, marketing, and risk management; skills whose negation frequently lead to the death of potentially profitable businesses." Liz Guantai



Overall winner Ms. Liz Guantai receiving her certificate from H.E. Thabo Mbeki, former President of South Africa.

## ANNUAL FLAGSHIP EVENT

### African Leadership Forum 2016 – 'Enabling African Business to Transform the Continent'

The 2016 African Leadership Forum which took the theme 'Enabling African Business to Transform the Continent' was organized under the auspices of the Office of H.E. Benjamin W. Mkapa, Former President of the United Republic of Tanzania, in July 2016. This flagship event took the theme 'Enabling African Business to Transform the Continent'. The forum examined the topic within four major themes: enabling African business to transform the continent; making African business inclusive; enhancing business through regional integration; and the impact of trade agreements on business and private sector development.

The event was attended by five former heads of state: H.E Benjamin Mkapa (Tanzania), H.E Joaquim Chissano (Mozambique), H.E. Armando Guebuza (Mozambique), H.E. Thabo Mbeki (South Africa); and H.E. Hifikepunye Pohamba (Namibia). The two-day forum also brought together over 180 senior leaders from government, regional institutions, business, civil society and academia from 13 African countries.



Mr. Siphso Nkosi, delivering the Keynote Address at the African Leadership Forum 2016.



H.E. Ali Hassan Mwinyi, former President of the United Republic of Tanzania, delivering opening remarks at the forum to commemorate Mwalimu Nyerere's legacy.

## NATIONAL POLICY DIALOGUES

### Commemorating Mwalimu Nyerere's Legacy: 'Lessons for the Current and Future Generation of Leaders'

In October 2016 the UONGOZI Institute, in collaboration with the Embassy of China in Tanzania together with the Tanzania-China Friendship Promotion Association, organised a forum in commemoration of Mwalimu Julius Nyerere. The main objective of the gathering was to reflect on Mwalimu's life as a leader, to discuss the impact of his political achievements and draw lessons for the current and future generation of leaders.

The event was officially opened by H.E. Ali Hassan Mwinyi, Former President of Tanzania. The keynote address was delivered by Professor Issa Shivji, one of the great public intellectuals of post-colonial Africa and director of Kavazi la Mwalimu Nyerere' (Nyerere Resource Centre) in Dar es Salaam. The forum brought together 93 participants including policy makers, politicians, academics, members of civil societies, the private sector and students.



### Round table discussion on 'Improving Performance at State-owned Enterprises: Towards the Implementation of the National Five Year Development Plan'

In collaboration with the Office of the Treasury Registrar of Tanzania, UONGOZI Institute organised a round table discussion in February 2017 to consider the role of state-owned enterprises in the implementation of the National Five Year Development Plan. It also reviewed governance and management issues which impede their performance. The Prime Minister of the United Republic of Tanzania, Hon. Kassim Majaliwa, delivered the keynote address for the round table which attracted 94 participants, including the heads and board chairpersons of 33 state-owned enterprises.

Public Lecture by Professor Samir Amin on 'Sovereignty, Democratization and Social Progress in Africa'

In March 2017 the Institute, in collaboration with The University of Dar es Salaam Convocation, organised a public lecture by Prof. Samir Amin, a renowned scholar and director of the Third World Forum, a transnational alternative policy group. The lecture was intended to allow senior and emerging leaders from academia and beyond to gain valuable insights about sovereignty and democratization from this global thought leader. The lecture offered Prof. Amin's particular view of these subject areas considered crucial for national progress towards sustainable development. It was attended by 415 leaders from universities, research institutions and NGOs.

### Towards Industrialisation in Tanzania

A closed working session for stakeholders involved in the government's industrialisation plan was held with Professor Stefan Dercon, chief economist of the UK's Department for International Development (DFID) in March 2017.

The objective of the session was to exchange views about the industrialisation aspirations of Tanzania specifically and Africa more broadly. This included discussions on potential challenges and opportunities while also identifying where DFID could be of assistance. It was attended by 12 trade and industry experts from government, CSOs and the private sector.



Hon. Kassim Majaliwa, Prime Minister of the United Republic of Tanzania, delivering the Keynote Address at the roundtable discussion for State-owned Enterprises.

### Trade Policies and the Industrialisation Agenda in Tanzania

In June 2017 a closed session was organized with the objective of analysing and understanding the interplay between trade policies on the one hand and industrialisation and industrial policy on the other. This was considered in relation Tanzanian and within a wider context of other developing nations around the world.

The session was addressed by Prof. Yashpal Tandon, former executive director of the South Center, an intergovernmental policy research and analysis institution of developing countries, who is also the founder of the Southern and Eastern Africa Trade Information and Negotiations Institute. It was attended by 12 high-level stakeholders.

## REGIONAL POLICY DIALOGUES

### Global Climate Policy Conference (GCPC) 2016

In July 2017 UONGOZI Institute, in collaboration with not-for-profit organisation Climate Strategies, German political foundation Konrad-Adenauer-Stiftung, and the Stanley Foundation dedicated to advancing multilateral action on critical peace and security issues, organised the third Global Climate Policy Conference in Dar es Salaam. H.E. Jakaya M. Kikwete, Former President of Tanzania, gave the opening address for the conference that took the theme 'Implementing the Paris Agreement: New Research Solutions for Developing Countries'. The conference gave an opportunity for climate policy



(L-R) Finnish Ambassador to Tanzania H.E. Pekka Hukka, Hon. Finnish Minister for Foreign Trade and Development Mr. Kai Mykanen, Minister for Natural Resources and Tourism Hon. Prof. Jumanne Maghembe, UONGOZI Institute's CEO Prof. Joseph Semboja and the Permanent Secretary of the Ministry of Natural Resources and Tourism Maj. Gen. Gaudence Milanzi listen to a presentation during the Tanzania Plantation Forestry Conference.

makers and international researchers to explore creative options for supporting developing countries to effectively implement the Paris Agreement and address other key issues in the area of climate change.

The event was attended by 55 policymakers and academicians from 16 countries in Africa.

### Extractives for Human Development: Maximizing Domestic Participation along the Value Chain

Hon. Amb. Seif Ali Iddi, the 2nd Vice President of Zanzibar, opened a two-day round table reflecting on how African countries can ensure optimal domestic participation in the extractives sector. The event was organized by UONGOZI Institute in collaboration with the Ministry of Land, Water, Energy and Environment of Zanzibar.

The round-table held in Zanzibar gathered 94 stakeholders, including senior representatives from the public and private sector, academia and civil society from Africa together with experts in the area of local content from other parts of the world.



### Tanzania Plantation Forestry Conference: Promoting Investment in Plantation Forestry

In November 2016 UONGOZI Institute, in collaboration with the Ministry of Natural Resources and Tourism, the Finnish development finance organisation FINNFUND and the Ministry for Foreign Affairs of Finland, organised a conference on plantation forestry in Dar es Salaam. The event was officiated by Hon. Prof. Jumanne Maghembe, the Minister of Natural Resources and Tourism and Hon. Kai Mykkanen, Finnish Minister for Trade and Development, who was the guest of honour. The aim of the conference was to discuss the development of the plantation forestry in the country, promote an enabling environment for it and increase investment by creating a platform where participants can begin to address the challenges facing the industry. The event was attended by 212 local and international investors, policy makers, diplomats and professionals from the industry.

### The African Youth Dialogue: 'Africa's Development Question in the Context of the SDGs'

The event held in April 2017 aimed to review the continent's development within the framework of the UN SDGs from a youth perspective. It also aimed to identify how young people can initiate, support and lead sustainable solutions to tackle the challenges faced by the continent. The forum was graced by Hon. Dr. Hamisi Kigwangalla, Deputy Minister of Health, Community Development, Gender, Elderly and Children with a keynote address from Ms. Francine Muyumba, President of the Pan-African Youth Forum. Hon. Moudline Castico, Minister of Empowerment, Adults, Youth, Women and Children of the Government of Zanzibar, offered final remarks to close the lively dialogue.

The discussions were shaped around the four SDG pillars: social, economic, environmental and governance. Participants were also challenged to think beyond the SDGs and consider whether Africa has particular challenges, opportunities and priorities that may not be represented or captured by the SDGs. The event brought together 116 young leaders from the political, civil service, civil society, and business sectors covering 21 African countries.



Participants of the African Youth Dialogue pose with Hon. Moudline Castico, Minister of Empowerment, Adults, Youth, Women and Children of the Revolutionary Government of Zanzibar.

## Research

UONGOZI Institute's research work is grounded on the premise that the creation and provision of knowledge on leadership and sustainable development can play an important role in strengthening the capacity and transformation of leadership across the continent. This year, as a part of the Institute's new strategic plan, a research programme on Leadership Knowledge and Practice was launched to support the organisation's innovative work in this field. This five-year programme blends knowledge generation with leadership development in order to interlink research, training and dialogue. During the year, the programme design was undertaken with themes of leadership and cultural context; leadership development; and leadership practices.

In addition, the Institute undertook seven research studies while funding six more within three stand-alone programmes: Natural Resources Management, Sustainable Development Programme and the Leadership Research. An open competitive system for awarding research grants was instituted under each programme. The system solicits the best proposals and helps identify new researchers working on issues closely linked to the Institute's focus areas.

### Research under the Natural Resources Management Programme

#### The State of the Extractive Sector II

The report for 2017 highlights the on-going activities in the mining, oil and gas sub-sectors in Tanzania. It also analyses the linkages with other sectors in Tanzania's economy. The research

has two focus areas: developments related to exploration, discoveries, production and revenues generated from the ongoing projects; together with the global outlook and its implications on the development of proposed gas projects.

### Open Competitive System for Research Grants

During the reporting year there were two proposals funded under the open competitive system for Natural Resource Management research. 'Extraction for Sustainability: Perceptions on Environmental Impacts' explores community perceptions of environmental impacts related to the natural gas sector. It provides policy makers with robust empirical evidence in relation to their work related to this emerging industry in the country. The study was completed and is undergoing review. 'Optimal Government Consumption and Investment: A long-term analysis of the use of oil and gas revenues in Tanzania' examines the implications of future resource revenues for fiscal policy. It explores if it is possible to define an optimal policy rule whereby natural resource revenues and investment costs are allocated fairly across the Tanzanian population as well as over generations. The study will be finalized in the next financial year.



## Research under the Sustainable Development Programme

### Case Studies of Public Private Partnership (PPP) Projects

Across Africa co-operative arrangements between two or more public and private sector entities is increasingly being adopted as a solution by governments needing support in relation to infrastructure developments that are vital as the continent's population grows and economies expand. Although worldwide there are many successful PPP projects, there are also examples of costly failures which have negatively affected development. The question then arises as to what conditions are necessary for PPPs to create win-win situations

as a result of mutual benefits or socio-economic symbiosis? This research presented ten case studies of PPPs in Africa with varied outcomes. The case studies cover roads, ports, energy and telecommunications. These studies include issues related to the rationale for projects, political commitment from government institutions and policy clarity regarding the partnership. The study also reviewed specific arrangements/agreements; institutional and legal frameworks to facilitate implementation; implementation challenges encountered; performance and/or outcomes; and lessons learnt.

#### Design Challenge: 'How Might we Leverage Technology to Improve the Transparency, Accountability and Efficiency of Public Institutions?'

UONGOZI Institute in collaboration with The Young Africa Leadership Initiative (YALI) organised a design challenge programme to cultivate the skills and enhance the experience of young leaders.

YALI was launched by President Barack Obama as a signature effort to invest in the next generation of African leaders. Nairobi hosts the YALI Regional Leadership Center in East Africa and works with young leaders from 14 east and central African countries. The center provides training in three distinct tracks: business and entrepreneurship; civic leadership; and public management.

The participants of the programme were required to undertake a research project that addresses a challenge or problem related to the public sector and to propose solutions. The winners were provided with the opportunity to present their projects to the respective government. UONGOZI Institute offered support in relation to formulating questions for the challenge; providing instruments for assessment; assessing the projects; and facilitating the presentation of the results from the best entries.

The challenge involved 13 young adults from Tanzania, Kenya, Rwanda, South Sudan, Djibouti, Congo and Ethiopia.

### Open Competitive System for Research Grants

The Institute called for research proposals for grants to attract proposals that relate to policies linked to promoting sustainable growth and entrepreneurship that have the potential to stimulate a 'green industrial revolution' in Africa. Some 30 submissions were received, 13 of which were further evaluated under the Institute's Sustainable Development Programme. Three proposals were qualified to be funded: 'The Scope for Green Industrialization in Tanzania: A Sectoral Approach'; 'Green Industrialization in Nigeria and Ghana: Extents, and Impact from a Quasi-Experiment'; and 'The implications of East Africa's extractive resource corridors for "green industrialization": Opportunities, challenges and policy responses'. These studies will commence in the next financial year.



Participants listening to the presentation of a research proposal during a research workshop on Green Industrialisation.

### Literature review of green industrialisation and the potential strategies, policy options and lessons for its implementation in Africa

This study was commissioned with the objective of providing an overview of the evolution of the green revolution concept. It aims to highlight contemporary

debates; future directions for the concept; and major agents involved in policy making that promote economic transformation and enterprise through 'green growth' to promote a cleaner, more resource-efficient economic model for Africa. During this reporting period the study was in its initial stages. It is expected to be finalised next year.

### The European Union, Africa and China in the Golden Age

This 3-year project secured a competitive grant from the EU to explore the integration challenges facing the EAC (particularly the secretariat and other bodies); it makes comparisons between the EAC and EU; and explores how China and the EU can enhance EAC integration. The project is led by Prof. Jean-Marc Trouille of the University of Bradford in the UK. At the end of the year, the team was working towards undertaking a needs assessment with EAC and its Legislative Assembly in Arusha. The results will in turn inform the work of the project.

### Research under the Leadership Research Programme:

#### Research on Leadership for Africa Phase III

This project involving seven African countries has been running for three years. The research in Phase I sought to identify key enablers and disablers of leadership for transformational change in Africa. Phase II looked specifically at Tanzania, Uganda, Ghana and South Africa. Phase III included case studies from Rwanda, Ethiopia, Niger and the Democratic Republic of Congo. The study is being undertaken in collaboration with the Development Leadership Programme at Birmingham University in the UK. It is expected to be finalized in early 2017/2018.



## Open Competitive System for Leadership Research Grants

The Institute received 18 proposals for research grants published under the theme of 'Leadership and Cultural Context'. During a research workshop held in May 2017 further evaluation was given to 8 of the proposals submitted under the Institute's Leadership Research Programme. A total of 27 participants attended the workshop from the following countries: Tanzania (19), Kenya (4), South Africa (1), Ghana (1), Cameroon (1) and the United States (1). Finally, 3 research proposals were selected to receive a grant of USD 30,000 each.

The following proposals were awarded funding and will be commence in the next financial year:

*'The influence of culture on women attaining political leadership positions in Kenya'*

*'An examination of cultural values, organisational culture and leadership formation in Ghana: the perspectives of the microfinance sector'*

*'Leadership in Cameroon and Nigeria: The Quest for Appreciable, Effective and Sustainable Practice through Leadership Development.'*

## Partnerships in 2016-2017

During the year UONGOZI Institute was pleased to partner with:

**Aalto Executive Education** of Finland on the development and facilitation of the UONGOZI Executive Programme Post-Graduate Diploma in Leadership.

**The Prime Minister's Office, Regional Administration and Local Government of Tanzania** on the organisation of a leadership programme for District Commissioners and District Executive Directors in Tanzania.

**Columbia Center for Sustainable Investment (CCSI) of Columbia University**, United States, and the **International Senior Lawyers Project (ISLP)** on the organisation and facilitation of two training programmes: Negotiation Skills for Natural Resources and Negotiation Skills for International Trade Agreements.

**Climate Strategies**, a UK-based NGO, and the German foundation Konrad-Adenauer-Stiftung for the organisation of the Global Climate Policy Conference 2016.

**The Ministry of Foreign Affairs (Finland), the Ministry of Natural Resource and Tourism (Tanzania) and the Finnish development finance organisation, FINNFUND** to produce the Tanzania Plantation Forestry Conference.

**The Embassy of China and Tanzania-China Friendship Promotion Association** to facilitate the 'Mwalimu

## Televised Interviews

Nyerere's Legacy: Lessons for the Current and Future Generation of Leaders' forum.

**The Treasury Registrar Office of Tanzania** for the organisation of a round table discussion on 'Improving Performance of State-owned Enterprises: Towards Implementation of the National Five Year Development Plan'.

**The Ministry of Land, Water, Energy and Environment of Zanzibar** to organise a round table discussion on 'Extractives for Human Development: Maximizing Domestic Participation along the Value Chain'.

**The University of Dar es Salaam Convocation** to organise a public lecture by Prof. Samir Amin on 'Sovereignty, Democratization, and Social Progress in Africa'.

**The Thabo Mbeki Foundation** of South Africa for the organisation of the African Leadership Forum 2017.

**The Young Africa Leadership Initiative** on the concept development, assessment and presentation of entries for their Design Challenge Programme.

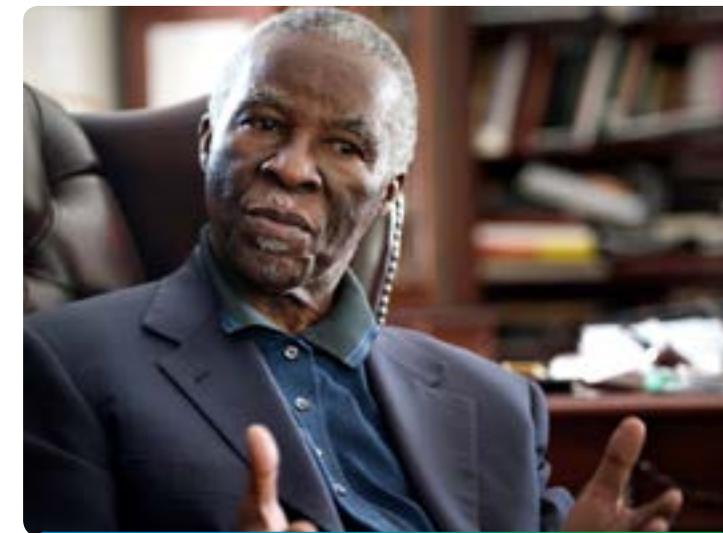
**The University of Birmingham (UK)** on undertaking the Leadership for Africa Phase II research study.

**The University of Bristol (UK)** to review proposals submitted under the Leadership Research Programme.

UONGOZI Institute produced eight televised interviews with leading academics, business executives, public sector officials and former presidents from across Africa and the world this year. The Institute produces these interviews as a form of broad knowledge sharing for the capacity building of current and emerging leaders on issues relating to leadership and sustainable development. All interviews from the two landmark series, 'Meet the Leader' and 'In Focus', may be viewed by visiting [www.uongozi.or.tz](http://www.uongozi.or.tz) and [youtube.com/UongoziInstitute](https://youtube.com/UongoziInstitute).

The 'Meet the Leader' series features in-depth conversations with leading statesmen and women from across Africa and beyond. Two interviews were undertaken during the year featuring:

[H.E. Thabo Mbeki](#)



FORMER PRESIDENT OF SOUTH AFRICA  
SPECIAL EDITION ON THE STATE OF LEADERSHIP IN AFRICA



FORMER PRESIDENT OF MOZAMBIQUE

[H.E. Joaquim Chissano](#)

The 'In Focus' series produced by the Institute discusses a wide range of leadership topics with academics, experts and thought leaders in the fields of leadership and sustainable development.

Public and Stakeholder

This year's six interviews featured:



**Prof. Yashpal Tandon**

UGANDAN INTELLECTUAL, AUTHOR, FOUNDER OF SEATINI (SOUTHERN AND EASTERN AFRICAN TRADE, INFORMATION AND NEGOTIATIONS INSTITUTE) AND THE FORMER EXECUTIVE DIRECTOR OF THE SOUTH CENTRE, ON 'MAKING TRADE CONDUCIVE TO AFRICA'S SUSTAINABLE DEVELOPMENT AND TRANSFORMATION'.



**Mr. Siphon Nkosi**

CHIEF EXECUTIVE OFFICER OF EXXARO RESOURCES LIMITED AND FORMER PRESIDENT OF SOUTH AFRICA'S CHAMBER OF MINES ON 'ENABLING AFRICAN BUSINESS TO TRANSFORM THE CONTINENT'.



**Prof Lant Pritchett**

PROFESSOR OF THE PRACTICE OF INTERNATIONAL DEVELOPMENT AT THE HARVARD KENNEDY SCHOOL OF GOVERNMENT (UNITED STATES) ON 'RULES VS DEALS FOR ECONOMIC GROWTH'.



**Dr. Michael Warner**

DIRECTOR AND FOUNDER OF LOCAL CONTENT SOLUTIONS LTD (UK) AND FORMER LOCAL CONTENT AND SUPPLY CHAIN SUSTAINABILITY MANAGER FOR BRITISH GAS ON 'LOCAL CONTENT AND HOW DOMESTIC PARTICIPATION IN THE EXTRACTIVE SECTOR CAN BE MAXIMISED'.



**Prof. Samir Amin**

SCHOLAR AND DIRECTOR OF THE THIRD WORLD FORUM ON 'AFRICA'S INDUSTRIALISATION CHALLENGE'.



**Dr. Gordon McIntosh**

INTERNATIONAL EXPERT ON GOVERNMENT LEADERSHIP ON 'THE POLITICAL-ADMINISTRATIVE INTERFACE'.

## Engagement

The communications team supports at UONGOZI Institute showcases the wide range of leadership development, policy dialogue, education and research programmes to our various stakeholders and a wider public audience. They ensure the accessibility of information and achieve optimal engagement levels with our stakeholders, including the media.

This year the Institute's communications work, shaped around a new 5-year strategy, has resulted in increased visibility for the organisation, particularly through media coverage and online platforms. UONGOZI Institute's visual identity was revamped through the introduction of a new logo and the redesign of all branded material,

including the website. The year also saw the launch of new publications that will make a critical contribution towards disseminating the thought leadership work of the Institute.

UONGOZI Institute's resource center continued to grow with new additions to the collection in the form of digital and hard copy books, audio books, journals and other printed materials available to both the team and visitors alike.

### Expanded Online Audience

### Highlights

<b>349</b> news stories covering UONGOZI Institute's work	<b>38,104</b> website visits	<b>3,217</b> new followers
<b>3</b> opinion editorial articles authored by staff	<b>290,862</b> Twitter impressions with	<b>68,584</b> views on YouTube
<b>Book launch for Public Private Partnerships in Sub-Saharan Africa: Case Studies for Policymakers</b>		<b>23</b> staff members trained on internal and external communications

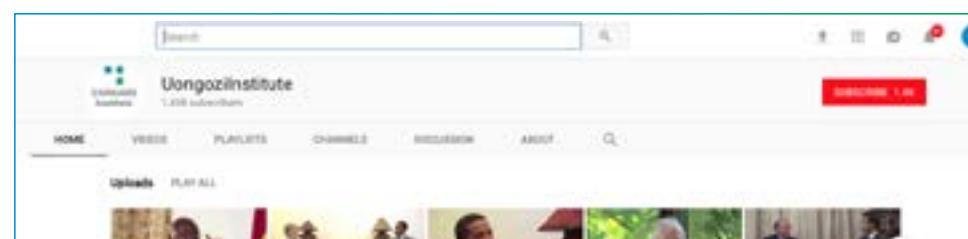
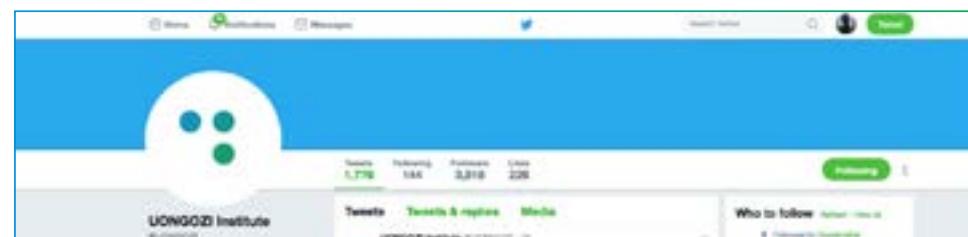
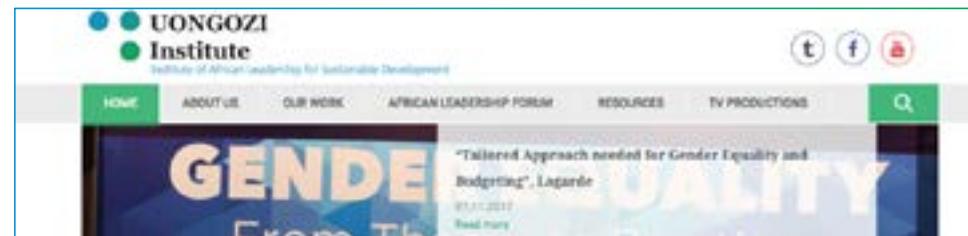


Audiences for UONGOZI Institute’s website and social media channels continued to grow this year. This is expected to be boosted through the new communications strategy which has a strong focus on digital media. As part of this process a new design for UONGOZI Institute’s website was unveiled. The website has been optimized to enable visitors to easily access information about the Institute’s training, events and research. The Institute’s blog, which has been operational for just over one year continues to offer insights into the organisation’s work and a range of content linked to leadership and sustainable development in Africa. Twitter impressions also grew significantly with 84% more impressions than in the previous year.

### Geographical Reach

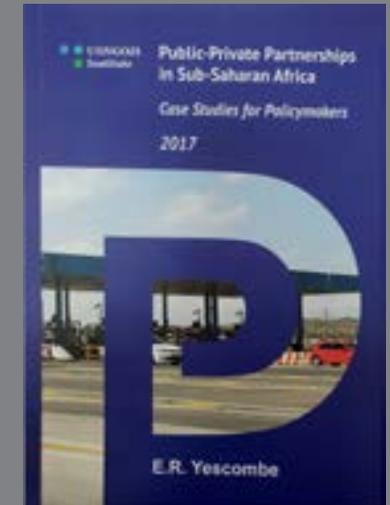
The Institute’s online channels were most-engaged by people in the following countries:

Website	YouTube Channel	Twitter
1. Tanzania	1. Tanzania	1. United States
2. Nigeria	2. Kenya	2. United Kingdom
3. Kenya	3. United States	3. Ghana
4. United States	4. United Kingdom	4. South Africa
5. Uganda	5. Russia	5. Tanzania



### Publications

‘Public-Private Partnerships in Sub-Saharan Africa: Case Studies for Policy Makers’ was published this year and features an ambitious set of examples of PPP activity across the continent. The work has been produced under the direction of E.R. Yescombe, a leading independent consultant on project finance PPPs. The publication offers valuable insights for those newly engaged in PPPs while also being a useful tool for all policymakers, financiers, operators and civil society leaders engaged in issues related to such partnerships. Reports from the forums on ‘Managing Relations Between Investors in the Extractive Sector and Local Communities’ and the African Leadership Forum 2016 were also published.



### UONGOZI Institute in the News:

Media coverage of the Institute’s events, training and research resulted in a total of 349 newspaper, television, radio and blog reports. In addition, 3 opinion editorials were also published by The Citizen newspaper in Tanzania: ‘Hydrocarbon resources in Tanzania: Realities of the boom and Managing Expectations’ by Dennis Rweyemamu; ‘Why a comprehensive approach is needed in the management of the oil and gas economy’ by the same author; and ‘Technical and vocational education has a vital role to play in Africa’s sustainable development’ by Gwamaka Kifukwe.

### Knowledge sharing through our Leadership Resource Centre

The Resource Centre creates, collates and shares a wealth of knowledge linked to the work of the Institute. This year the Centre continued to grow in terms of the volume of resources available to those accessing its service. The number of print publications grew from 2,170 to 3,285 titles. It increased the number of e-books available through the Resource Center by 13% to 17,000 titles. In addition, the Resource Centre joined the A-Z link resource, an online platform that enables users to access a wide range of journals from any location.



## Development of UONGOZI Institute

UONGOZI Institute is managed by a lean, efficient secretariat responsible for developing and coordinating the implementation of core programmes and operations. It is supported by both long-term technical advisors and short-term consultants on a regular basis. Within the Institute's present strategic framework its internal capacity continues to be strengthened while also increasing the network of partners and technical expertise.

### Values and Standards

UONGOZI Institute values fairness, diversity and equality. The Institute strives to treat all staff and partners fairly and with respect. Transparency and accountability are key values for our team. We therefore work to report openly on our use of funds while also explaining our work to donors and wider stakeholders. Sustainability is at the heart of our ethos. The organisation therefore works to use resources in a sustainable way, conscious of our impact on the environment.

### New recruitments

Two new staff members were recruited this year: Mariam Ndabagenga as the Institute's Events Coordinator and Veronica Petro as the Records Clerk.

### Staff development

The Institute's entire staff undertook three training sessions this year: a workshop on internal and external communication skills; a session on fire safety awareness; and a workshop on effective public service. A refresher course on public procurement was also held.

In addition, three staff members undertook individual training:

- Francis Mushi continued with MSc studies in Leadership and ICT Knowledge from the University of Mauritius Centre for Innovative and Life Long Learning
- Caroline Israel completed a course in leadership training from the John C. Maxwell Certification Programme on Leadership;
- Gwamaka Kifukwe attended the Africa Venture 2016 programme of the World Leadership Alliance (Club de Madrid).



Some of UONGOZI Institute's staff members at a training workshop on Effective Public Service.

### Technical Support from HAUS

The UONGOZI Institute-HAUS Partnership Programme provides the team with technical assistance from this leading Finnish organization dedicated to supporting the development of state administration bodies. Support continued through the provision of both long-term and short-term expertise to strengthen UONGOZI Institute's capacity to implement its strategic plan.

## Finance

This section provides the summary and statements of UONGOZI Institute's financial results for the year ended 30 June, 2017. Audited financial statements for the year begin on page XX.

### Summary of Income

Total actual revenue received during the reporting year amounted to EUR 5,662,663. EUR 2,950,903 was contributed by the Government of Finland, representing 52%

of total revenue. EUR 1,889,887 was received from the Government of Tanzania, representing 33% of total revenue. Additional contributions were received from the Bill and Melinda Gates Foundation (EUR 277,334), and various other sources including interest payments, training fees, event sponsorship and research grants amounted to a total of EUR 821,843.

Cumulative funds received by the end of the year 2016/17

Source	Amount Received
Contribution from Government of Finland	2,950,903
Contribution from Government of Tanzania	1,889,887
Sub Total	4,840,790
Other Sources:	
Bill and Melinda Gates Foundation	277, 334
Interest Income	32,763
Training Fees	21,584
Sponsorship -ALF (cash)	22,114
Carry overs from the previous financial year	446,800
Research Grants (DFID, UNDP, Bradford University)	20,550
Miscellaneous sources	698
<b>Sub Total</b>	<b>821,843</b>
<b>Grand Total Income</b>	<b>5,662,633</b>

### Long-term Advisors

HAUS also continued to provide UONGOZI Institute with two long-term advisors. Liisa Tervo (Chief Partnership Advisor) provided support to the CEO in the areas of management, operations and strategy development. Nina Niva (Capacity Development Advisor) provided support to the Capacity Development department and participated in its daily activities.



Summary of Expenditure  
The total overall expenditure up to the end of the financial year was EUR 4,408,915, equivalent to

**68%**

of the total recurrent budget.

## Auditor's Report

### REPORT ON THE AUDIT OF FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30TH JUNE, 2017

I have audited the accompanying Financial Statements of the Institute of African Leadership for Sustainable Development which comprise the Statement of Financial Position as at 30th June, 2017 and the Statement of Financial Performance, the Statement of Changes in Net Assets/Equity, the Cash Flow Statement and the Statement of Comparison of Budget and Actual Amounts for the year then ended, as well as the Notes to the Financial Statements, including a Summary of Significant Accounting Policies.

In my opinion, the accompanying Financial Statements present fairly in all material respects, the Financial Position of the Institute of African Leadership for Sustainable Development as at 30th June, 2017, 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, 2001 revised 2004.

#### Basis of Opinion

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

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

### Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises of the Director's Report and the Declaration by the Head of Finance but does not include the Financial Statements and our auditor's report thereon.

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

If, based on the work I have performed on the other information that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

#### Key Audit Matters

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

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

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

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

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



### Auditor's Responsibilities 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 auditor's 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 ISAs will always detect 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.

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 the appropriate accounting standards.

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

### Report on Other Legal and Regulatory Requirements Compliance with the Public Procurement Act, 2011

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

  
Prof. Mussa Juma Assad  
CONTROLLER AND AUDITOR GENERAL

March, 2018

National Audit Office of Tanzania,  
P.O. Box 9080,  
11101 Dar es Salaam, Tanzania.  
Tel: 255 (022) 2115157/8  
Fax: 255 (022) 2117527  
Email: ocag@nao.go.tz



## FINANCIAL STATEMENTS

### STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2017

ASSETS	NOTES	AMOUNT- TSH	AMOUNT- TSH
		2016/2017	2015/2016
<b>Current Assets</b>			
Cash,bank and Deposits	9	6,406,333,164	4,321,163,032
Debtors and Prepayments	11	175,940,652	810,788,188
Inventories- Stationery	10	39,801,118	31,964,911
<b>Total Current Assets</b>		<b>6,622,074,934</b>	<b>5,163,916,131</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	16	4,068,861,432	4,049,852,019
Intangible assets	16	19,221,446	10,750,308
Total Non-Current Assets		4,088,082,878	4,060,602,327
<b>Total Assets</b>		<b>10,710,157,812</b>	<b>9,224,518,458</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Provision for liabilities and Accrued charges	15	579,193,776	56,591,552
Provision for Staff Gratuity	13	654,669,108	546,528,158
		<b>1,233,862,884</b>	<b>603,119,710</b>
<b>Non Current Liabilities</b>			
Provision for Operating Reserve Special Fund	14	1,581,240,239	1,328,536,039
		<b>1,581,240,239</b>	<b>1,328,536,039</b>
<b>Total Liabilities</b>		<b>2,815,103,123</b>	<b>1,931,655,749</b>
<b>NET ASSETS</b>		<b>7,895,054,689</b>	<b>7,292,862,709</b>
<b>Net Assets/Equity</b>			
Capital Contributed by:			
Grants and Development Funds	12	3,593,816,853	3,593,816,853
Accumulated Surplus/Loss		4,301,237,836	3,699,045,856
<b>Total Net Assets and Liabilities</b>		<b>7,895,054,689</b>	<b>7,292,862,709</b>

STATEMENTS OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30TH JUNE 2017

Income	NOTES	AMOUNT- TSH	AMOUNT- TSH
		2016/2017	2015/2016
Revenue Grants-	3	12,214,654,834	10,051,119,129
Other income	4	323,075,582	818,811,862
<b>Total Income</b>		<b>12,537,730,416</b>	<b>10,869,930,991</b>
<b>Expenditure</b>			
Capacity Development	5	3,236,976,401	1,700,009,099
Research and Policy Dialogue	6	3,294,812,111	3,284,469,275
Institutional Building & Communications	7	1,977,172,560	1,494,318,944
Office Expenses	8	3,426,577,364	2,803,762,142
<b>Total Expenditure</b>		<b>11,935,538,436</b>	<b>9,282,559,461</b>
<b>Surplus or Loss</b>		<b>602,191,980</b>	<b>1,587,371,531</b>

STATEMENTS OF CASH FLOWS  
FOR THE YEAR ENDED 30TH JUNE 2017

Cashflow from Operating Activities	NOTES	AMOUNT- TSH	AMOUNT- TSH
		2016/2017	2015/2016
<b>Receipts</b>			
Grants-	3	12,214,654,834	10,051,119,129
Training fees	4	40,858,544	416,874,036
Interest Income	4	214,457,038	213,357,814
Miscellaneous Income	4	66,680,000	11,120,000
Resource Centre Subscription Fees	4	1,080,000	1,520,000
<b>Payments</b>			
Salaries		(3,140,957,891)	(2,858,975,123)
Suppliers		(7,457,266,612)	(6,156,302,324)
<b>Net cash from Operating activities</b>		<b>1,939,505,913</b>	<b>1,678,713,533</b>
<b>Cash flows from Investing activities</b>			
Purchase of property, furniture and equipment	16	(215,180,932)	(843,396,200)
<b>Net cash used in investing activities</b>		<b>(215,180,932)</b>	<b>(843,396,200)</b>
<b>Cash flows from financing activities</b>			
Provision for Gratuity		108,140,950	172,476,539
Provision for Operating Reserve		252,704,200	341,887,512
<b>Net Cash used in financing activities</b>		<b>360,845,150</b>	<b>514,364,051</b>
<b>Net increase in Cash and cash equivalents</b>		<b>2,085,170,131</b>	<b>1,349,681,384</b>
Cash and cash equivalents at the beginning of the period		4,321,163,032	2,971,481,648
Cash and cash equivalents at the end of the period		6,406,333,164	4,321,163,032







62 Msasani Road, Oysterbay  
PO Box 105753, Dar es Salaam, Tanzania  
Phone: +255 (0)22 2602917  
Email: [info@UONGOZI.or.tz](mailto:info@UONGOZI.or.tz)  
Follow us: [www.uongozi.or.tz](http://www.uongozi.or.tz)



Uongozi Institute



@Uongozi



[www.youtube.com/uongoziinstitute](http://www.youtube.com/uongoziinstitute)



[www.uongoziblog.wordpress.com](http://www.uongoziblog.wordpress.com)