

# **Innovating Our** Way to a More Sustainable Future

**Annual Report**July 2023 - June 2024









The Institute of African Leadership for Sustainable Development, commonly known as UONGOZI Institute, is a regional leadership development hub operating under the Office of the President of the United Republic of Tanzania. Established in 2010 by the governments of Tanzania and Finland, the Institute is dedicated to inspiring and equipping African leaders to deliver inclusive and sustainable solutions for their nations and the wider continent.

It applies a holistic and mutually reinforcing approach to capacity development which recognises that leadership competencies are developed through a continuous, lifelong learning process. Its two strategic pillars – leadership and sustainable development – are addressed through four main areas: executive education, policy dialogues, action-oriented research, and technical support. Its clientele includes organisations as well as individuals from the public sector, private sector, and civil society.

Since inception, the Institute has mainly been supported by the governments of Finland and Tanzania, along with project funding from various stakeholders.



UONGOZI



**UONGOZI** Institute



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# Innovating Our Way to a More Sustainable Future

**Annual Report** 

July 2023 - June 2024



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#### HIGHLIGHTS JULY 2023 - JUNE 2024

# Strengthening leadership through executive education

108 Executive educatio programmes delive

4,304 Leaders enrolled into executive education programmes

14,147 Training days recorded

Leaders enrolled into the Certificate in Leadership (Cit.)

198 Leaders graduated from the PGD, WLP and CiL

Leaders enrolled into the Postgraduate Diploma in Leadership (PGD)

Female leaders enrolled into the Women's Leadership Programme (WLP)

Percentage of female participants in executive education programmes



# Fostering discussions to advance leadership for sustainable development

Policy forums held

2,843 Leaders part in policy foru



40% Percentage of female participants in policy forums

Deepening knowledge

6 Assignments delivered under the advisory services portfolio

Aligning systems and processes for sustainable development

## Sharing insights and knowledge

"Meet the Leader"
and "In Focus"
TV interviews
produced

8,013 Visits recorded at the Resource Centre

186
New Resource
Centre members



**57,293**Website visitors

381,915 to

152,900

Content views on YouTube

2.4 MILLION ®

Content views on X (formerly Twitter)

346,594

Content views on Instagram

1.1

MILLION
Content views
on Facebook

Measuring the impact of our programmes

Outcome evaluation carried-out

3.67 MILLION
Euros received from the governments of

Tanzania and Finland **694,590** 

Euros raised from training fees and sponsorships

.75 MILLION

Euros saved through cost-sharing

Action research studies completed

through research

# BOARD OF DIRECTORS



Amb. Ombeni Sefue Chairperson



Dr. Laurean Ndumbaro Vice Chairperson



Mr. David Walker Director



Dr. Hamis Mwinyimvua Director



Ms. lina Soiri Director



Prof. Penina Mlama Director

Ms. Susan

Mlawi

Director



Amb. Riitta Swan Director



Prof. Samuel Wangwe Director



Mr. Kadari Singo Ex Officio Member



### MESSAGE FROM THE CHAIRPERSON





This year was all about innovation-driven growth.
Recognising the need to expand our relevance, regional reach, and resource base, we embraced a forward-thinking approach to programme delivery."

hen I began my tenure as Chairperson of the Institute's Board of Directors in 2021, I made a commitment to advance our long-term vision to become a centre of excellence in leadership and sustainable development in Africa. I am pleased to report that after three years the Institute has continually enhanced its profile as a regional hub that offers world-class thinking, training and convening.

This year focused on innovation-driven growth. We recognised the need to expand our relevance, regional reach and resource base, while we embraced a forward-thinking approach to programme delivery. This included re-introducing strategic, supply-driven executive education programmes, while revising the approach to research and policy forums. Furthermore, we made strides in integrating new technology into our business processes. For example, we introduced an Enterprise Resources Management Suite (ERMS) information system for managing and automating end-to-end internal business operations.

Our executive education programmes continued to advance our position as a trainer of choice for the Government of Tanzania. In collaboration with the President's Office – Public Service Management and Good Governance, and President's Office – Regional Administration and

Local Government, we delivered programmes to strengthen the professional capacity of ministers, deputy ministers, regional commissioners, regional administrative secretaries and district administrative secretaries. President Samia Suluhu Hassan's call on regional commissioners and regional administrative secretaries to become transformative leaders to drive change reflects the critical importance of our work. The Institute understands that transformational leadership is not a destination but a continuous journey. It applies a holistic and mutually reinforcing approach to capacity development and recognises that leadership competencies are developed through a continuous, lifelong learning process. This approach plays a vital role in enabling senior and emerging leaders to develop the skills and knowledge necessary to tackle challenges at the organisational, national, regional and global levels. The Institute has provided over a decade of service to Tanzania and the wider continent - and continues to carry forward a commitment to meet the needs of Africans today while not compromising the ability of future generations to determine and achieve their own goals.

The sustainability of the Institute's programmes is a high-priority agenda for the Board and it is committed to working closely with management to ensure their future success. The entire Board is extremely proud that the Women's

Leadership Programme has been able to secure new financing from the European Union. This has allowed the Institute to expand the impact of the programme beyond Tanzania. As we are about to start the mid-term review of our current strategy (2021–2026), we seek to enhance collaborations and mobilise resources to sustain this and other programmes going forward. We are grateful to the Governments of Tanzania and Finland, our long-standing partners, together with other valued partners in the region and across the globe.

I will close with special thanks to Dr. Laurean Ndumbaro, Mr. David Walker, Ms. Iina Soiri, Prof. Penina Mlama, and Amb. Riitta Swan, who retired from the Board in May 2023. Their leadership and dedication have been instrumental in shaping the Institute into what it is today. We hope to continue to draw from their experience and wisdom in the years to come. I would also like to extend my thanks to the remaining Board Directors for their continued support. In

addition, the various threads of our performance I have recounted were only made possible by the steadfast dedication and hard work of our staff. I would like to express the profound appreciation of the Board to all of them for their ongoing commitment to serve our stakeholders and to deliver on our mission.

The Institute faces the future with optimism; it looks forward to new collaborations and renewing existing partnerships to elevate the impact of its work across Africa.

Ombeni Sefue

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER





Our commitment remains to advance our own organisational development to improve service delivery, by refining our business processes with technology and enhancing the capacity of our staff."

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he financial year 2023/2024 seemed to have gone by in a flash, as it was an exceptionally busy time for the staff at the Institute.

We saw the year beginning on a high note with the leadership programmes for district administrative secretaries, regional commissioners and regional administrative secretaries in Mainland Tanzania. H.E. Dr. Samia Suluhu Hassan. President of the United Republic of Tanzania, attended both events as guest of honour. She underscored the need for leadership that inspires and drives change, or in other words, transformational leadership. I could not agree more with her. For our country and continent to transform, we need to have leaders who go beyond traditional management strategies. We are committed to supporting those leaders who will drive innovation by fostering a culture where everyone feels valued and empowered.

Another notable leadership programme event was organised for ministers and deputy ministers. This senior public leaders onboarding programme covered both policy priority considerations while also helping participants to identify personal goals and the skills needed to achieve them. The guest of honour was H.E. Dr. Philip Isdor Mpango, Vice President of the

United Republic of Tanzania, who participated throughout the event alongside Hon. Kassim Majaliwa Majaliwa (MP), Prime Minister of the United Republic of Tanzania, and Hon. Doto Mashaka Biteko (MP), Deputy Prime Minister and Minister for Energy.

We reviewed our approach to executive education, research and policy forums in the context of our regional mandate, operating environment and global trends. The themes we chose to focus on were leadership, natural resource management (below and above the ground) and industrialisation. Gender, youth and green growth were identified as cross-cutting issues. Early progress against this focus has been encouraging. This includes delivering a regional executive education programme on data-driven leadership to senior leaders from Nigerian and Beninese universities. We also conducted research studies on carbon trading, foreign direct investments, forest governance and strategic minerals.

In total we delivered 108 executive education programmes to 4,304 senior and emerging leaders. We held the seventh graduation ceremony for those who completed our long-term programmes: the Postgraduate Diploma in Leadership, Certificate in Leadership, and Women's Leadership Programme. A total of 198

leaders graduated. We were also able to welcome the European Union as our new partner for the Women's Leadership Programme. This enabled us to enrol regional candidates from Eswatini, Uganda, Kenya, the Democratic Republic of Congo and Malawi. We also began to develop a new programme to support emerging leaders in collaboration with HAUS Finnish Institute of Public Management.

Our policy forum work featured seven events with 2,843 leaders in attendance. The highlights were the Green Growth Platform and the Women's Leadership Forum. These forum opportunities play an important role in offering insights to help policymakers and the broader public better understand various issues that affect development.

We delivered six assignments for government ministries, departments and agencies in Tanzania as part of our advisory services work. These included an orientation programme for the national technical team appointed by the President to develop the Tanzania Development Vision 2050 and stakeholder workshops to obtain feedback for revising the 2001 Foreign Policy.

Promoting the Institute's thought leadership across Africa and the wider world was effectively achieved by sharing insights and knowledge

through our media, communications and Resource Centre activities. This included interviews for broadcast with global leaders and experts covering democracy; agriculture and food systems; leadership development; and business in Africa. Our Resource Centre attracted more than 8,000 visitors and enrolled 186 new members. It also hosted four events featuring renowned experts in the fields of leadership, economics and politics.

Our commitment remains to advance our organisational development to improve service delivery by refining our business processes with technology and enhancing the capacity of our staff. A dedication to continuous improvement allows us to operate with efficiency, agility and strong professional ethics to realise inclusive and sustainable solutions for Africa's development. I look forward to the Institute achieving even greater impact as we work with partners and clients to realise a common purpose.



Kadari Singo

# Strengthening Leadership through Executive Education

The Institute's portfolio of training and professional development programmes designed for leaders at managerial or executive level continued to enrol increasing numbers of leaders.

108

Executive education programmes delivered

4,304

Leaders enrolled into executive education programmes

14,147

Training days recorded



Female participants (up 14%percentage points from last year 39

Leaders enrolled into the Postgraduate Diploma in Leadership (PGD)

90

Leaders enrolled into the Certificate in Leadership (CiL)

100

Female leaders enrolled into the Women's Leadership Programme (WLP)

198

Leaders graduated from the PGD, CiL, and WLP

100%

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

16

regional administrative secretaries and district administrative secretaries. The workshops we delivered covered essential leadership topics to help participants develop a deeper understanding of their functions as public leaders; become more self-aware and emotionally intelligent; as well as improve their decision-making and interpersonal skills. President Samia Suluhu Hassan's call on regional commissioners and regional administrative secretaries to become transformative leaders to drive change reflects the critical importance of our work. The Institute recognises that transformational leadership is a continuous journey. We work together with strategic leaders who are at the forefront of national and regional development in Africa to help them better serve their

In total we delivered 108 training programmes, achieving a 124% increase in client numbers, totalling 4,304 against our goal of 1,920. As a result, we recorded a total of 14,147 training days. Programme participants were primarily from the public sector (85%). The short-term programmes accounted for most of the executive education and training we delivered. The directives from higher authorities for government institutions to use the Institute for leadership training as well as the high standards of our programmes remained the primary reasons for strong enrollment. The Institute continued to advance women's

organisations and nations.

leadership in all sectors across the continent. We also improved the ratio of women to men in our executive education programmes to 52:48. The European Union became a new partner for the WLP, allowing us to expand the reach beyond Tanzania. As a result, we enrolled participants from Eswatini, Uganda, Kenya, the Democratic Republic of Congo and Malawi.

Our regional presence was further strengthened by designing and delivering a data-driven leadership programme to senior leaders from Nigerian and Beninese universities.

The reporting period also saw us holding our seventh graduation ceremony for the long-term executive programmes: PDL, CiL and WLP. The event was officiated by H.E. Dr. Jakaya Kikwete, former President of the United Republic of Tanzania. Distinguished guests also included Hon. George Boniface Simbachawene (MP). Minister of State in the President's Office – Public Service Management and Good Governance; Hon. Mohamed Omary Mchengerwa (MP), Minister of State, President's Office - Reginal Administration and Local Government; H.E. Theresa Zitting, Ambassador of Finland in Tanzania; Eng. Zena Ahmed Said, Chief Secretary and Secretary of Revolutionary Council of the Revolutionary Government of Zanzibar; and Mr. Mululi Majula Mahendeka, Permanent Secretary, President's Office -State House. A total of 198 leaders graduated



# What Leaders and Stakeholders Said About Our Executive Education Programmes



"The vision we had in mind when setting up UONGOZI Institute was to see an equitable and prosperous Africa. While it may sound like a simple undertaking, a considerable amount of work is necessary to fulfil this dream... I am happy to see now the Institute extends its executive education programmes to the regional participants"

**H.E. DR. JAKAYA MRISHO KIKWETE,** former President of the United Republic of Tanzania.



"I am pleased to learn that UONGOZI Institute's work is becoming more recognised internationally. The Institute's ability to attract candidates from various African countries reflects the vision behind its establishment. We look forward to seeing more programmes that will attract more candidates from other countries."

**HON. GEORGE BONIFACE SIMBACHAWENE (MP),** Minister of State in the President's Office – Public Service Management and Good Governance.



"UONGOZI Institute has an important role to play in promoting more women to take leadership positions in both public and private spheres."

**H.E. THERESA ZITTING,** Ambassador of Finland to Tanzania, Burundi and Rwanda.



"We have had the privilege of learning from worldclass faculty, engaging in thought-provoking discussions with peers from diverse backgrounds, and gaining valuable insights into best practices in leadership."

**MR. FREDERICK BRAGWIHA**, Managing Director at FRESABA Investment Co. Ltd, and PGD graduate.



"The programme has offered us a comprehensive understanding of leadership into today's complex and agile world through interactive and relevant case studies, practical exercises and simulations.

UONGOZI Institute also arranged several webinars with experts from different fields to reinforce our learning experience."

**MS. DOREEN KWAYU,** Head of Operations at Sportpesa, and CiL graduate.



"The programme has helped to boost my confidence, and improve my public speaking and communications skills. Coaching was crucial in getting me to this stage."

**MS. PUYO NZALAYAIMISI,** Head of Public Relations and Communications at the Fire and Rescue Force, and WLP graduate.



H.E. Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, officiates the leadership programme for Regional Commissioners and Regional Administrative Secretaries

Tanzania Bara





# **Fostering Discussions** to advance Leadership for Sustainable Development

We continued to create spaces for sharing insights and understanding in relation to leadership and sustainable development in Africa. This year seven policy forums were organised, with over 2,843 delegates from Tanzania and the wider continent. We significantly exceeded our target numbers as a result of working with partners to organise four major events: The Zanzibar Water Conference, the "Peace and Security We Want in Africa" Lecture, 1st Tanzania Planners' Conference, and the 15th Mwalimu J.K Nyerere Intellectual Festival. Women comprised 40% of the total number of delegates.

7 Forums 2,843



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#### **Forums**

8th Green Growth Platform

3rd Women's Leadership Forum

Air Quality Management in Tanzania National Dialogue

Zanzibar Water Conference

The Peace and Security we Want in Africa Lecture

1st Tanzania Planners' Conference

15th Mwalimu J.K. Nyerere Intellectual Festival

The 8th Green Growth Platform was held under the patronage of H.E. Dr. Philip Mpango, Vice President of the United Republic of Tanzania, in Dodoma, on 15 April 2024. The theme was "Promoting investments in green parks for sustainable development in Tanzania". The forum discussed critical issues for green parks investment and management. Also featured was a short excursion to Dodoma City Council sites: Medeli One Garden and Chinangali Park.

The 3rd Women's Leadership Forum took place on 16 October 2023, in Dar es Saalam, with Hon. George Simbachawene MP, Minister of State in the President's Office–Public Service Management and Good Governance, as guest of honour. The discussions focused on "Advancing gender equality in leadership for sustainable development".

The forum on Air Quality Management in Tanzania was organised in collaboration with the Stockholm Environment Institute, C40 Climate Leadership Group, Dar es Salaam Institute of Technology and the National Environment Management Council. The meeting, held on 4 July 2023 in Dar es Salaam, discussed and proposed actions or opportunities for air pollution control measures across different source sectors in the city and at the national level as part of the development of an air quality management plan.

The Zanzibar Water Conference was held in Stone Town, from 16 – 17 August 2023. It was organised in partnership with the Ministry of Water, Energy and Minerals (Zanzibar), Zanzibar Water Authority and the Zanzibar Utilities Regulatory Authority. It had the theme

of "Accelerating change, realising sustainable management of ground water resources and resilient water services for all".

The regional public lecture on "The Peace and Security we Want in Africa" was held on 24 May 2025, in Dar es Salaam, to mark the 20th anniversary of the formation of the African Union Peace and Security Council (AU–PSC). The lecture considered the role of instruments such as the African Peer Review Mechanism (APRM) in promoting peace and security on the continent. It was organised in partnership with the AU–PSC, Ministry of Foreign Affairs and East African Cooperation, University of Dar es Salaam, and the Dr. Salim Ahmed Salim Centre for Foreign Relations.

The 1st Tanzania Planners' Conference convened in Arusha from 27 – 30 November 2023, under the theme "Connected thinking, coordinated execution for inclusive prosperity". It was organised in collaboration with the National Planning Commission. The guest of honour was Hon. Dr. Doto Mashaka Biteko (MP), Deputy Prime Minister and Minister for Energy. Delegates had the opportunity to consider how to effectively advance economic growth around an action plan that delivers social benefits, tackles inequalities and achieves more equitable prosperity for the country.

The 15th Mwalimu J.K. Nyerere Intellectual Festival was held around the theme "Youth and the Quest for Unity and Africa's Second Liberation" in Dar es Salaam, from 30 – 31 May 2024. The organising partner was the Mwalimu Julius Nyerere Chair of Pan-African Studies at the University of Dar es Salaam. Participants discussed youth challenges and prospects in the spirit of pan-Africanism. They also deliberated on how policymakers, academics, youth, and other stakeholders can promote pan-African leadership within youth programmes.













# What Leaders and Stakeholders Said During Our Policy Dialogues



"Green parks provide a wide array of benefits, including safeguarding water and other natural sources, addressing climate change challenges by reducing urban temperatures and flood risks, while also enhancing air quality... I applaud UONGOZI Institute for organising this forum and urge you to develop an action plan that will facilitate the implementation of the recommendations."

**H.E. DR. PHILIP ISDOR MPANGO**, Vice President of the United Republic of Tanzania,, during the 8th Green Growth Platform



"Gender equality plays an important role in promoting sustainable development, particularly given that women account for half of the world's population. I commend UONGOZI Institute and the relevant ministries for their efforts in supporting women leaders and fostering a more equitable public service in Tanzania."

**AMB. CHRISTINE GRAU**, Head of the European Union Delegation in Tanzania, during 3rd Women's Leadership Forum



"The only path to sustained peace and security in Africa is African solutions to Africa"

**PROF. ADEBAYO OLUKOSHI**, former Executive Secretary of the Council for Development of Social Science Research in Africa, during the regional public lecture on "The Peace and Security we Want in Africa"

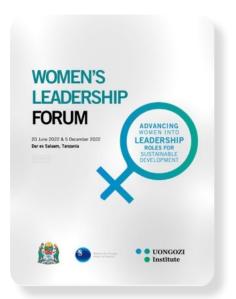
We also published reports of four forums: Green Growth Platform 2022, African Leadership Forum 2023, Women's Leadership Forum 2022, and Women's Leadership Forum 2023.



GREEN GROWTH
PLATFORM 2022



AFRICAN LEADERSHIP FORUM 2023



WOMEN'S LEADERSHIP FORUM 2022



WOMEN'S LEADERSHIP FORUM 2023





# Deepening Knowledge through Research

Our research initiatives continued to be centred on our core focus of leadership and sustainable development. The reporting period saw us organising a stakeholders' workshop to identify timely and relevant topics for research and policy forums. The identified themes included leadership, natural resource management (below and above the ground) and industrialisation, with gender, youth and green growth as cross-cutting issues.

Action research studies completed, addressing policy relevant issues

We conducted four research studies on carbon trading, foreign direct investments, forest governance, and strategic minerals. The objective was to provide policymakers and stakeholders with practical recommendations and insights to address the challenges and leverage opportunities in the sectors. The studies will be published in the next fiscal year.

We continued to implement our long-term research projects on women's leadership in Tanzania and leadership development in Africa with the goal of initiating the publication process in the next financial year.

Furthermore, we initiated the publication process of a biographical work on the late Edward Moringe Sokoine, former Prime Minister of the United Republic of Tanzania, titled "Edward Moringe Sokoine: Maisha na Uongozi Wake". The book will be launched in the following year.





# Aligning Systems and Processes for Sustainable Development

Our advisory services continued to support senior leaders within organisations to review and improve their systems, policies, processes and plans. During this reporting period, we worked in a demand-driven way to deliver technical assistance for various assignments across the government and wider public sector in Tanzania. We were able to deliver six assignments under this portfolio as planned.



The Prime Minister's Office was supported in designing a capacity development programme targeting the monitoring and evaluation professionals in the public sector. We also offered assistance in the delivery of a conference on monitoring, evaluation and learning. This included designing the conference programme, reviewing abstract papers and documenting the event proceedings.

We assisted the Ethics Secretariat to design an ethics curriculum. This included the development of a comprehensive outline for the planned modules related to the subject of reducing the risk of conflicts of interest and grand corruption among Tanzania's political leaders and civil servants.

The Ministry of Foreign Affairs and East African Cooperation received support for

hosting a series of stakeholder workshops (in Mainland Tanzania and Zanzibar) to obtain feedback for revising the 2001 Foreign Policy. The Ministry of Constitutional and Legal Affairs was supported to develop an implementation strategy for the natural wealth and resources laws

We assisted the National Audit Office to lay the foundations for establishing a national training, research and innovation centre. The centre aims to provide professional audit training to staff, as well as domestic, international and regional stakeholders.





Stakeholders during a workshop to obtain feedback for revising the 2001 Foreign policy.

INNOVATING OUR WAY TO A MORE SUSTAINABLE FUTURE

# Sharing **Insights** and Knowledge

Our media, communications and Resource Centre work continued to share our institutions' latest thinking and insights into leadership and sustainable development issues. We promoted this through our wide-ranging communications and public engagement work across different media formats and channels. Our team constantly strives to find innovative approaches to inform, inspire and engage with diverse audiences in Africa and beyond.

and "In Focus"

8,013

186

Centre members

57,293 Website visitors

2 4 Million Content views on X (formerly Twitter

381,915

346,594

152,900

# 'Meet the Leader' Interviews

Our Meet the Leader series delves into the lives of prominent personalities whose lives and careers have had significant public impact and who have distinguished themselves in one or more forms of service.



H.E. JOAQUIM CHISSANO

Former President of Mozambique takes a deeper look at the status of democracy in Africa and suggests ways that we can move forward as a continent.



DR. AGNES KALIBATA

President of the Alliance for Green Revolution in Africa (AGRA) reflects upon her leadership journey and the role of AGRA in growing Africa's food systems.



sustainable development.

'In Focus' Interviews

Our In Focus series features global experts sharing insights on key issues on

**MATTERS** 

LEADERSHIP DEVELOPMENT - WHY IT

**Mr. David Walker,** former Director of the European School of Administration, delves into the importance of building and nurturing leaders in today's complex and competitive world.



LEVERAGING BUSINESS FOR SUSTAINABLE GROWTH IN AFRICA

**Dr. Lucy Newman,** Chief Executive Officer of the Africa Private Sector Summit, shares insights on how African governments can leverage private sector expertise and capabilities to ensure the effective and efficient delivery of services on the continent.







# The Resource Centre

Our Resource Centre attracted 8,013 visitors and registered 186 new members. The Tanzania Petroleum Development Cooperation and the Cabinet Secretariat signed up for institutional membership.

The Centre also acquired new print and digital titles, and hosted four events in Dar es Salaam featuring renowned experts in the fields of leadership, economics and politics. Speakers included Amb. Ami Mpungwe, retired diplomat; Prof. Joseph Semboja, Senior Fellow of UONGOZI Institute; Prof. Oliver Morrissey, Professor of Development Economics – University of Nottingham; and Mr. Zitto Kabwe, former Party Leader of ACT Wazalendo.

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





### Communications

The year saw us continuing to expand our online presence whilst maintaining a strong domestic and international media profile.

The shift of our website's domain from www. uongozi.or.tz to www.uongozi.go.tz was carried out to enhance security and performance. Our website received 57,293 visitors. The engagement rate, which measures how visitors interact with content on different pages, reached 101%.

On social media, our content on YouTube, X (formerly Twitter), LinkedIn, Facebook and Instagram reached over 4.4 million people. The engagement rate was at 35%. Popular content included the "Meet the Leader" televised interview with H.E. Ernest Bai Koroma, former President of the Republic of Sierra Leone;

a tribute to H.E. Benjamin William Mkapa, former President of the United Republic of Tanzania; the 7th graduation ceremony; and the 8th Green Growth Platform.

Our audiences were mainly from Eastern, Southern and West Africa; the United States; and United Kingdom. Data reveals that approximately 40% of our core audience hold senior positions across a range of organisations within the public, private, knowledge and third sectors.

# Measuring the Impact of our Work

Evidencing and reporting the impact of our work forms part of the Institute's commitment to evaluation and continuous improvement. During the reporting period, an outcome evaluation for the Women's Leadership Programme (WLP) was carried out. The programme, running over the course of six months, aims to help African women leaders navigate the unique leadership challenges that deter them from occupying senior leadership positions. It includes three sections: Women's Leadership Forum, training,

as well as coaching and mentoring. The forum brings together political and business leaders to exchange ideas and share best practices to promote women's inclusion in leadership roles. Training hones in on participants' ability to manage their inner selves, lead others, and harness resources. It includes four modules that are run over six consecutive days. Coaching and mentoring sessions come after training, and are aimed at accelerating individual growth.

Quantitative and qualitative methods were used to assess how the WLP has positively impacted participants in terms of developing professional competencies and performance. The evaluation also identified opportunities for innovative new approaches while also refining the existing teaching and learning of the WLP.

The results revealed that WLP is marked by strong sustainability indicators,

including the application of skills by participants, acknowledgement of progress by the organisations, alignment with gender initiatives, and opportunities for strategic partnerships. These aspects highlight the potential of WLP to contribute meaningfully to breaking the barriers to women's leadership advancement.

# People and **Organisational Development**

To facilitate the adoption of our new organisational structure, the scheme of service (outlining the qualifications and levels of experience required for each post) and other human resource documents were submitted for approval to the President's Office – Public Service Management and Good Governance (PO–PSMGG).

Four vacant positions; Events Coordinator, Communications Manager, Internal Auditor, and Assistant Librarian; were filled. Two resignations were recorded: Research and Policy Specialist and Capacity Development Specialist.

Employee development programmes continued to be instrumental in building an effective team and ensuring business success. These included individual and group training, as well as professional

seminars and conferences. A total of 20 programmes were implemented. Topics covered included market-focused strategic planning; negotiation; performance appraisal in the public service; and procurement systems.

The Staff Incentive Policy and Anti-Corruption and Anti-Sexual Harassment Policy were developed. In the next reporting year they will be submitted to the Board and PO-PSMGG for approval.

# Partnering for **Impact**

Partnering with other organisations enables us to extend the reach and depth of the activities we jointly undertake. We welcome such partnerships to extend our collaborative work, embrace new thinking and promote innovation. Our collaborators during the year included:



# **Finances**

3.67 Million 694,590 1.75 Million

Euros received from the governments of Tanzania and Finland

Euros raised from training fees and sponsorships

./5 Million Euros saved through cost-sharing

We undertook various initiatives aimed at strengthening financial systems and management. These included the adoption of the ERMS system, which manages and automates end-to-end internal business operations. The system, scheduled to go live in July 2024, includes modules for planning, budgeting, accounts, reporting, and human resource management. The system is expected to significantly improve process efficiency, enhance internal controls, and ensure adherence to financial regulations.

With an actual revenue of EUR 6,126,148 compared to an estimate of EUR 6,257,786 the Institute met 98% of its target. Government grants made up 80% of the resources mobilised. The received training fees were significantly higher than anticipated, owing to a growth in the number of training programmes conducted. An analysis of the sources of income is presented in the table below.

	2023/24		
	EUR (Actual)	EUR (Estimated)	% of Target
GOVERNMENT GRANTS			
Core Funding (Tanzania)	2,930,045	3,610,963	81%
Earmarked Funding (Finland)*	747,882	1,000,000	75%
Sub-total government grants	3,677,927	4,610,963	80%
OTHER SOURCES			
Training fees	694,590	310,000	224%
Sponsorships	-	50,000	0%
Sub-total other sources	694,590	360,000	193%
Sub-total government grants and other sources	4,372,517	4,970,963	88%
Cost sharing	1,753,632	1,271,823	138%
Sub-total cost sharing	1,753,632	1,271,823	138%
TOTAL INCOME	6,126,149	6,242,786	98%

The Board of Directors, management and staff of the Institute are grateful for this financial support that helps to achieve the mission of the organisation.

#### Auditor's Report

Report of the Controller and Auditor General on the financial statements and compliance audit for the financial year ended 30 June 2024

#### **Unqualified Opinion**

I have audited the financial statements of UONGOZI Institute, which comprise the statement of financial position as of 30 June, 2024, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly in all material respects, the financial position of UONGOZI Institute as of 30 June 2024, and its financial performance and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS) Accrual basis of accounting and the manner required by the Public Finance Act, Cap. 348/the Local Government Finances Act, Cap. 290.

#### **Basis for Opinion**

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

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

#### **Kev audit matters**

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. I have determined that there are no key audit matters to communicate in my report.

#### Other information

Management is responsible for the other information. The other information comprises the Director's Report/
The Report by those charged with governance, statement of management responsibility, Declaration by the Head of Finance.

My opinion on the financial statements does not cover the other information, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

# Responsibilities of management and those charged with governance for the financial statements

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

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

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

#### Responsibilities of the Controller and Auditor General for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an audit report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material
  misstatement of the financial statements,
  whether due to fraud or error, design and
  perform audit procedures responsive to those
  risks, and obtain audit evidence that is sufficient
  and appropriate to provide a basis for my
  opinion. The risk of not detecting a material
  misstatement resulting from fraud is higher
  than for one resulting from error, as fraud may
  involve collusion, forgery, intentional omissions,
  misrepresentations, or the override of internal
  control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- oConclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my audit report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my

opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the entity to cease to continue as a going concern; and

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

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

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

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are, therefore, the key audit matters. I describe these matters in my audit report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

In addition, Section 10 (2) of the Public Audit Act, Cap.

418 requires me to satisfy myself that the accounts have been prepared in accordance with the appropriate accounting standards.

Further, Section 48(3) of the Public Procurement Act, Cap. 410 requires me to state in my annual audit report whether or not the audited entity has complied with the procedures prescribed in the Procurement Act and its Regulations.

# REPORT ON COMPLIANCE WITH LEGISLATIONS Compliance with the Public Procurement Laws

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

I performed a compliance audit on procurement of works, goods and services in the UONGOZI Institute for the financial year 2024/24 as per the Public Procurement laws.

#### Conclusion

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

# Anomalies noted in the Contract for the Supply of Laptops, Printers, Servers, Computer accessories and Software Licenses

(i) Non-delivery of goods as planned
Regulation 114 (b-d) of the Public Procurement
Regulation 2013 (R:E 2016) states that: 'A procuring
entity shall be responsible for the effective Management
of any procurement of goods, services or works for which
it is undertaking and shall (b) monitor the progress and
timely completion of works in accordance with the terms
of each contract;(c) take or initiate steps to correct

or discipline deviations from observance of contract condition; and (d) ensure that the responsibilities imposed on it by the contract are fully discharged. Contrary to the above regulations, we noted that the goods were scheduled to be supplied on 8 May 2024, as indicated in serial number 3 of the contract. However, an extension of more than two weeks was granted until 8 July 2024. Despite this extension, as of the date of this audit, 8 August 2024, the goods was not yet delivered, resulting in a delay of almost one monthly.

(ii) Late signing of contract after approval by the accounting officer

Regulation 233(1) of the Public Procurement
Regulations, 2013 requires that when the tender is
accepted by the accounting officer, the procuring entity
and the person whose tender is accepted must enter into
a contract for supply of goods within 28 days.
However, we noted a delay in entering into the contract.
The Accounting Officer's approval was made on 19
February 2024, but the contract was not signed until 6
May 2024, resulting in a delay of 45 days.

# Compliance with the Budget Act and other Budget Guidelines

#### Subject matter: Budget formulation and execution

I performed a compliance audit on budget formulation and execution in UONGOZI Institute for the financial year 2023/24 as per the Budget Act and other Budget Guidelines.

#### Conclusion

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



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

March 2025

## **Financial Statements**

Statement of financial position as at 30 June 2024

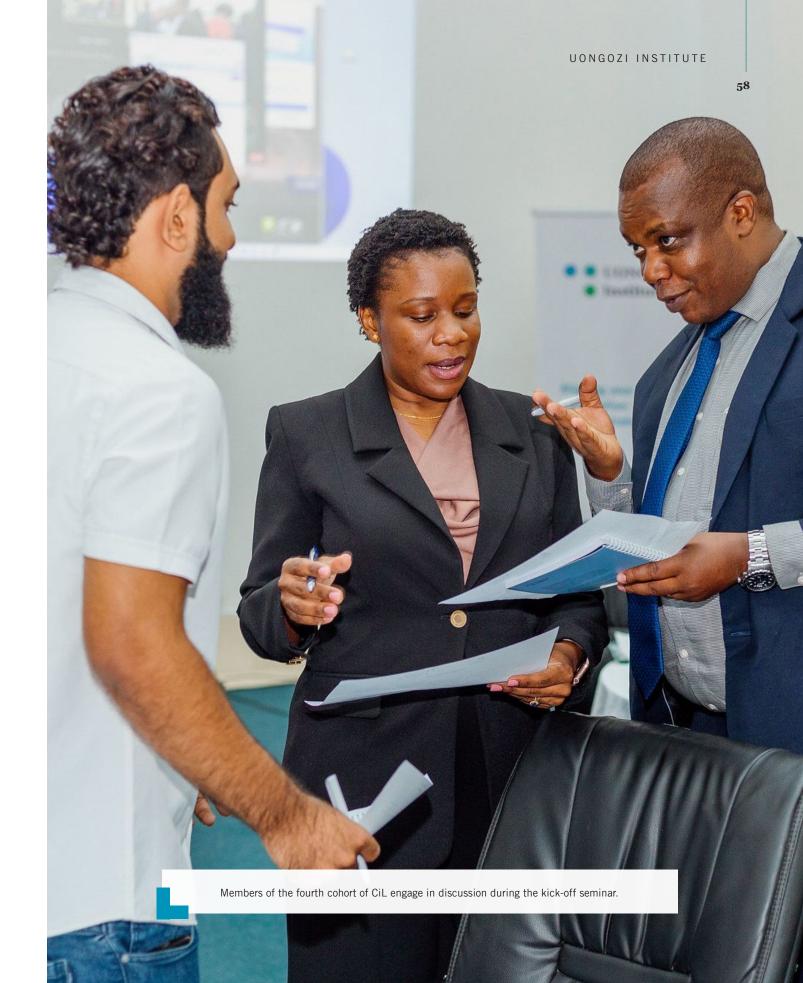
ASSETS	NOTES	2023/2024	2022/2023 Restated	2022/2023 Previously reported
		TZS	TZS	TZS
<b>Current Assets</b>				
Cash and cash equivalents	12	7,401,823,387	5,272,079,254	5,333,594,746
Debtors	13	31,450,000	7,645,200	7,645,200
Inventories	14	22,716,548	27,368,298	27,368,298
Total current assets		7,455,989,935	5,307,092,752	5,368,608,244
Non-Current Assets				
Property and equipment	20	4,869,004,427	4,661,117,391	4,661,117,391
Intangible assets	21	1,479,137	1,643,486	1,643,486
Total non-current assets		4,870,483,564	4,662,760,877	4,662,760,877
Total Assets		12,326,473,499	9,969,853,629	10,031,369,121
LIABILITIES				
Current Liabilities				
Creditors & accrued charges	15	952,250,042	263,616,880	263,616,880
Provision for staff gratuity	16	209,796,254	349,941,452	349,941,452
Deferred grant	17	1,658,533,928	856,649,812	856,649,812
Operating reserve	18	2,109,850,420	2,109,850,420	2,109,850,420
		4,930,430,644	3,580,058,564	3,580,058,564
Non-Current Liabilities				
Provision for staff gratuity	16	460,115,321	312,967,895	312,967,895
		460,115,321	312,967,895	312,967,895
Total liabilities		5,390,545,965	3,893,026,459	3,893,026,459
NET ASSETS		6,935,927,534	6,076,827,170	6,138,342,662
Net Assets				
Capital contributed by:				
Taxpayers' funds	19	3,593,816,853	3,593,816,853	3,593,816,853
Accumulated surplus		3,342,110,681	2,483,010,317	2,544,525,809
Total Net Assets		6,935,927,534	6,076,827,170	6,138,342,662

## Statement of financial performance for the year ended 30 June 2023

INCOME	NOTES	2023/2024	2022/2023 Restated	2022/2023 Previously reported
		TZS		TZS
Revenue grants		-	-	-
Other Income	5	9,137,959,251	9,146,228,421	9,146,228,421
Debtors	6	1,692,439,427	1,259,414,320	1,259,414,320
Total income		10,830,398,678	10,405,642,741	10,405,642,741
EXPENSES				
Capacity Development	7	3,397,315,498	3,815,524,671	3,815,524,672
Research & Policy Dialogue	8	1,407,896,543	1,444,779,443	1,444,779,443
Institutional Building & Communications	9	2,777,638,654	2,037,648,119	2,037,648,119
Office Expenses	10	2,317,448,497	2,229,658,635	2,168,143,142
Amortisation and Depreciation	11	70,999,122	108,936,222	108,936,222
Total expenses		9,971,298,314	9,636,547,090	9,575,031,598
CHRRIDE			760 005 651	
SURPLUS		859,100,364	769,095,651	830,611,143

## Statement of cash flows for the year ended 30 June 2024

CASHFLOW FROM OPERATING ACTIVITIES	NOTES	2023/2024 TZS	2022/2023 TZS
Receipts			
Revenue Grants	17	9,939,843,367	7,898,673,040
Other Income		1,886,502,714	1,238,603,893
Total receipts		11,826,346,081	9,137,276,933
Payments			
Capacity development		(3,425,121,586)	(3,714,534,932)
Research and policy dialogue		(1,227,893,256)	(1,564,757,756)
Institutional building & communications		(2,290,064,557)	(2,197,938,276)
Office expenses		(2,233,311,106)	(2,237,157,858)
Total payments		(9,176,390,505)	(9,714,388,822)
Net cash from operating activities		2,649,955,576	(577,111,889)
Cash flows from investing activities			
Purchase of property, furniture, and equipment	20	(278,721,810)	(650,473,001)
Proceeds from disposal of fixed assets		8,465,000	-
Net cash used in investing activities		(270,256,810)	(650,473,001)
Cash flows from financing activities			
Funding of Operating Reserve		-	-
Net cash used in financing activities		-	-
Net (decrease) / increase in cash and cash equivalents		2,379,698,766	(1,227,584,890)
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Cash and cash equivalents at the beginning of the year		5,333,594,747	6,540,369,209
Unrealised foreign currency (loss) / gain		(202,528,287)	20,810,428
Cash and cash equivalents at the end of the year		7,510,765,226	5,333,594,747



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