Advancing Transformative Leadership in Africa

Annual Report

July 2024 - June 2025



THE UNITED REPUBLIC OF TANZANIA



SUOMI FINLAND

UONGOZI Institute

UONGOZI Institute

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.

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HIGHLIGHTS JULY 2024 - JUNE 2025

STRENGTHENING LEADERSHIP THROUGH EXECUTIVE EDUCATION

117 Executive education programmes delivered

2,832 Leaders enrolled into executive education programmes

9,585 Training days recorded

69 Leaders enrolled into the Certificate in Leadership (CiL)

30 Modules offered through the Postgraduate Diploma in Leadership (PGD), WLP and CiL

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

40% Female participants in executive education programmes

200 Leaders graduated from the PGD, WLP and CiL

FOSTERING DISCUSSIONS TO ADVANCE LEADERSHIP FOR SUSTAINABLE DEVELOPMENT

7 Policy forums held

3,076 Leaders participated in policy forums

48% Female participants in policy forums

1,383 Submissions received for the Youth Leadership Competition

DEEPENING KNOWLEDGE THROUGH RESEARCH

5 Action research studies completed

4 Research papers published

1 Biography published on a Tanzanian prime minister

ALIGNING SYSTEMS AND PROCESSES FOR SUSTAINABLE DEVELOPMENT

1 Assignments delivered under the advisory services portfolio

MEASURING THE IMPACT OF OUR PROGRAMMES

2 Outcome evaluations completed

SHARING INSIGHTS AND KNOWLEDGE

9,618 Visits recorded at the Resource Centre

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

233 New Resource Centre members registered

107,917 Website visitors

1.1 MILLION Content views on LinkedIn

127,001 Content views on YouTube

12.6 MILLION Content views on X (formerly Twitter)

172,967 Content views on Facebook

500,021 Content views on Instagram

FINANCES

4.95 MILLION Euros received from the governments of Tanzania and Finland

876,576 Euros raised from other sources, including the EU, training fees, sponsorships & royalties

1.2 MILLION Euros saved through cost-sharing

Board of **Directors**



Standing L-R

Amb. Maj. Gen. (Rtd.) Gaudence Milanzi
Director
Joined the Board in November 2024

Dr. Hamis Mwinyimvua
Director
Joined the Board in May 2021

Prof. Samuel Wangwe
Director
Joined the Board in May 2021

Ms. Susan Mlawi
Director
Joined the Board in May 2021

Dr. Brian Cawley
Director
Joined the Board in November 2024

Seated L-R

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

Amb. Theresa Zitting
Director
Joined the Board in November 2024

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

Amb. Begum Taj
Vice Chairperson
Joined the Board in November 2024, and appointed as Vice Chairperson in February 2025

Amb. Laura Torvinen
Director
Joined the Board in November 2024

Message from the **Chairperson**

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In Africa, transformational leadership can help us not only to survive the choppy waters of uncertainty but also to build long-term resilience.



On behalf of the Board of Directors, I am pleased to introduce the annual report of the Institute for the year ended June 2025.

November 2024 marked the beginning of my second term as Chairperson of the Institute's Board of Directors. I wish to take this opportunity to express my continued commitment to serving the Institute and stakeholders in this role. The recent appointments of Amb. Theresa Zitting, Amb. Laura Torvinen, Dr. Brian Cawley, Amb. Maj Gen. (Rtd.) Gaudence Milanzi, and Amb. Begum Taj have further strengthened the Board. Together with other Board Directors, Prof. Samuel Wangwe, Dr. Hamisi Mwinyimvua, and Ms. Susan Mlawi, I extend a warm welcome to them. The diversity of the Institute's Board helps to improve governance, decision-making and performance. It also brings innovation, accountability and long-term business resilience.

The past year continued to show us how the current world is filled with disruption and uncertainty. Countries were grappling with dramatic shifts in the geopolitical distribution of power, demographics, climate and technology. Africa experienced high levels of vulnerability due to commodity-dependency, debt distress and limited technological infrastructure and connectivity. Leaders who are navigating through such challenges should remain focused on finding sustainable solutions that serve the interests of their people. This, in essence, is what transformative leadership does.

"Advancing transformative leadership in Africa" was the theme that ran through the Institute's activities in 2024/25. The theme reflects our recognition of the important role that leadership plays in sustainable development. That leadership is a key aspect to managing the use of resources in a way that meets the needs of the present and future generations. And with recent global disruptions, we need transformational leadership – the kind that goes beyond "command and control" to listen to, inspire and motivate others to drive change. In Africa this kind of leadership can help us not only to survive the choppy waters of uncertainty but also to build long-term resilience. Can it be developed, taught and learned? Our quick answer is: "yes".

The Institute continued to apply a holistic and mutually reinforcing approach to capacity development that recognises that leadership competencies are developed through a continuous, lifelong learning process. Its executive education programmes, policy forums, research and advisory services supported African leaders to respond with agility and speed to shifting global trends. These include ministers, deputy ministers, permanent secretaries, deputy permanent secretaries, board directors and chief executive officers of state-owned institutions, as well as university executive council chairs and vice-chancellors.

The entire Board is especially proud that the Institute was able to introduce new programmes to drive innovation, performance and public trust; advance women's leadership; and demonstrate its ability to convene prominent African leaders and experts to discuss the continent's pathway to a resilient, prosperous and equitable future.

Working alongside the Office of the Treasury Registrar (Tanzania), the Institute introduced a training programme for chief executive officers (CEOs) of public institutions in October 2024. The programme offers strategic insights and tools to help CEOs stay agile and ahead of the pack in a rapidly changing world. It also facilitates a discussion on how public institutions can work more effectively together to improve the welfare of citizens.

The Women's Leadership Programme continued to help African women advance into leadership roles. It provided them with unparalleled learning opportunities through the Women's Leadership Forum (WLF), training, coaching and mentoring. It is pleasing to note that the interest and acceptance of this programme is rapidly growing both within and beyond Africa. The programme successfully enrolled 100 women leaders from Tanzania, Ethiopia, Ghana, Mozambique, Kenya, South Africa, Botswana, Uganda and Malawi. The WLF was held in Dar es Salaam under the theme "Fostering transformative women's leadership in Africa". It engaged leaders and people of influence across Africa to discuss best practices and approaches to nurturing transformational leadership among women leaders.

The African Leadership Forum, held in Kampala, Uganda, affirmed the Institute's ability to gather leaders to tackle major cross-cutting issues that directly impact progress towards Africa's development. The convenors were H.E. Dr. Jakaya Mrisho Kikwete, ALF Patron and fourth President of the United Republic of Tanzania, and H.E. Hailemariam Dessalegn Boshe, former Prime Minister of the Federal Democratic Republic of Ethiopia. H.E. Gen Yoweri Kaguta Museveni, President of the Republic of Uganda, officiated the event which took the theme: "Realising sustainable development goals in Africa: Progress and way forward". Six other former African heads of state and government were present, together with senior leaders from government, business, academia and civil society from all parts of the continent. The forum recognised that Africa cannot achieve sustainable development unless it undergoes a deliberate process of transformation, both economically and ideologically. Again, transformation starts with leadership, the kind that moves beyond business-as-usual to make bold reforms, mobilise resources and ensure accountability.

As I conclude, I would like to express the profound appreciation of the Board to Mr. Kadari Singo,his management team and to all staff for their continued hard work and dedication. Strong foundations have been laid since our inception in 2010 and I believe that the Institute has focused on the right priorities as we continue to refine and strengthen our services and products. I also thank our clients for their trust and our partners for their continued support. Together we are building a stronger, more resilient UONGOZI Institute— one that will continue to advance leadership for sustainable development in the years ahead.



Ombeni Sefue

Message from the **Chief Executive Officer**



“

While many factors are reshaping the global landscape, we are committed to cutting through the noise and identify those trends that are most relevant to our clients, markets and communities

The financial year 2024/2025 was the fourth year of the Institute's strategic plan (2026–2031). Strong momentum continued, and as mentioned by the Chairperson, the focus was advancing transformative leadership in Africa. We worked with partners in Tanzania and the wider region to provide solutions and services that help leaders drive their organisations forward, recognise the demands of their operating environments and facilitate appropriate improvements.

We delivered 117 executive education programmes to 2,838 leaders, achieving the targets by 127% and 110%, respectively. As a result, we recorded a total of 9,585 training days. Programme participants were primarily from the public sector (86%), and the male-female ration was 6:4.

We introduced two short-term programmes both of which were demand-driven. The first, aims to motivate leaders in higher learning institutions to drive impact in society through practical, application-based education, applied research and strategic partnerships. The second, implemented in collaboration with the Office of the Treasury Registrar, targets chief executive officers of public institutions. It offers them strategic insights and powerful tools to help them improve their performance and thereby positively impact the institutions they serve. Our work in advancing transformative leadership in Africa was further achieved through the supply-driven Mastering Strategic Communication programme for senior and emerging leaders in Tanzania. The programme equips these leaders with tools, techniques and skills needed to build communication capacity at all levels: interpersonal, team, organisational and external. The impact of our long-term programmes, spanning various sectors, was evidenced by testimonials from our alumni. Participants noted improvement in their abilities to make informed and ethical decisions; improve their emotional intelligence; and effectively inspire positive change. These outcomes culminated in tangible institutional shifts, including policy reforms, innovative initiatives for marginalised groups and higher-performing teams.

We continued to create spaces for sharing insights and understanding about sustainable development in Africa. Seven policy forums were organised, with over 3,076 delegates (48% female) from Tanzania and the wider continent. Three forums had a regional scope: the 8th African Leadership Forum, 4th Women's Leadership Forum, and the "State of the Continent: Reigniting the African Renaissance" town hall. Four had a national focus: the 9th Green Growth Platform, plus dialogues on the leadership lessons from Edward Moringe Sokoine, local governance and UONGOZI Institute's research studies in Zanzibar.

Our research and advisory work continued to provide insight and knowledge to help African leaders pave the way for sustainable growth and prosperity. We published four research papers on carbon trading, foreign direct investments, forest governance and strategic minerals. These studies offer practical recommendations and insights to help policymakers and other relevant professionals address the challenges and leverage opportunities within particular sectors and the wider economy. The carbon trading study contributed to shaping Tanzania's revised Environmental Management Act (2004), which was approved by the Parliament in February 2025. The amended law adopted the suggestion to widen the responsible minister's authority to oversee climate change matters to enable more effective planning and outcomes.

During this period we launched the biography of the late Edward Moringe Sokoine, former Prime Minister of Tanzania, titled "Edward Moringe Sokoine: Maisha na Uongozi Wake". The book covers his life journey from the Maasai community to his career in government. The book has been recognised as making a valuable contribution to understanding of the history of Tanzania and the continent.

Six assignments were delivered under the advisory services portfolio. These included technical assistance to the President's Office–Public Service Management and Good Governance; Ministry of Foreign Affairs and East African Cooperation; Ministry of Home Affairs; the Revolutionary Government of Zanzibar; and African Group of Negotiators.

Monitoring, evaluation and learning continued to help us ensure that our outputs and services respond to the needs of clients. We completed the mid-term review of our current strategy (2021–2026) as well as the outcome evaluation of our Women's Leadership Programme. These findings will contribute to the development of our next strategic plan (2026–2031).

Our ability to remain relevant and resilient is of paramount importance. While many factors are reshaping the global landscape, we are committed to cutting through the noise and identify those trends that are most relevant to our clients, markets and communities. This in turn, not only strengthens our competitive advantage but also helps to define the broader significance of the Institute. Resilience matters as much as ambition. Our top priority is to safeguard the Institute's technical and financial strength. This includes nurturing and sustaining partnerships, reviewing and designing programmes to attract clients across the region, strengthening cost-sharing measures, enhancing the internal capacity, and widening the pool of external resource persons.

I take this opportunity to thank the Board for their support and guidance during the year. My gratitude also goes to our staff for their diligence and hard work, and for the commendable performance achieved this year. Lastly but not least, I would like to thank our clients and partners for their continued support and look forward to another successful year.



Kadari Singo

Strengthening Leadership through **Executive Education**

117 **Executive education** programmes delivered

2,832 **Leaders** enrolled into executive education programmes

9,585 **Training days** recorded

40% **Female participants** (up 14%percentage points from last year)

35 Leaders enrolled into the **Postgraduate Diploma in Leadership (PGD)**

69 Leaders enrolled into the **Certificate in Leadership (CiL)**

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

200 **Leaders** graduated from the PGD, CiL, and WLP

100% Percentage of participants rating the quality of the forums as **"high/very high quality"**

The year saw us introducing two demand-driven short-term programmes. The first programme, tailored for leaders in higher learning institutions (HLI) in Tanzania, was inaugurated in September 2024. It aims to motivate HLI leaders to drive impact in society through practical, application-based education, applied research, and strategic partnerships. The second programme, targeting chief executive officers (CEOs) of public institutions, was launched in October 2024 in collaboration with the Office of the Treasury Registrar. It offers strategic insights and powerful tools to help CEOs improve their performance and the institutions they serve. It also facilitates a discussion on how their institutions can work more effectively together to optimise their contribution to national socio-economic development.

Our ability to meet evolving leadership demands was further strengthened by offering a Mastering Strategic Communication programme to senior and emerging leaders in Tanzania. This supply-driven programme provides the tools, techniques and skills needed to build communication capacity at all levels: interpersonal, organisational and external.

We continued to advance women's leadership in all sectors across the continent. Our Women's Leadership Programme attracted 1,086 applications from within and outside Africa. It enrolled 100 women leaders from Tanzania, Ethiopia, Ghana, Mozambique, Kenya, South Africa, Botswana, Uganda and Malawi.

The ratio of women to men in our executive education was 4:6. In total we delivered 117 training programmes to 2,838 leaders, achieving the targets by 127% and 110%, respectively. We recorded a total of 9,585 training days. Programme participants were primarily from the public sector (86%). The short-term programmes accounted for most of the training sessions.

The impact of our long-term programmes, spanning various sectors, was evidenced by testimonials from the alumni. Participants noted improvement in their abilities to make informed and ethical decisions, manage their emotions and that of others, and inspire positive change. These outcomes culminated in tangible institutional shifts, including policy reforms, novel initiatives for marginalised groups and higher-performing teams.

We continued to develop a new long-term programme to support emerging leaders in collaboration with HAUS Finnish Institute of Public Management. The plan is to launch it in the next financial year.

The reporting period also saw us holding our eighth graduation ceremony for the long-term executive programmes: Postgraduate Diploma in Leadership, Certificate in Leadership and Women's Leadership Programme. A total of 200 leaders graduated. Hon. George Boniface Simbachawene MP, Minister of State, President's Office – Public Service Management and Good Governance, attended as guest of honour. The keynote address was delivered by Mrs. Suzanne Innes-Stubb, First Lady of Finland and a renowned international expert in the fields of law and ethics.

What Leaders and Stakeholders Said About Our Executive Education Programmes



"Tanzania is setting an inspiring example [of progress in women's representation in leadership], H.E. President Samia Suluhu Hassan is a role model for girls and women across Tanzania and beyond. Leadership and professional development are not determined by gender, and I commend UONGOZI Institute's commitment in increasing women's participation in leadership through a dedicated training programme."

MRS. SUZANNE INNES-STUBB,
First Lady of Finland



"Initiatives like UONGOZI Institute's leadership programmes are so vital. They do more than build skills, they build ecosystems. These programmes empower women and men alike to lead with inclusivity, promote fairness and shape workplaces and institutions where everyone can thrive."

MS. KATHERINE GIFFORD, Deputy Representative,
UN Women – Tanzania



"When we began this programme, we realised that our class had people from different institutions, sectors, and countries. That composition as well as insights from lectures, case studies and discussions challenged us to think differently, lead change with empathy and courage, and above all, act with integrity"

DR. PETER MMARI, Director of Loan Allocation and Disbursement at Higher Education Students' Loans Board, and PGD graduate



"The Certificate in Leadership programme takes a self-paced learning approach, allowing participants to learn at their own speed and schedule. That experience alone has strengthened my leadership stamina; and taught me that discipline, peer support and self-awareness are the foundation of meaningful growth."

MS. BELINDA WERA, Head of Customer Experience and Digital Care Department at Vodacom Tanzania PLC, and CiL graduate



"This programme has actually made me become a good leader. I used to just think that leadership is just heading a team, leading people, giving instructions, but I came to realise that it is much more beyond that... it is much more beyond giving instructions. You have to lead by example. You have to lead with empathy, which is considering the emotions and feelings of others. "

MS. CHEFOR APIAMBOH, Diplomat in the Ministry of External Relations (Cameroon), and WLP graduate



Mrs. Suzanne Innes-Stubb, First Lady of Finland, delivers keynote address at the 8th graduation ceremony in May 2025



The graduating class of 2025



Amb. Dr. Moses Kusiluka, Chief Secretary of the United Republic of Tanzania, inaugurates the programme for leaders in higher learning institutions in Tanzania in September 2024



Launch of the CEO Induction Programme in October 2024



One of the in-class sessions of the Postgraduate Diploma in Leadership in September 2024



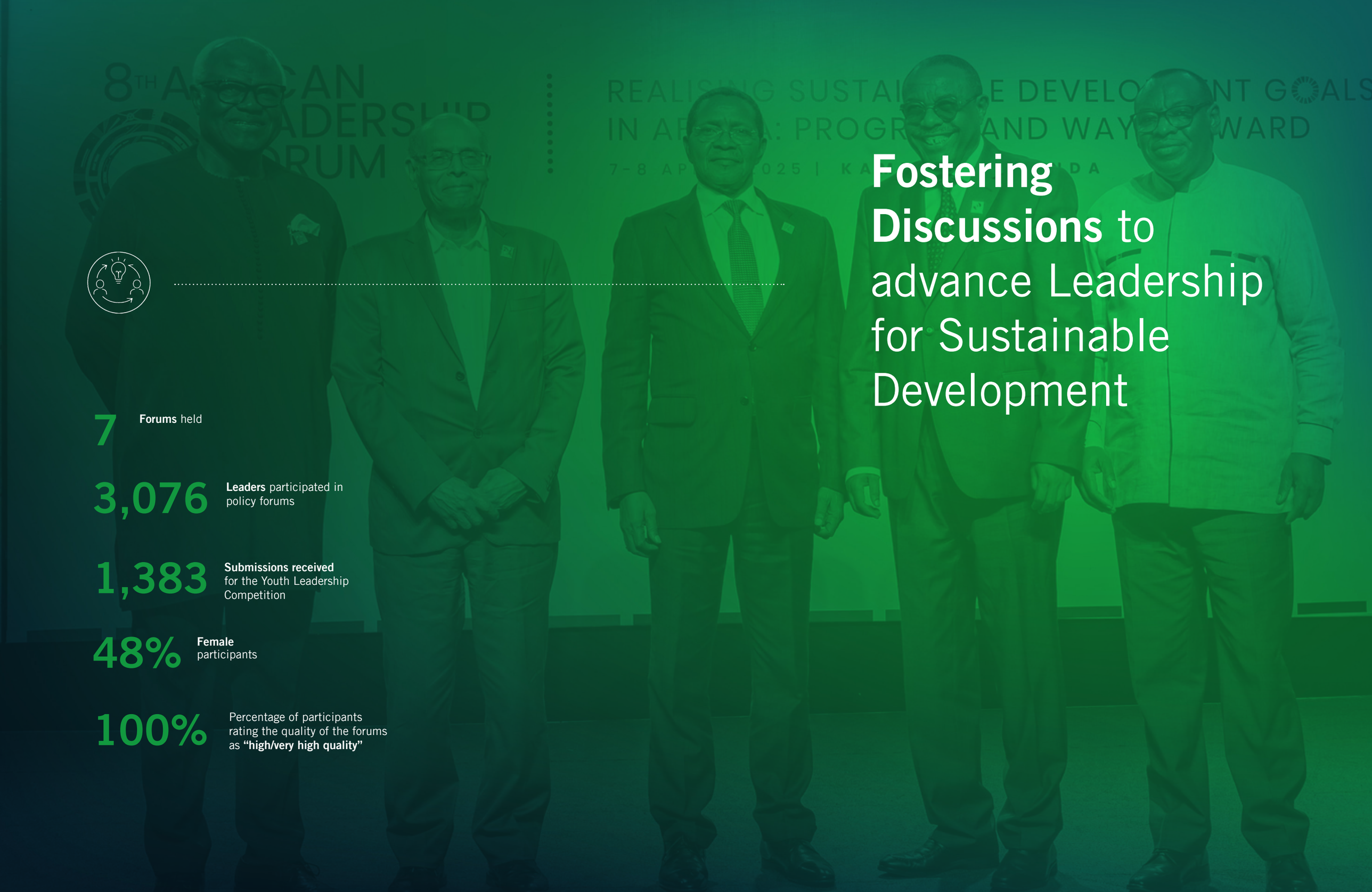
The first workshop of the programme for leaders in higher learning institutions in Tanzania in September 2024.



One of the in-class sessions of the Women's Leadership Programme in October 2024



Mastering Strategic Communication seminar in November 2024



Fostering Discussions to advance Leadership for Sustainable Development

7 **Forums** held

3,076 **Leaders** participated in policy forums

1,383 **Submissions received** for the Youth Leadership Competition

48% **Female** participants

100% Percentage of participants rating the quality of the forums as **“high/very high quality”**

As we look to the future; our goal is to continue creating extraordinary spaces for sharing insights; educational programmes and further understanding; and pursuing sustainable development in Africa.

We organised seven policy forums, with over 3,076 delegates from Tanzania and the wider continent. Three forums were of a regional scope; 8th African Leadership Forum (ALF), 4th Women's Leadership Forum (WLF), and the State of the Continent: Reigniting the African Renaissance; while four with a national coverage; leadership lessons from Edward Moringe Sokoine, 9th Green Growth Platform (GGP), dialogue on local governance, and dialogue on UONGOZI Institute's research studies in Zanzibar.

The success of these forums affirmed our ability to gather senior and emerging leaders to consider major cross-cutting issues that directly impact progress towards improving Africa's social, economic and environmental prospects.

Forums

- Leadership lessons from Edward Moringe Sokoine
- 4th Women's Leadership Forum
- National dialogue on local governance
- 9th Green Growth Platform
- 8th African Leadership Forum
- The State of the Continent: Reigniting the African Renaissance
- National dialogue on UONGOZI Institute's research studies in Zanzibar

The "Leadership lessons from Edward Moringe Sokoine" dialogue was organised as part of the launch of a book on the former Prime Minister of the United Republic of Tanzania, titled "Edward Moringe Sokoine: Maisha na Uongozi Wake". The dialogue reflected upon key lessons on leadership from him, including through the view of his selflessness, his integrity, and his devotion to knowledge and public service. The guest of honour was H.E. Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania.

The 4th Women's Leadership Forum convened leading public figures and thought leaders from across Africa to deliberate the prospect of fostering transformative women's leadership in Africa. It was officiated by Hon. Riziki Pembe Juma MP, Minister for Community Development, Gender, Elderly and Children, Zanzibar. Ms. Itumeleng Dlamini, a renowned leadership expert, who now serves as Chairperson of the African Union's Committee on African Corporate Governance Principles and Guidelines under the African Peer Review Mechanism, delivered the keynote address.

The national dialogue on local governance, organised in collaboration with the President's Office–Regional Administration and Local Government (PO–RALG), discussed actions and strategies for sound leadership to improve efficiency and service delivery. The guest of honour was Hon. Mohamed Omary Mchengerwa MP, Minister of State, PO–RALG.

The 9th Green Growth Platform was held under the patronage of H.E. Dr. Philip Isdor Mpango, Vice President of the United Republic of Tanzania. It brought together chief executive officers of public institutions, as well as development partners and business leaders to discuss climate change and carbon trading. It was organised in collaboration with the Vice President's Office and NDC Partnership.

The 8th African Leadership Forum was convened by H.E. Dr. Jakaya Mrisho Kikwete, ALF Patron and former President of the United Republic of Tanzania, and H.E. Hailemariam Dessalegn Boshe, former Prime Minister of the Federal Democratic Republic of Ethiopia. The theme was "Realising sustainable development goals in Africa: Progress and way forward".

It was organised as a key event preceding the UNECA's Africa Regional Forum on Sustainable Development, which was held in the same venue from 9–11 April 2025. H.E. Gen Yoweri Kaguta Museveni, President of the Republic of Uganda, officiated the event. The delegates of the forum included H.E. Dr. Mohamed Moncef Marzouki, former President of the Republic of Tunisia; and H.E. Dr. Ernest Bai Koroma, former President of the Republic of Sierra Leone; as well as leaders from all parts of the continent – and from a range of professions in government, business, academia and civil society. Its recommendations were considered in the Kampala Declaration, which will be presented to the United Nations' High-Level Political Forum on sustainable development in the next financial year.

"The State of the Continent: Reigniting the African Renaissance" town hall, organised as part of the 15th Thabo Mbeki Africa Day activities in Tanzania, had H.E. Thabo Mbeki, former President of the Republic of South Africa, as the main speaker. The event engaged students, academics, and citizens across the continent on the urgent task of reigniting the African renaissance.

The national dialogue on UONGOZI Institute's research studies in Zanzibar was organised in collaboration with the Revolutionary Government of Zanzibar. Insights from our latest research on water security and climate change adaptation in Zanzibar were discussed. The first study assesses the potential for rainwater harvesting in Zanzibar while also reflecting on the enabling environment, climate change and rapid urban growth. The second study evaluates Zanzibar's climate policies and governance structures to drive and sustain climate adaptation efforts.

What Leaders and Stakeholders Said During Our Policy Dialogues



"The great leadership lessons from Sokoine are integrity, loyalty and commitment to excellence in public service."

H.E. DR. SAMIA SULUHU HASSAN, President of the United Republic of Tanzania, during the dialogue on leadership lessons from Edward Moringe Sokoine



"Africa cannot achieve sustainable development unless it undergoes a deliberate process of transformation... just like in biology, where a caterpillar turns into a butterfly."

H.E. GEN. YOWERI KAGUTA MUSEVENI, President of the Republic of Uganda, during the 8th African Leadership Forum



"There is a low level of awareness and understanding of carbon trading among stakeholders. We need greater awareness from local government officials, the general public, defence and security organs, and the media to fully unlock the potential of carbon trading in Tanzania."

H.E. DR. PHILIP ISDOR MPANGO, Vice President of the United Republic of Tanzania, during the 9th Green Growth Platform



"We must move beyond business-as-usual. Now is the time for bold reforms, effective resource mobilisation, high-level political will and enhanced accountability. Only through this collective resolve can we turn ambition into action and vision into impact."

H.E. DR. JAKAYA MRISHO KIKWETE, ALF Patron and fourth President of the United Republic of Tanzania, during the 8th African Leadership Forum



"We have to strengthen governance and institutions. We need a transparent, accountable, and inclusive governance structure that promotes the rule of law and combats corruption and illicit financial flows"

H.E. HAILEMARIAM DESSALEGN BOSHE, former Prime Minister of the Federal Democratic Republic of Ethiopia, during the 8th African Leadership Forum

H.E. Gen. Yoweri Kaguta Museveni, President of the Republic of Uganda, addresses the 8th African Leadership Forum in April 2025



Launch of the book on the late Prime Minister Edward Moringe Sokoine. L-R: Amb. Joseph Sokoine, son of the late prime minister and Ambassador of Tanzania to Canada; Mrs. Nekiteto Sokoine, second wife of the late prime minister; H.E. Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania; Mrs. Napono Sokoine, first wife of the late prime minister; and Ms. Namelok Sokoine, daughter of the late prime minister



A panel discussion during the 8th African Leadership Forum in April 2025
L-R: Mr. Mafa Chipeta, Former FAO representative to Ethiopia, the African Union and UNECA, FAO Subregional Coordinator for Eastern Africa; H.E. Dr. Mohamed Moncef Marzouki, Former President of the Republic of Tunisia; H.E. Dr. Ernest Bai Koroma, Former President of the Republic of Sierra Leone; H.E. Dr. Jakaya Mrisho Kikwete, ALF Patron and Former President of the United Republic of Tanzania; and H.E. Hailemariam Dessalegn Boshe, Former Prime Minister, Federal Democratic Republic of Ethiopia



H.E. Dr. Philip Isdor Mpango, Vice President of the United Republic of Tanzania, officiates the 9th Green Growth Platform in March 2025

Discussion during the national dialogue on local governance in December 2024



H.E. Thabo Mbeki, Former President of the Republic of South Africa, during the town hall on "The state of the continent: reigniting the African renaissance" in May 2025



The 4th Women's Leadership Forum in October 2024



Discussion during the national dialogue on UONGOZI Institute's research studies in June 2025

Youth Leadership Competition

As part of our African Leadership Forum (ALF), we opened the doors again to young Africans to contribute to important discussions on leadership and sustainable development. Our target remained: African citizens (including the diaspora) between the ages of 18 and 25. We asked them to respond to the question:

> **If you were an African leader, how would you accelerate the implementation of SDGs on the continent?**

Over 1,300 entries were received, representing an enormous variety of solutions and ideas on how to accelerate the implementation of Sustainable Development Goals in Africa. The essays were judged on the basis of originality, creativity, use of language and relevance to the question. The top five winners received their prizes at the award ceremony during the ALF, hosted by H.E. Kikwete and H.E. Boshe. Furthermore, they had the opportunity to take part in the forum's sessions and present posters that visually describe their ideas in the exhibition space.



MacDonald Maduabuchi

Nigeria

OVERALL WINNER

Seizing The Moment, Shaping The Future: Africa's SDG Journey

Synopsis
An African father, embroiled in indigenous wisdom, enlightens his son Uchendu, that Africa's journey towards realising the Sustainable Development Goals involves addressing fundamental, deeply rooted challenges–the foundational branches–that overwhelm the continent's progress. By cultivating and nurturing this tree, he suggests that Africa can incrementally incline towards achieving the SDGs. In Papa's words "The iroko tree does not grow in a day."

Style
Narrative

Interventions
- Strengthen home-grown policies
- Invest in human capital
- Industrialise with sustainability
- Bridge the Gap between policy and action
- Trade protections



Takudzwanashe Bvurire

Zimbabwe

FIRST RUNNER-UP

The Peasants Of Alkebulan

Synopsis
The governor of Alkebulan [Africa] explains to the Emperor of the Universe that for his territory to meet the Sustainable Development Goals it needs to provide food security and capacity building for the rural communities which constitute 55% of the demographic.

Style
Narrative

Interventions
- Facilitate rural self-sufficiency
- Equip and build capacity in communities
- Diversify and add value to industry
- Introduce policies to the growth of communities



Britney Ngube

Cameroon

THIRD RUNNER-UP

Reimagining Africa's Future: A Bold Leadership Approach To Accelerating The Implementation of SDGs

Synopsis
Africa is not just a continent of potential—it is a continent of action. The continent stands at a crucial turning point in its journey towards achieving the Sustainable Development Goals. While some progress has been made, challenges like poverty, inequality, climate change, and bureaucratic inefficiencies continue to hinder sustainable development. This essay proposes a bold leadership approach to fast-tracking SDG implementation.

Style
Argumentative

Interventions
- Implement technology-driven governance
- Establish youth-centric policies
- Strengthen gender-inclusive economic transformation
- Promote climate resilience
- Advocate for strategic economic partnerships
- Finance SDG implementation through diaspora bonds



Nantambi Bushirah

Uganda

SECOND RUNNER-UP

How We Stopped Talking And Got Things Done: A Letter From The Future

Synopsis
This essay envisions a future where Africa breaks free from endless discussions and takes bold action to achieve real development. It challenges African youth to stop waiting for change and start building the future themselves.

Style
Descriptive and narrative

Interventions
- Modernise agriculture to attract youth involvement and transform the economy
- Reform education systems
- Improve the infrastructure
- Support women entrepreneurs
- Prevent and combat corruption
- End aid dependency



Paschazia Mbungu

Tanzania

FOURTH RUNNER-UP

A Symphony Of Victory

Synopsis
A visionary leader delivers a speech on how the resource-rich Africa can accelerate the implementation of Sustainable Development Goals for the betterment of its people..

Style
Narrative

Interventions
- Strengthen governance systems
- Make public healthcare more accessible and affordable
- Take rapid action to protect the climate
- Build and maintain peace



A group photo following the award ceremony for winners of the Youth Leadership Competition 2025

Deepening Knowledge through Research

5 **Action research** studies completed

4 **Research papers** published

1 **Biography published** on a Tanzanian prime minister

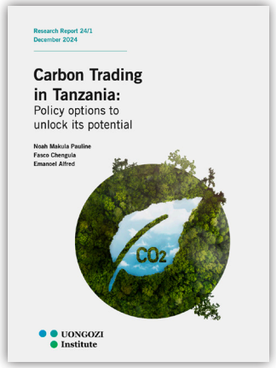
We published four research papers on carbon trading, foreign direct investments, forest governance, and strategic minerals. These studies offer policymakers and stakeholders with practical recommendations and insights to address the challenges and leverage opportunities in the sectors. The carbon trading study contributed to shaping Tanzania's revised Environmental Management Act (2004), which was approved by the Parliament on 12 February 2025. Among others, the amended law adopted the suggestion to widen the responsible minister's authority to oversee climate change matters for effective planning.

One of our long-term research projects, the contribution of women to leadership in Tanzania, has been completed. The publication of this study as well as completion of the other study on leadership development in Tanzania are expected to be finalised in the first quarter of 2025/26.

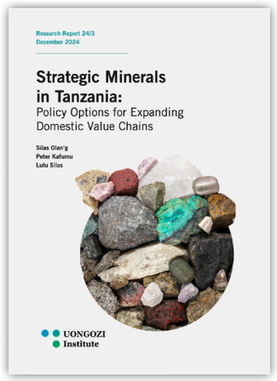
Other completed research projects:

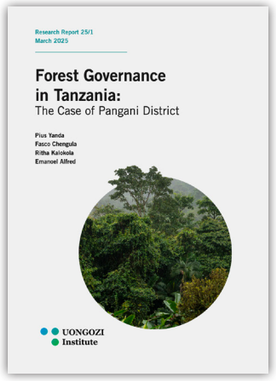
- Exploring the role of governance frameworks in fostering climate change adaptation in Zanzibar
- Enhancing water security: unlocking the potential of rainwater harvesting in Zanzibar
- Navigating urban expansion: viable options for sustainable and green cities in Tanzania
- Transition to clean cooking in Tanzania: prospects and policy implications

Published research papers





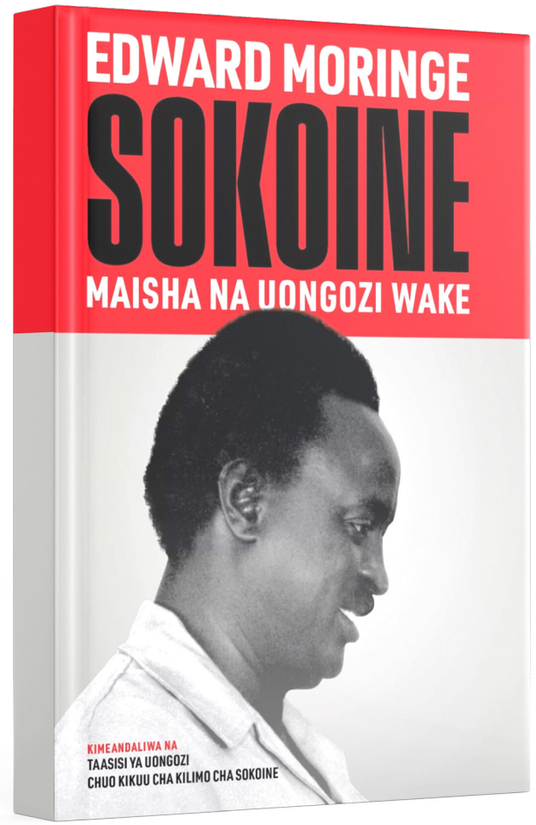




Leadership Memoirs Project

The Leadership Memoirs Project this year embraced a biographical work with the launch of "Edward Moringe Sokoine: Maisha na Uongozi Wake". This book covers the life journey of the late Edward Moringe Sokoine, former Prime Minister of the United Republic of Tanzania, from the Maasai community to serving various leadership roles. The work aims to expand the historical record of Tanzania and the wider continent in the later half of the 20th century. Preliminary work to produce a biography of the late Rashid Mfaume Kawawa, former Prime Minister of the United Republic of Tanzania, began.

The printing of a compilation of speeches by the late Ali Hassan Mwinyi, former President of the United Republic of Tanzania, has been completed. The collection is expected to be launched at one of the Institute's events in 2025/26.



Aligning Systems and Processes for Sustainable Development

Our Advisory Services continued to support senior leaders within organisations to review and improve their policies, systems, processes and plans. Six assignments were completed under this portfolio, which exceeded our target of five.

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

President's Office–Public Service Management and Good Governance	The support to this Office focused on the Gender Mainstreaming Guidelines for the Public Service, which were launched at the 3rd Women's Leadership Forum in 2023. We assisted them to convene key public sector leaders and facilitate a discussion on the integration of the guidelines into a range of practices within the sector, including professional development programmes.
Ministry of Foreign Affairs and East African Cooperation	Our assistance to the Ministry was on the review of its Dr. Salim Ahmed Salim Centre for Foreign Relations (CFR). We carried out an extensive evaluation and offered practical recommendations, such as revising the legal framework to enable autonomy; ensuring clarity of mandate and institutional sustainability; strengthening governance mechanisms; and upgrading infrastructure; and curriculum modernisation to ensure relevance.
Prime Minister's Office (Policy, Coordination and Parliament)	This office was supported in institutionalising monitoring and evaluation (M&E) practices across the government. This included a development of a M&E readiness assessment tool, and an operational manual to guide government ministries, departments and agencies.
Ministry of Home Affairs	We assisted the Ministry to develop a framework for training needs assessment (TNA) and to perform one for a leadership programme designed for senior officials.
The Revolutionary Government of Zanzibar (First Vice President's Office)	We supported the development of the Zanzibar Environmental Policy 2025. We organised policy dialogues and conducted research. This included practical insights that reflect Zanzibar's distinct ecological and socio-economic context while supporting its blue economy agenda, climate resilience strategies, and sustainable development priorities.
African Group of Negotiators on Climate Change (AGN)	The Group was assisted to develop the keynote paper on "Mobilising climate finance in Africa: new approaches in a changing global landscape." The paper encourages the Group to broaden its advocacy beyond traditional climate finance sources, and to explore innovative, resource-based solutions grounded in Africa's natural capital and development priorities.

Sharing **Insights and Knowledge**

Our effective media, communications and Resource Centre work continued to share our institutions' latest thinking and insights into leadership and sustainable development issues. We strategically promoted this through our broad communications platforms and public engagement work across different media formats and channels. Our team consistently strives to find strategic and innovative approaches to inform, inspire and engage with the expanding range of diverse audiences in Africa and beyond.

6 **"Meet the Leader"** and **"In Focus"** interviews produced

9,618 **Visits** recorded at the Resource Centre

233 **New Resource Centre members registered**

107,917 **Website** visitors

12.6 Million Content views on **X (formerly Twitter)**

172,967 Content views on **Facebook**

1.1 Million Content views on **LinkedIn**

127,001 Content views on **YouTube**

500,021 Content views on **Instagram**

Meet the Leader Interviews

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

SPECIAL EDITION ON THE AFRICAN LEADERSHIP FORUM 2025

This high-level dialogue on the prospect of realising the SDGs in Africa features:



H.E. Dr. Jakaya Mrisho Kikwete, ALF Patron and fourth President of the United Republic of Tanzania,



H.E. Dr. Ernest Bai Koroma, former President of the Republic of Sierra Leone



H.E. Hailemariam Dessalegn Boshe, former Prime Minister of the Federal Democratic Republic of Ethiopia



H.E. Dr. Mohamed Moncef Marzouki, former President of the Republic of Tunisia;



Mr. Mafa Chipeta, Former FAO representative to Ethiopia, the African Union and UNECA, and FAO Subregional Coordinator for Eastern Africa.



Dr. Antonio Pedro, Deputy Executive Secretary of UNECA

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In Focus Interviews

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



FOSTERING TRANSFORMATIVE LEADERSHIP IN AFRICA

Ms. Itumeleng Dlamini, Corporate Governance Advisor to the African Union's African Peer Review Mechanism (APRM), unpacks the concept of transformational leadership and its role in driving inclusive development in Africa.



PARTNERSHIPS AND INSTITUTIONS FOR SDGS IMPLEMENTATION IN AFRICA

Mr. Mafa Chipeta, former FAO Representative to Ethiopia, the African Union and UNECA, and FAO Subregional Coordinator for Eastern Africa, discusses the role of partnerships and institutions n in pushing the SDG agenda forward in Africa.



"LOSS AND DAMAGE" IN FOSTERING AFRICA'S RESILIENCE TO CLIMATE CHANGE

Prof. Chukwumerije Okereke, Professor of Global Climate Governance and Public Policy, University of Bristol – School of Policy Studies, shares why integrating strategies to manage "loss and damage" is critical in enhancing climate resilience and securing necessary support to cope with related challenges.



EDUCATION AND SKILLS DEVELOPMENT IN AFRICA

Dr. Charles Mberi Kimpolo, Director, AIMS Industry Initiative, dives into the role of education and skills development in driving Africa's economic transformation.



YOUTH AND TRANSFORMATIONAL CHANGE IN AFRICA

Ms. Christine Musisi, Executive Director and Founder, Inuka Ongoza Afrika (INOZA), reflects on how Africa can leverage its inner strength of fast-growing youth population to meet the sustainable development goals.
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The Resource Centre

Our Resource Centre attracted 9,618 visitors and registered 233 new members.

The Centre also acquired new print and digital titles, and hosted six events in Dar es Salaam featuring renowned experts in the fields of leadership and development. Speakers included Hon. Anne Makinda, former Speaker of the Parliament of Tanzania; Amb. Dr. Aziz Mlima, former Tanzania Ambassador; Prof. Issa Shivji, Professor Emeritus at the University of Dar es Salaam; Ms. Miranda Naiman, Founder and Managing Partner of Empower Ltd; Ms. Brenda Msangi, Chief Executive Officer of CCBRT; Ms. Atteeya Sumar, Country Director Aga Khan Foundation; and Mr. Bakari Machumu, Founder and CEO of BSM Washauri Ltd.

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



Prof. Issa Shivji as he shares lessons from the book on the late Prime Minister Edward Moringe Sokoine

Ms. Miranda Naiman during the book discussion on “Optimal: How to sustain personal and organizational excellence every day”

Mr. Bakari Machumu during the book discussion on “Conscious leadership: Elevating humanity through business”

Communications

The year saw us continuing to expand our online presence which has further enchanced our profile within and outside Tanzania.

Our website received 107,917 visitors. The engagement rate, which measures how visitors interact with content on different pages, reached 218%. Our long-term executive education programmes and the Youth Leadership Competition attracted most interest.

Our social media content, including YouTube, X (formerly Twitter), LinkedIn, Facebook and Instagram, reached over 14.6 million people. The engagement rate (e.g. reposts, likes) was at 40%. The most viewed content included the launch of the late Edward Moringe Sokoine's biography, the 8th ALF and graduation ceremony.

Our audience was mainly from East Africa, South Africa, Nigeria, Kenya, United States and United Kingdom. Most were in senior positions (50%), including c-suite, director level, and senior manager levels. Some 30% of them were junior professionals. Their industries include government administration, banking, non-profit organisations, higher education, business and consulting services.

Measuring the **Impact of our Work**

The Monitoring and Evaluation Unit continued to play a key role in supporting decision-making within the Institute by tracking progress towards intended goals, assessing the achievement of expected results, identifying implementation challenges and highlighting unintended effects of planned activities. In addition, the Unit maintained a learning culture within the Institute aimed at promoting continuous improvement.

We continued to monitor planned outputs to ensure that the implementation was on track through management and programme meetings, and continued to conduct client feedback surveys. Our commitment to continuous learning and improvement was demonstrated through reflection meetings that assessed the operating environment, approaches, and partnerships.

The meetings also put forward strategies for future direction. Furthermore, we organised 16 field visits, particularly to assess our long-term executive education programmes. The review offered insights into programme design and delivery.

We completed the mid-term review of our current strategy (2021–2026) as well as the outcome evaluation of our Women's Leadership Programme.

These findings will contribute to the development of the next strategic plan (2026–2031).

Quarterly and annual performance reports were also prepared and shared with various stakeholders, including the Government of Tanzania, the Government of Finland, and the European Union.



A strategic planning session with Board Directors and staff in May 2025.

People and **Organisational Development**

Our employee development programmes continued to be instrumental in building effective teams and ensuring business success. These programmes included individual and group training, as well as professional seminars and conferences. A total of 16 programmes were implemented and completed. Topics covered included financial management of donor-funded projects, policy analysis, strategic leadership, human resources and administration, procurement and library management.

Our scheme of service programme, which outlined the qualifications and levels of experience required for each position in the new organisational structure, was approved by the President's Office – Public Service Management and Good Governance (PO–PSMGG). Furthermore, approval for the Staff Incentive Policy and the Anti-Corruption and Anti-Fraud Policy was also granted by the same office.

Only one resignation was recorded (Personal Assistant to the CEO), and the Institute continued to work with the Public Service Recruitment Secretariat to fill eight vacant positions. The latter included issuing a vacancy announcement and making preparations for the shortlisting phase.

Partnering for **Impact**

Central to our work is partnerships, which allow us to continually expand the reach and depth of the activities that we undertake. Collaborative work also promotes new thinking and innovation. During the year, we had the privilege and honour of partnering with:

FINANCING PARTNERS	▒ The Government of Tanzania ▒ The Government of Finland ▒ The European Union
PROGRAMME PARTNERS (NATIONAL)	▒ The Cabinet Secretariat ▒ The President's Office – Public Service Management and Good Governance ▒ The President's Office – Regional Administration and Local Governance ▒ The Vice President's Office ▒ The Prime Minister's Office ▒ The Office of the Chief Secretary and Secretary of Revolutionary Council of the Revolutionary Government of Zanzibar ▒ Ministry of Foreign Affairs and East African Cooperation ▒ Ministry of Home Affairs ▒ The Office of the Treasury Registrar
PROGRAMME PARTNERS (REGIONAL AND INTERNATIONAL)	▒ Aalto University Executive Education and Professional Development ▒ Finnish Institute of Public Management (HAUS) ▒ United Nations Economic Commission for Africa ▒ Hailemariam & Roman Foundation ▒ Thabo Mbeki Foundation ▒ NDC Partnership ▒ UN Women

Finances

4.95 Million Euros received from the governments of Tanzania and Finland

876,576 Euros raised from training fees and sponsorships

1.2 Million Euros saved through cost-sharing

In July 2024, we successfully migrated core business processes to the Enterprise Resource Management System (ERMS), which manages and automates end-to-end internal business operations. Modules implemented included planning, budgeting, accounts, reporting, human resources, and leave management. The system has improved efficiency, reinforced internal controls and enhanced compliance with financial regulations.

With an actual revenue of EUR 7.06 million compared to an estimated EUR 8.37 million, the Institute met 84% of its target. Government grants made up 70% of the resources mobilised, with project funding, training fees, sponsorship and royalties standing at 3%, 9%, and 1%, respectively. In-kind support through cost-sharing arrangements accounted for a 17% share of the actual revenue. We remain grateful to our clients and partners for this financial support, allowing us to advance our mission of inspiring and equipping African leadership to deliver inclusive and sustainable solutions for African citizens.

INCOME RECEIVED	2024/25		
	Actual Income (EUR)	Estimated Income (EUR)	Share of total actual income (%)
GOVERNMENT GRANTS			
Core funding *(Contribution by Tanzania)*	3,955,051	4,386,299	56%
Earmarked funding *(Contribution by Finland)*	1,000,000	1,000,000	14%
Sub-total government grants	**4,955,051**	**5,386,299**	**70%**
OTHER SOURCES			
Project funding *(European Union)*	201,429	219,375	3%
Training fees	623,889	1,268,170	9%
Sponsorships & royalties	51,258	85,780	1%
Sub-total other sources	**876,576**	**1,573,325**	**13%**
Sub-total government grants and other sources	**5,831,627**	**6,959,624**	**83%**
Cost sharing (in-kind contributions)	1,230,005	1,408,168	17%
TOTAL INCOME	**7,061,632**	**8,367,792**	**100%**

Auditor's Report

Report of the Controller and Auditor General on the financial statements and compliance audit for the financial year ended 30 June 2025

Unqualified Opinion

I have audited the financial statements of Uongozi Institute, which comprise the statement of financial position as at 30 June 2025, 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 the Uongozi Institute as at 30 June 2025, 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, as issued by the International Public Sector Accounting Standards Board (IPSASB) and in the manner required by the Public Finance Act, Cap. 348.

Basis for Opinion

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

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

Key audit matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. 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, statement of management responsibility, and Declaration by the Head of Finance, but does not include the financial statements and my audit report thereon, which I obtained prior to the date of this auditor's report.

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 it 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 scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my audit report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit

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

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

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

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

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

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

Further, Section 48(3) of the Public Procurement Act, 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 conducted a compliance audit of the procurement of works, goods and services at Uongozi Institute for the year ended 30 June 2025 as per the Public Procurement Act, 2023, the Public Procurement Regulations, 2024, and related directives. I examined each phase of the procurement life cycle, including advertising of tenders, evaluation of bids, award of contracts and contract management, to confirm that the entity issued competitive solicitations, applied approved evaluation criteria, secured authorisations before award and maintained complete transaction records.

Conclusion
Based on the audit procedures performed, I conclude that, except for the matter described below, Uongozi Institute generally complies, in all material respects, with the requirements of the Public Procurement laws in Tanzania.

Procurement of service without raising a Call off Order TZS 9,240,000.00

Section 52 of the Public Procurement Act, No. 10 of 2023, provides for procurement through framework agreements and requires that procurement under such arrangements be conducted in accordance with the procedures prescribed in the Regulations Moreover Regulation 127 of the Public Procurement Regulations, GN No. 261 of 2025, stipulates that where a procuring entity has entered into a framework agreement, procurement of goods shall be affected through the issuance of call-off orders (local purchase orders) in accordance with the terms of the framework agreement.

Our audit review of procurement transactions at Uongozi Institute noted that service worth TZS 9,240,000.00 were procured from a supplier without the issuance of a Call Off Order. This practice is contrary to the above-cited procurement regulations.

Compliance with the Budget Act and other Budget Guidelines

Subject matter: Budget formulation and execution
I conducted a compliance audit of budget formulation and execution at Uongozi Institute for the year ended 30 June 2025 as per the Budget Act, Cap. 439, and the Budget Guidelines issued by the Ministry of Finance. I reviewed budget submissions, approval memoranda, commitment registers, ledger entries and variance analyses to confirm that the entity prepared estimates in the prescribed format, obtained timely authorisations before incurring obligations, recorded transactions accurately and reported variances as required.

Conclusion
Based on the audit procedures performed, I conclude that, except for the matters described below, Uongozi Institute generally complies, in all material respects, with the requirements of the Budget Act and related Budget Guidelines.

Overbudgeting of Procurement of Goods and Services – TZS 46,454,576.27

Our audit noted that Uongozi Institute significantly overbudgeted for the procurement of certain goods and services during the financial year under review. Specifically, the Institute budgeted a total of TZS 80,000,000 for two contracts, while the actual expenditure amounted to only TZS 33.545.423.73. This resulted in an overbudgeted amount of TZS 46,454,576.27, equivalent to 138.48 % of the actual expenditure, which is contrary to section 69(3) of the Public Procurement Regulations, 2024, and Section 27 (4) of the Budget Act, 2015.

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

March 2026

Financial Statements

Statement of financial position as at 30 June 2025

ASSETS	NOTES	2024/2025	2023/2024 Restated
		TZS	TZS
Current Assets			
Cash and cash equivalents	12	8,911,178,066.50	7,401,823,387.00
Debtors	13	386,731,148.42	31,450,000.00
Inventories	14	32,859,895.78	22,716,548.00 8
Total current assets		**9,330,769,110.70**	**7,455,989,935.00**
Non-Current Assets			
Property and equipment	20	5,013,264,649.74	4,869,004,427.00
Intangible assets	21	739,568.49	1,479,137.00
Total non-current assets		**5,014,004,218.23**	**4,870,483,564.00**
Total Assets		**14,344,773,328.93**	**12,326,473,499.00**
LIABILITIES			
Current Liabilities			
Creditors & accrued charges	15	216,529,107.92	952,250,042.00
Provision for staff gratuity	16	269,484,963.16	209,796,254.00
Deferred grant	17	1,801,932,883.95	1,658,533,928.00
Operating reserve	18	2,109,850,420.00	2,109,850,420.00
		4,397,797,375.03	**4,930,430,644.00**
Non-Current Liabilities			
Provision for staff gratuity	16	591,021,803.12	460,115,321.00
Total liabilities		**4,988,819,178.15**	**5,390,545,965.00**
NET ASSETS		**9,355,954,150.78**	**6,935,927,534.00**
Net Assets			
Capital contributed by:			
Taxpayers' funds	19	3,593,816,853.00	3,593,816,853.00
Accumulated surplus		5,762,137,297.78	3,342,110,681.00
Total Net Assets		**9,355,954,150.78**	**6,935,927,534.00**

Statement of financial performance for the year ended 30 June 2025

INCOME	NOTES	2024/2025	2023/2024
		TZS	
Revenue grants		-	-
Revenue from non-exchange transactions	5	13,725,941,249.00	9,137,959,251.00
Revenue from exchange transactions	5	2,407,183,644.75	1,692,439,427.00
Total income		**16,133,124,893.75**	**10,830,398,678.00**
EXPENSES			
Wages, Salaries & Employee Benefits	7	3,153,638,998.02	2,740,809,007.00
Use of Goods and Services	8	10,424,944,001.00	7,112,063,838.00
Expected Credit Loss Expense		25,554,656.00	47,426,347.00
Depreciation & Amortisation	20&21	108,960,621.95	70,999,122.00
Total expenses		**13,713,098,276.97**	**9,971,298,314**
SURPLUS		**2,420,026,616.78**	**859,100,364.00**

Statement of cash flows for the year ended 30 June 2025

CASHFLOW FROM OPERATING ACTIVITIES	NOTES	2024/2025 TZS	2023/2024 TZS
Receipts			
Subvention from other Government entities	17	13,869,340,205.00	9,939,843,367.00
Revenue from exchange transactions		2,263,939,279.00	1,886,502,714.00
Total receipts		**16,133,279,484.00**	**11,826,346,081.00**
Payments			
Wages, salaries and employee benefits		(2,931,593,807.00)	(2,768,759,007.00)
Use of goods and services		(11,170,808,283.00)	(6,407,631,498.00)
Total payments		**(14,102,402,090.00)**	**(9,176,390,505.00)**
Net cash from operating activities		**2,030,877,394.00**	**2,649,955,576.00**
Cash flows from investing activities			
Acquisition of property, plant and equipment	20	(252,481,276.00)	(278,722,000.00)
Prepayment for vehicle purchase		(386,731,148.00)	-
Proceeds from sale of property, plant and equipment			8,465,000.00
Net cash used in investing activities		**(639,212,424.00)**	**(270,257,000.00)**
Cash flows from financing activities			
Funding of Operating Reserve		-	-
Net cash used in financing activities		**-**	-
Net (decrease) / increase in cash and cash equivalents		**1,391,664,970.**	**2,379,698,576.00**
Effect of foreign exchange rate changes		143,244,364.00	(202,528,287.00)
Cash and cash equivalents at the beginning of the year		7,510,765,036.00	5,333,594,747.00
Cash and cash equivalents at the end of the year		**9,045,674,370.00**	**7,510,765,036.00**

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