

NEWS LETTER

February 2021



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HIGHLIGHTS

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programme

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Postgraduate Diploma in
Leadership 2021/22

Research for sustainable
development



The United Republic of Tanzania

Message from the Ag. CEO



The financial year 2020/21, which began in July 2020, marks the final year of our second five-year strategic plan and the laying of foundations for our new strategy for 2021/22 – 2025/26. In this newsletter, we share key projects and activities that were achieved between July – December 2020.

In the previous newsletter, we touched on the measures that the Institute have implemented to respond to the changing environment brought about by the Coronavirus disease. These include embracing technology solutions to effectively and safely deliver services. During the reporting period, we launched the Certificate Programme in Leadership, our first online leadership programme for emerging leaders and executives in Africa. This self-paced programme, delivered in collaboration with Aalto University Executive Education of Finland, commenced with 46 participants from public, private and civil society organisations in Tanzania.

We continued to offer our Postgraduate Diploma in Leadership with a combination of online and offline sessions. It was gratifying to see a new cohort of 32 participants begin their studies.

In addition, the strong demand for our short-term programmes led us to delivering 11 courses to 337 leaders.

Turning to research and policy, one stakeholders' workshop to validate findings on the performance of the first phase of Legal Sector Reform Programme in Tanzania was held. We also released nine publications arising from our research project with the United Nations University World Institute for Development Economic Research (UNU-WIDER). With a focus on sustainable development, this project contributes to strengthening public policy-making in Tanzania and the East Africa region for socio-economic transformation. The adoption of digital tools for our television programmes, such as Zoom, allowed us to interview renowned experts from various parts of the globe on issues related to climate and environmental change, extractives, as well as corporate governance.

Finally, July 2020 saw the passing of the third President of the United Republic of Tanzania, H.E. Benjamin William Mkapa. H.E. Mkapa was a truly inspirational leader, who worked hard and demonstrated commitment to support Africa's transformation process. We were honoured to receive his support and guidance in various activities, especially the African Leadership Forum. Our tribute to him as a mentor, a patron, and the 'grandfather of the Institute' is published [here](#).

We remain grateful for the support and trust shown by our stakeholders and clients. As we prepare to implement our next five-year strategy, we welcome you, whether as a client, or a supporter, to join us to promote sound leadership for sustainable development.

Kadari Singo
Ag. Chief Executive Officer

Highlights July - December 2020



11

Executive Education
programmes delivered



337

Leaders participated
in these programmes



32

Leaders joined
Postgraduate Diploma in
Leadership for 2020/21



August

Launched Online
Certificate Programme
in Leadership



46

Tanzanian emerging
leaders & executives
joined the programme



Of participants rated our
programmes as either
'high quality' or 'very high
quality'



9

Research publications
released



2,250+

Clients received &
served by our
Resource Centre



Three

Televised programmes
recorded virtually, one aired



One

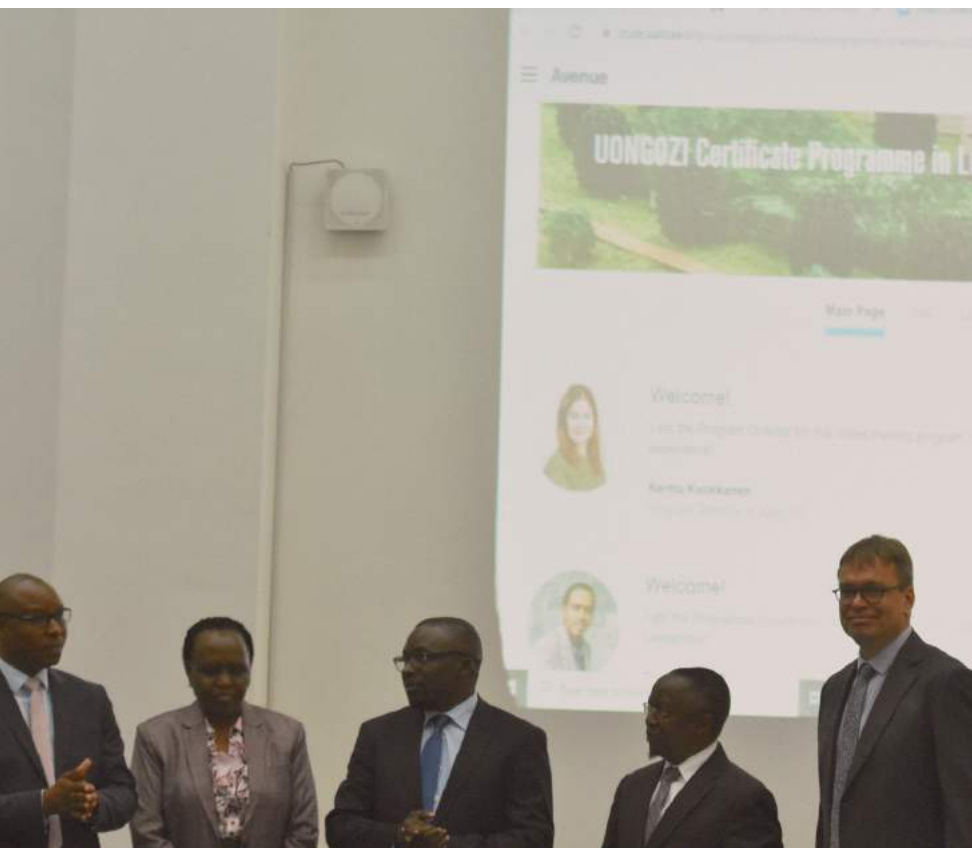
Stakeholders'
workshop held

UONGOZI Institute launches first online leadership programme

On 31 August 2020, we launched the Certificate Programme in Leadership, our first online programme. The launching ceremony, officiated by Dr. Moses Kusiluka, Permanent Secretary – State House, was held in the presence of the Institute's stakeholders. These included Dr. Laurean Ndumbaro, Permanent Secretary – President's Office, Public Service Management and Good Governance. Programme participants were also present.

This programme is part of our long-term leadership programmes, delivered in collaboration with Aalto University Executive Education of Finland.

Designed for African emerging leaders and executives working in any function or industry across the continent, the programme aims to equip participants with tools to strengthen their strategic leadership skills; master service and process development; and drive sustainable change.



It consists of three modules that are run over the course of six months. Participants are required to commit up to four hours a week in order to complete the syllabus.

In his remarks, Dr. Kusikula congratulated the Institute for the initiative, noting that it shows its ability to adapt to change during unprecedented times. He remarked:

“Our country has made remarkable progress in the fight against coronavirus. For us to accelerate socio-economic growth, we need a skilled and committed workforce that is able to create innovative solutions and drive efficiency. I have faith that this programme will point us in that direction.”

Dr. Ndumbaro was pleased to learn that over 50% of the 46 participants enrolled into the programme were women in managerial and leadership positions. He observed this demonstrated progress towards ‘equality for all’ in society.

On his part, the Acting Chief Executive of the Institute, Mr. Kadari Singo, said the rapid changes across the globe provided the catalyst for the Institute to embrace technology solutions to strengthen leadership programme delivery.

Mr. Singo explained:

“The Institute has accelerated its digital transformation to reach clients and stakeholders within and outside the country in new ways. This online programme largely employs the self-paced learning approach, which allows participants to create their own learning experiences, anywhere, at their own speed.”

He added that the first cohort will complete their studies in April 2021. Graduates will have an additional advantage into the UONGOZI Executive Programme, Postgraduate Diploma in Leadership.

New analytical skills programme offers civil servants tools and techniques to develop effective policies

Effective policies are the cornerstone of development. They allow governments to meet most, if not all, of their stated objectives by the best use of resources available. When policies fail, the implications, be it monetary or otherwise, can be significant. In the fast-changing world, public policy making is becoming increasingly complex and unpredictable. For it to be fully effective, civil servants must have strong, forward-looking policy development capabilities, with a good understanding of the contexts within which they are working in addition to comprehending government priorities.

In November 2020, we introduced Analytical Skills for Executives – a hands-on training programme that aims to strengthen the ability of civil servants to apply logical thinking to solve complex problems, particularly in relation to public policy development. With the Ministry of Foreign Affairs and East African Cooperation (MoFAEAC) and UNDP as initial partners, we have offered this programme to 76 senior staff of the MoFAEAC.



“Generally, our programmes encourage active and practical learning. This programme is no different. It employs lectures, skill-building exercises, and real-life case studies to help participants learn how to find solutions to complex issues and communicate their solutions, or rather recommendations, to multiple audiences,” said Ms. Maria Kinyonge, Training Coordinator, UONGOZI Institute.

One of the participants, Mr. Albert Philip – Economist, said the programme is ‘ground-breaking’ and ‘interactive’. He observed:

“For me, it fosters participation; you learn, make mistakes, and improve. It encourages us to become better communicators, critical thinkers, researchers, problem solvers, and innovators.”

This programme includes five courses (Personal Leadership; Emotional Intelligence; Problem Solving Skills; Writing Skills; and Presentation Skills) that run over the course of five days.

To learn more about this programme and others offered by the Institute, email us info@uongozi.or.tz.

Leading and engaging Generation Z in the workplace

Do you recall life before social media, where instead of ‘DM’ing^[1] your friend, relative or partner, you would put pen to paper, compose a letter, and mail it to them? If your answer to this question is ‘Yes’, you are probably not a Gen Zer.

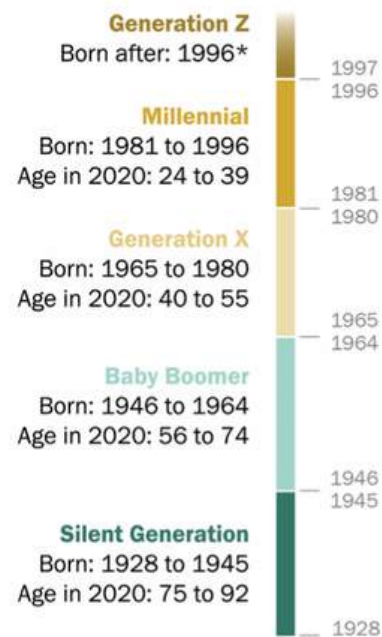
A ‘Gen Zer’ is a member of Generation Z, a group of people who were born between mid-1990s to early 2000s. The Gen Zers were the first to be born into the era of vast technological advances and innovations, including smartphone, smart TV, and social media. That earned them the nickname of ‘Digital natives’. The oldest members of this generation have begun to enter the workforce, with unique expectations and viewpoints on the conduct of the business world. Research indicates that these youngsters bring a more adaptable, creative, growth mindset to the workplace. To lead and engage with this group, leaders need to be more empathetic, open-minded, and receptive to innovation.

Be empathetic

Having been raised around digital technology, fast-paced innovation and the gig economy, Gen Zers have their own ways of thinking, communicating, and working. Thus, leaders need to understand what matters to them, identify their strengths and enable them to effectively overcome their weaknesses.

Empathy is commonly described as the ability to put yourself in someone else’s shoes. It is essential for competent leadership. Empathy enables a leader to build and develop relations with those they lead – and often improve their performance. Can it be learned? To some extent. Some studies suggest that empathy can be learned and enhanced through training and practice.

The generations defined



*No chronological endpoint has been set for this group.

“On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far”

PEW RESEARCH CENTER

^[1] DM’ing is an informal term, commonly used by the young generation to refer to sending a private message on social media. Origin: The Direct Message (DM) feature of the social media application Twitter.

Julieth Magambo, Assistant Commissioner for National Planning (M&E) at the Ministry of Finance and Planning, participated in our leadership programme in August 2020. The programme included two courses that address the role of nurturing a leader's capacity for empathy; Personal Leadership and Emotional Intelligence. She observed:

"I lead a team comprised mainly of Gen Zers, I must be conscious of their needs and talents – and create an environment in which they can thrive. It is fascinating how this programme enables us to understand where we are on the empathy scale, and appreciate the role of empathy in improving employee productivity and retention."

Be open-minded

Recently, the concept of 'intellectual humility' has given us a better way to think about open-mindedness. Psychologists and philosophers argue that intellectual humility is the virtue that sits between the willingness to change and the wisdom to know when not to. We become open-minded when we are intellectually humble and interested in listening to the opinion of others.

Gen Zers cherish the room to learn, be heard, and be taken seriously. Open-minded leadership facilitates the opportunity for this room. Leaders need to show Gen Zers that their ideas are valued and views respected. Constructive feedback and greater face-to-face communication offer leaders greater opportunity to make genuine connections with this generation. When they do this, they foster trust, creativity, and the collaboration needed to meet organisational goals.

They also develop techniques for constructively preventing, managing, and addressing conflicts that arise within the team.



Be innovative

Gen Zers are often tech-savvy, independent-minded, and unafraid of trying new things within their careers. They prefer to use technology for basically everything. To cultivate their full potential, leaders must nurture innovation and keep pace with technological transformation.

Mr. Kadari Singo, Acting Chief Executive Officer of UONGOZI Institute, believes that Gen Zers have the power to shape the future of the workplace:

"In a constantly changing world, innovation is key to remaining resilient and relevant. Gen Zers see technology differently than us [older generations]. We must give them the opportunity to act on that to promote innovative and sustainable solutions. Principally, they are our ticket to a better future."

To learn more about courses offered by the Institute that can help you lead and engage with this generation and others email us info@uongozi.or.tz.



UONGOZI Executive Programme

POSTGRADUATE DIPLOMA
IN LEADERSHIP

Call for applications for 2021/22

UONGOZI Institute invites applications from leaders working in public, private and civil society organisations for a one-year Executive Programme, Postgraduate Diploma in Leadership. The programme, undertaken in collaboration with Aalto University Executive Education of Finland, includes 10 modules that are run over the course of one year. Each module runs for one month, consisting of 2-3 days in-class workshops and online individual or group assignments. It encourages participants to challenge their thinking as they broaden their competencies in visioning, planning and inspiring others through advanced strategic communication.

To learn more, and apply, visit [this link](#).

Deadline: 28 February 2021

Benefits



Understand the forces Shaping our world



Make strategic choices



Lead people and manage other resources



Challenge your thinking and renew as leader



Excel in personal qualities



Enhance ethical and result-oriented leadership



Accelerate change

UONGOZI Certificate Programme in Leadership



Call for applications

UONGOZI Institute invites applications from emerging leaders and executives working in any function or industry across Africa for a six-month online Certificate Programme in Leadership. This self-paced programme is a 'must-have' in today's rapidly changing business world. It provides tools for leaders to effectively manage their resources to achieve sustainable development.

Graduates of the programme will have an additional advantage into the Postgraduate Diploma in Leadership.

To learn more, and apply, visit [this link](#).

Deadline: 31 March 2021

Benefits



Gives you new tools to master service and process development



Strengthens your strategic leadership skills



Empowers you to become an agent of change

Promoting good governance and the rule of law in Tanzania

The legal sector reform initiatives in Tanzania began in 2000 following recommendations from the high-level task force led by Judge Mark Bomani, former Attorney General of the United Republic in Tanzania. The aim was to enhance the rule of law, stimulate greater, timely access to legal services and ensure equal access to justice for all. The Bomani report resulted in development of the Legal Sector Reform Programme, with Medium Term Strategy and Action Plan (2000 – 2005) as its first phase. The actual implementation however commenced in 2006 subsequent to the ratification of the Memorandum of Understanding between the Government of Tanzania and a group of five development partners: The World Bank plus the Governments of Denmark, Canada, Sweden and Belgium.

Despite its accomplishments, LSRP faces numerous challenges that hinder the realisation of its intended objectives. The importance of introducing new reforms to address these challenges as well as emerging regional and global threats cannot be overstated.

In 2019, we embarked on a collaboration with the Ministry of Constitutional and Legal Affairs to lay the groundwork for the second phase of LSRP. Our role mainly focused on research and knowledge sharing.

The first stakeholders' workshop, held in March 2019, identified several factors affecting the performance of the first phase of LSRP. To gather relevant statistical information to justify these issues, a study was carried out. Data was collected through desk review and field work.

The findings of this study were reviewed and validated by a stakeholders' workshop held in August 2020. Overall, the findings show the need to strengthen the institutional capacity through capacity building and provision of adequate resources; as well as review policy, legal and institutional frameworks to boost efficiency.



Research for sustainable development in Africa

In October 2020, we released eight research papers and one policy brief as part of a series of studies undertaken through our research project with the UNU-WIDER. This project aims to facilitate the development and implementation of public policies to promote economic transformation and inclusive growth in Tanzania and the East Africa region.

Closing the gap: Gender and innovation



Author: Laura Brassa

This study investigates factors contributing to the gender innovation gap in Tanzanian female-owned enterprises and male-owned enterprises.

It aims to promote debate on mainstreaming gender perspectives in the formulation and implementation of science, technology, and innovation policies.

Partnerships for inclusive growth: Can linkages with large firms spur the growth of SMEs in Tanzania?

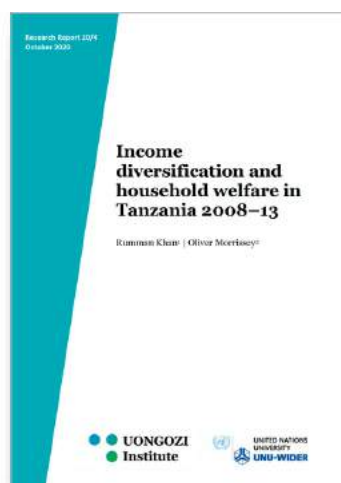


Authors: Josaphat Kweka & Fadhili Sooi

This study assesses the extent and determinants of linkages between SMEs and large firms in Tanzania, and to what degree the linkage is an important driver of SME performance.

Its findings indicate that while linkages with large firms are potentially beneficial for the increased performance of SMEs, the level of such linkages is low in Tanzania and is likely to be influenced by the firm's production capacity, training, exporting, foreign ownership, industry association, and technology partnerships.

Income diversification and household welfare in Tanzania 2008–13

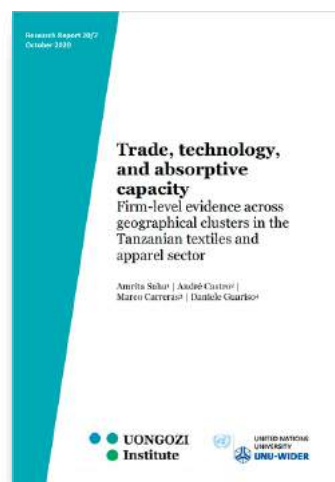


Authors: Rumman Khan & Oliver Morrissey

This study analyses the role of income diversification on household welfare using three waves of Tanzanian National Panel Surveys (2008/09, 2010/11, and 2012/13). It measures household welfare in terms of food consumption (adult equivalent expenditure), and captures income diversification by the number and types of sources of income for household workers.

Its findings contribute to research on sustainable livelihoods, and offer a premise to reflect on implications for policy.

Trade, technology, and absorptive capacity: Firm-level evidence across geographical clusters in the Tanzanian textiles and apparel sector



Authors: Amrita Saha, André Castro, Marco Carreras & Daniele Guariso

This study examines technology use in the textiles and apparel sector in Tanzania, especially the relationship between firms' productivity and imported technology from abroad.

It also provides brief reflections on how firms in the Tanzanian textiles and apparel sector may adapt in the post-COVID-19 recovery phase.

Public debt sustainability and debt dynamics: The case of Tanzania

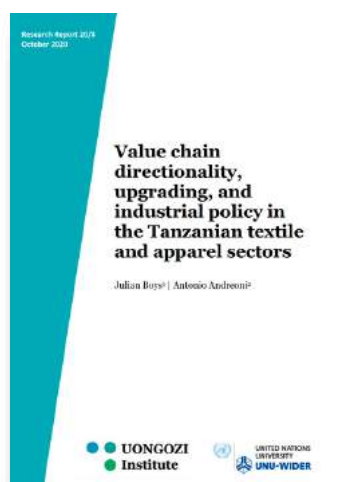
Authors: Maureen Were & Lekinye Mollel

Rising public debt in sub-Saharan Africa remains a subject of debate regionally and globally. This study provides an analysis of public debt and debt sustainability in Tanzania from a macro perspective, focusing on external debt.

Its observations suggest that leveraging on concessional borrowing, efficient public investment, enhanced debt management, and domestic resource mobilisation are critical.



Value chain directionality, upgrading, and industrial policy in the Tanzanian textile and apparel sectors

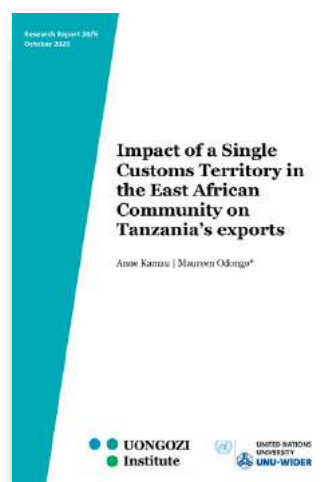


Authors: Julian Boys & Antonio Andreoni

With recent changes in the global economy, policy makers are increasingly turning from global value chains to regional and national value chains as drivers of structural transformation in the global South.

This study explores social and economic upgrading in the Tanzanian textile and apparel sectors, particularly on how outcomes vary across value chains. It indicates that there is a scope to improve multi-scalar industrial policy design to achieve rapid structural transformation.

Impact of a Single Customs Territory in the East African Community on Tanzania's exports

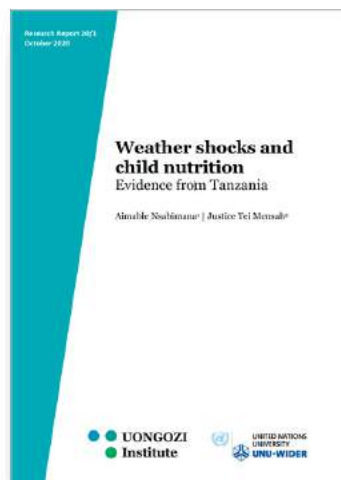


Authors: Anne Kamau & Maureen Odongo

This study investigates the impact of a Single Customs Territory on Tanzania's exports from 2004 to 2018. It reveals that Tanzania's merchandise exports to East African Community countries have remained low under the Single Customs Territory.

Policy proposals include relaxation of border costs and time required, expeditious harmonisation of customs systems and documentation, investment in cargo-related infrastructure, value addition of exports, and ratification of agreements.

Weather shocks and child nutrition: Evidence from Tanzania



Authors: Aimable Nsabimana & Justice Tei Mensah

This study analyses the relationship between childhood exposure to adverse weather shocks and nutritional and health outcomes of children in Tanzania.

Its findings show a positive association between exposure to dry weather shocks and stunting among children. The effects are profound in the first twelve months after childbirth. The findings however indicate that wet shocks such as flooding have no discernible impact on child health.

Upgrading in global, regional and national value chains: Policy lessons from the Tanzanian textiles and apparel sector



Authors: Julian Boys & Antonio Andreoni

This policy brief summarises the key messages from a recent study of the Tanzanian textiles and apparel (T&A) sector (Boys and Andreoni, 2020).

The study finds that while Tanzania's T&A sector as a whole experienced economic and social upgrading in the 2008-16 period, the different value chain types each offer distinct opportunities for functional, end market, product and process upgrading as well as job creation and

Promoting knowledge sharing

New televised interviews

In Focus: Climate Change and its Impact on African Growth

While the world grapples with the crisis that has sprung from the coronavirus disease, the attention from pertinent issues like climate change have taken a 'back seat'. However, COVID-19 has slowed down world travel, reduced carbon footprint, and shown the world that a change in lifestyle and commitments towards measures to curb climate change can be done. It turns out that climate change measures are simply a matter of conviction.

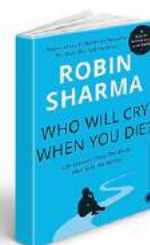
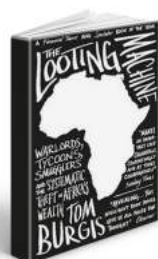
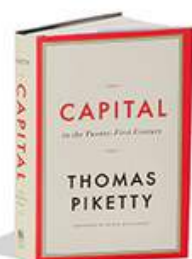
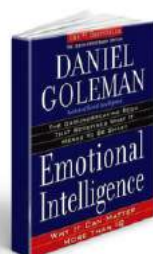
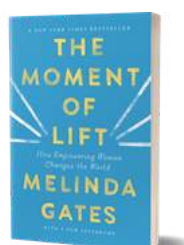
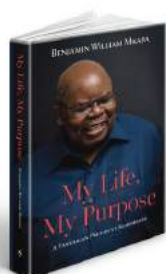
In our first virtual In Focus interview, we discussed climate change and its impact on African growth with Prof. Pius Yanda from the University of Dar es Salaam. Prof. Yanda is also a Vice Chair of the United Nations' Intergovernmental Panel on Climate Change, with headquarters in Geneva, Switzerland. This interview was broadcasted on national television in Tanzania and satellite television across the continent, as well as made available on our [website](#) and YouTube channel.

Leadership hub keeps users updated with key resources

Continuous learning and professional development are critical for leaders at all stage in their career journey. Our Resource Centre generates, collates, and shares information materials on leadership and sustainable development. It helps leaders access the latest research, thinking and insights on leadership and sustainable development topics.

This leadership hub has over 37,000 publications in print, audio and electronic formats. It is open six days a week (Monday – Saturday). Anyone can access it, and borrow books upon becoming a member.

Upon registration, members are charged a modest fee of TZS 20,000, and afterwards, annual subscription fee of TZS 10,000.



Most borrowed books during July - December 2020

Notice of relocation: Dodoma offices

We are pleased to share that our Dodoma offices relocated to Kambarage Tower (PSSSF Building), 8th Floor, 18 Jakaya Kikwete Road in December 2020.



Should you encounter any difficulties in contacting us via land-lines, please contact us via info@uongozi.or.tz

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