

# NEWSLETTER

August 2021

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## MZEE RUKHSA

Memoirs by H.E. Ali Hassan Mwinyi

### Launched

#### HIGHLIGHTS

Message from the CEO

New Board appointed by President Samia Suluhu Hassan

Fourth graduation and some firsts!

Supporting newly appointed RCs and RASs effectively integrate into their roles

Blue economy: A vehicle for sustainable development in Zanzibar



The United Republic of Tanzania

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## Message from the CEO

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I am pleased to share with you, for the first time as CEO of UONGOZI Institute, some exciting highlights from the last two quarters of financial year 2020/21 (January – June, 2021). This was an eventful period for us, to say the least. It gives me great pride that despite the winds of change

that have pervaded around the globe, the Institute has continued to thrive and advance its mission of inspiring and equipping African leaders to deliver inclusive solutions for sustainable development.

The appointment of the Institute's Board of Directors in May 2021 by the President of the United Republic of Tanzania, H.E. Samia Suluhu Hassan, has greatly benefited our Institute. The Board brings together visionary, dedicated leaders from across the world with diverse expertise to guide our Institute to greater levels of success.

The long-awaited memoirs by the former President of the United Republic of Tanzania, H.E. Ali Hassan Mwinyi, titled *Mzee Rukhsa: Safari ya Maisha Yangu* ('Mzee Rukhsa: Journey of My Life') were released during this period. We were honoured when he started the book project with us some four years ago. Witnessing the launch of the book and how well it was received in Tanzania was beyond our expectations.

The hybrid training approach, combining in-person and virtual elements, mainly employed in long-term executive education programmes with Aalto University Executive Education of Finland (Postgraduate Diploma in Leadership and Certificate in Leadership), allowed us to safely deliver a total of five modules and hold our fourth graduation ceremony. I am particularly proud that the percentages of female and also self-funded participants in these programmes continue to grow. This reflects an increasingly sustainable model for funding our education activities and further strides towards gender mainstreaming in our programmes.

Looking at short-term programmes, we were able to deliver sixteen of them to 672 leaders, the highlight being leadership orientation programmes for Regional Commissioners and Regional Administrative Secretaries in Mainland Tanzania.

In line with our sustainable development pillar and through strategic collaborations, we held five policy dialogues to stimulate discussions around the blue economy, climate change, public policy development, industrialisation and pan-Africanism. The dialogues engaged over 1,800 distinguished leaders from the public sector, academia and civil society. We also published 10 research papers, nine of which were part of a three-year research project with the United Nations University World Institute for Economic Research (UNU-WIDER). The milestones achieved during our project with UNU-WIDER, which concluded in June 2021, fills us with pride and joy. This includes the publication of 18 research papers contributing to the analysis of economic transformation and inclusive growth in Tanzania and East Africa.

I attribute all of this to the unwavering support from our stakeholders, and most importantly, the hard work of our dedicated staff. As we begin another five-year journey through our new strategy (2021/22 – 2025/26), we seek to enhance collaborations and mobilise resources to ensure the effective achievement of our goals. We look forward to engaging with a wide range of partners who want to join us on the exciting journey ahead.

**Kadari Singo**  
Chief Executive Officer

# HIGHLIGHTS

January - June 2021



2<sup>nd</sup>

Memoir by a former  
Tanzanian President  
published



4<sup>th</sup>

Graduation ceremony  
held for the long-term  
executive education  
programmes\*



65

Leaders from 2 cohorts of  
the Postgraduate Diploma  
in Leadership course  
awarded diplomas



46

Emerging leaders and  
executives from the  
inaugural cohort  
awarded their certificates



43

Leaders joined the 5th  
cohort of Postgraduate  
Diploma in Leadership



16

Executive education  
programmes  
delivered



672

Leaders participated  
in training  
programmes



100%  
Of participants rated our  
programmes as either  
'high quality' or 'very  
high quality'



5

Policy dialogues  
held



1,800+

Leaders participated  
in policy dialogues



10

Research publications  
released



3

Television programmes  
produced



2,500+

Clients served by our  
Resource Centre

\*Long-term executive education programmes = Postgraduate Diploma in Leadership and Certificate in Leadership

# New Board appointed by President Samia Suluhu Hassan

On 13 May 2021, the President of the United Republic of Tanzania, H.E. Samia Suluhu Hassan, appointed the new Board of Directors for UONGOZI Institute. The new Board is the third since the establishment of the Institute in 2010. It consists of nine directors, from diverse backgrounds, who are well-experienced in aspects of sustainable development; public policy and administration; education; economics and finance; and international relations.

Board members: Chairperson Dr. Stergomena Lawrence Tax (Executive Secretary of the Southern African Development Community – SADC); Vice Chairperson Dr. Laurean Ndumbaro (Permanent Secretary of the President's Office, Public Service Management and Good Governance); H.E. Riitta Swan (Ambassador of Finland in Tanzania); Prof. Penina Mlama (Professor at the University of Dar es Salaam); Ms. Iina Soiri (Senior Specialist at the Embassy of Finland in South Africa); Mr. David Walker (former Director of the European School of Administration, Belgium); Ms. Susan Mlawi (former Permanent Secretary); Dr. Hamisi Mwinyimvua (former Permanent Secretary); and Prof. Samuel Wangwe (Principal Research Associate for Economic and Social Research Foundation and Research on Policy Alleviation).

The Board was inaugurated on 18 June 2021 at a brief ceremony, officiated by Hon. Mohamed Mchengerwa (MP), Minister of State, President's Office – Public Service Management and Good Governance.

Recognising the role of the Institute and displaying his faith in the new Board, Minister Mchengerwa said:

*Supporting leaders and preparing leaders to transform their organisations and nations is what is expected of UONGOZI Institute.*

*We are confident that this new Board will steer the Institute in carrying out its mandate, and realising its vision of a prosperous, equitable and sustainable Africa.*

Minister Mchengerwa further expressed approval for the Institute's achievements and positive image whilst acknowledging the tasks that the new Board needs to address:

*With the strong foundation already laid down, the new Board can now focus on the Institute's growth and sustainability to enhance its agility and resilience. Three factors or requirements are key for this: The products and services produced and delivered must be of high quality; adequate resources to implement the Institute's agenda must be mobilised and made available; and the Institute's achievements and impact must be well-communicated to strengthen its reputation.*

On his part, the CEO of the Institute, Mr. Kadari Singo, recounted that the strong demand for the Institute's services and products demonstrates how the organisation is increasingly being recognised as a centre of excellence for leadership development in Tanzania and beyond.

Mr. Singo also recognised the calibre of previous and present Board directors, who have collectively enabled the Institute to support leaders in Tanzania and across Africa strengthen their ability to serve their organisations and nations.

On behalf of the Board members, Dr. Tax (Chairperson), expressed their commitment to steward resources to meet the strong demand for the Institute's products and services mentioned by the CEO, including the onboarding programmes for appointed leaders.

## UONGOZI INSTITUTE'S BOARD OF DIRECTORS



**Chairperson**

**Dr. Stergomena Lawrence Tax**  
Executive Secretary of the Southern African Development Community  
(Aug 2013 - Aug 2021)



**Vice Chairperson**

**Dr. Laurean Ndumbaro**  
Permanent Secretary of the President's Office, Public Service Management and Good Governance



**H.E. Riitta Swan**  
Ambassador of Finland in Tanzania



**Prof. Penina Mlama**  
Professor at the University of Dar es Salaam



**Ms. Iina Soiri**  
Senior Specialist at the Embassy of Finland in South Africa



**Mr. David Walker**  
Former Director of the European School of Administration, Belgium



**Ms. Susan Mlawi**  
Former Permanent Secretary



**Dr. Hamisi Mwinyimvua**  
Former Permanent Secretary



**Prof. Samuel Wangwe**  
Principal Research Associate for Economic and Social Research Foundation and Research on Policy Alleviation

# Former President Mwinyi's memoirs launched

'Mzee Rukhsa: Safari ya Maisha Yangu' ('Mzee Rukhsa: Journey of My Life'), the memoirs by the second President of the United Republic of Tanzania, H.E. Ali Hassan Mwinyi, were launched on 8 May 2021 at a ceremony in Dar es Salaam. The event, officiated by the President of the United Republic of Tanzania, H.E. Samia Suluhu Hassan, was attended by former Presidents of Tanzania and Zanzibar, senior government officials, as well as representatives of the diplomatic corps, the private sector, academia and civil society.

The book, written in Swahili, is the second to be published through UONGOZI Institute's leadership memoirs project that aims to generate and disseminate new insights on leadership drawn from the wisdom and experiences of distinguished African public figures. The first, 'My Life, My Purpose: A Tanzanian President Remembers' by the late former President Benjamin William Mkapa, was launched in November 2019.

'Mzee Rukhsa' embodies H.E. Mwinyi's unique memories from his early years in the Pwani region of Tanzania; later education in Zanzibar and England; his time as a civil servant; through to being elected as President of Zanzibar and President of Tanzania.

The former head of state begins his book with a quote from English dramatist William Shakespeare:

*Be not afraid of greatness. Some are born great, some achieve greatness, and others have greatness thrust upon them.*

This was selected by the former president as the words to reflect his own experience of holding high office. Having been born into a low-income, rural family, becoming president was the last thing he had envisioned for himself.

'I came into the world without greatness,' he writes 'I never intended to seek for it, but it was bestowed upon me by God and Tanzanians.' He reckons that earning people's trust to lead their nation is one of the greatest honours anyone can receive.

Through his book, the former President wishes to offer Tanzanians a better understanding of their history as well as the context in which certain decisions were made for the country during his presidency.

President Suluhu Hassan considers H.E. Mwinyi as the 'Father' of Tanzania's revolution. During the launching ceremony, she observed:

*When President Mwinyi entered office, the country was experiencing a deep recession brought about by various factors, including the rise of oil prices in 1973, drought in 1975, the collapse of the East African Community, the Kagera war and tough conditions imposed by development partners plus international financial institutions. All of these resulted in an acute shortage of dollars, leading to lack of essential commodities such as food items, clothes and spare parts. He was the one who led economic reforms that ushered in a free market economy... and political reforms that introduced a multi-party system in 1992. Therefore, I think it's right to say that President Mwinyi is the father of our revolution.*

Having read 'Mzee Rukhsa' twice, President Suluhu Hassan stated that there are many lessons to learn from it, including the importance of leading with humility, empathy and commitment; as well as the power of owning your mistakes.



Speaking on behalf of the Ambassador, Dr. Timo Voipio, Head of Cooperation at the Embassy of Finland in Tanzania, expressed Finland's admiration and support to the Institute:

*UONGOZI Institute has been one of the priorities in Finland-Tanzania cooperation for over a decade. This institution is an excellent tool, under the Office of the President of the United Republic of Tanzania, to build and strengthen the capacity of leaders in the country as well as on the continent.*

Dr. Voipio further remarked that currently, the Finnish Government prioritises a women's leadership programme in support to the Institute as part of its efforts to advance gender equality in leadership.

Sharing about the project, the Institute's CEO, Mr. Kadari Singo, said:

*Our journey began about four years ago after convincing H.E. Mwinyi to write a book of his leadership journey to inspire a new generation of leaders. Some people may be unaware of this, but books take time to write. It took about three years to research then write the book and another year to go through the publishing process.*

Mr. Singo thanked the Government of Finland whose support has been instrumental in implementing this as well as other projects and programmes by the Institute. Finally, he acknowledged corporate sponsors that covered the air freight costs to ensure more than 50% of the copies arrived in time for the book launch. These included: CRDB Bank, Bakhresa Group, Clouds Media Group, Superdoll, Four Points by Sheraton, COMNET, ATOGS and GBP Tanzania Ltd.

'Mzee Rukhsa' has been praised as a 'compelling and eloquent' book that will appeal to readers both within Tanzania and beyond. It is available in various book stores in Mainland Tanzania and Zanzibar, as well as online at [African Books Collective](#). It is also available to the users of the Institute's Resource Centre in Dar es Salaam and Dodoma.

# Fourth graduation and some firsts!

Our fourth leadership graduation ceremony was held on 20 April 2021 in Dar es Salaam. Hon. Joyce Ndalichako (MP), The Minister for Education, Science and Technology, officiated at the ceremony on behalf of the Prime Minister of the United Republic of Tanzania.

The event celebrated the accomplishments of those who completed the Postgraduate Diploma in Leadership (PGD) and Certificate in Leadership. It gave us pride and joy to hold our fourth graduation ceremony for the long-term executive programmes and to achieve some “firsts”: First time to have two cohorts of PGD graduating together; the graduation of the inaugural cohort of Certificate in Leadership; also the first graduation with more than 50% of recipients being female and also self-funded students.

Minister Ndalichako challenged the graduates to evaluate themselves based on the knowledge and skills they had acquired. She went on to say:

*The government is banking on you to lead by example and inspire those whom you lead. And as seasoned leaders, we expect you to offer innovative approaches to challenges facing our country and to public services.*

Our CEO, Mr. Kadari Singo, presented the background to the programmes and explained:

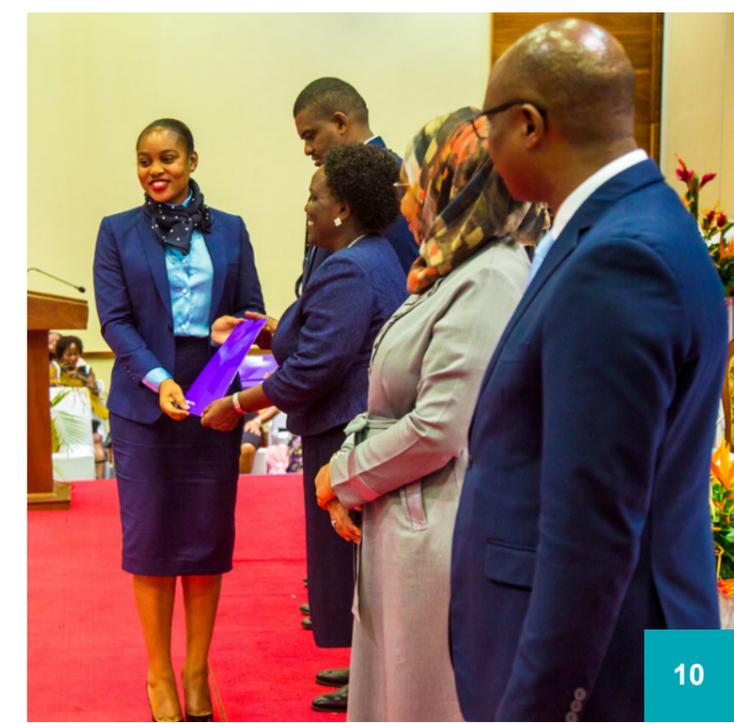
*We launched PGD in 2017, and the certificate programme in 2020, as part of our commitment to support African leaders to attain sustainable development for their nations and the continent. Both programmes are designed and delivered in collaboration with Aalto University Executive Education of Finland (Aalto EE).*

He added that the programmes aim to develop leadership competencies in three areas: making strategic choices; leading people and other resources; and excelling in personal leadership qualities.

Prof. Pekka Mattila, Managing Director of Aalto EE, further emphasised the importance of the programmes in helping leaders become the ‘better version’ of themselves and encouraged them to apply their knowledge to drive positive change in Tanzania.

The fifth cohort of the PGD, comprising 43 leaders working in public, private and civil society organisations, also participated. Self-funded students account for 86% of the cohort.

PGD is a year-long programme with a total of 10 modules. Each module runs for one month, consisting of 2-3 days in-class workshops as well as individual and group assignments. The Certificate in Leadership is an e-learning programme, with 3 modules running for a period of six months. Both programmes motivate participants to become reflective leaders who can embrace agility for more sustainable results. They are designed for leaders who want to propel their professional development without putting their careers on hold. To learn more about these programmes, visit [www.uongozi.or.tz](http://www.uongozi.or.tz).



# Supporting newly appointed RCs and RASs effectively integrate into their roles

Every newly appointed (or elected) leader has the eyes of those whom they are to lead upon them. On the leader's side, this 'all eyes on you' can be overwhelming; it inherently represents expectations and accountabilities associated with the role. What is the best approach to meet that challenge? A leader may have some relevant competencies and experience from their previous positions, but a new role means a new team, challenges and expectations.

Helping new leaders, particularly presidential appointees, quickly and effectively integrate into their new roles is one of UONGOZI Institute's specialties. Our New Leader Orientation programme helps newly appointed officials develop a deeper understanding of their functions as public leaders; become more self-aware and emotionally intelligent; as well as improve their decision-making and interpersonal skills.

Since 2010, the Institute has delivered the programme to various leaders in collaboration with the President's Office – Regional Administration and Local Government, as well as the President's Office – Public Service Management and Good Governance. Participants have included ministers, deputy ministers, permanent secretaries, deputy permanent secretaries, regional commissioners, regional administrative secretaries, district commissioners and directors of local government authorities in mainland Tanzania and Zanzibar.

During the last week of June 2021, we delivered this onboarding programme to Regional Commissioners (RCs) and Regional Administrative Secretaries (RASs) from 26

regions in mainland Tanzania, appointed by the President in May. During a four-day workshop in Dodoma, we explored essential leadership topics to support their transition and harness their potential. These included Personal Leadership; Emotional Intelligence; Ethical Leadership; Harmonious Political-Administrative Interfacing; Strategic Communication; Protocol and Etiquette; and Effective Management of Public Resources.

Prime Minister Kassim Majaliwa, while officiating the workshop, noted that the programme would provide the RCs and RASs with the necessary insights and tools to help them succeed in their new roles. He stated:

*The selection of these topics is commendable. You will be taken through a series of self-assessments plus having an opportunity to reflect on ways to leverage your strengths for positive, maximum impact. That process goes side-by-side with your readiness to consider new ideas and shift your mindset.*

In his remarks, Mr. Kadari Singo, the Institute's CEO, expressed the programme's wider objectives:

*By focusing on strategic leaders who steer the design and implementation of development interventions, this programme offers a pathway to socio-economic transformation in our country. Our hope is to work with our partners to keep it sustainable, including holding re-orientation workshops to further enhance their competencies.*

## MAFUNZO YA UONGOZI

Kwa Wakuu wa Mikoa na Makatibu Tawala wa Mikoa Tanzania Bara



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# Blue economy: A vehicle for sustainable development in Zanzibar

The ocean is the largest ecosystem on Earth, covering more than two-thirds of its surface. It is vital for all life on the planet, including humans: from being an important source of oxygen and food to regulating the climate, housing an incredible biodiversity and creating a million of jobs. A healthy, resilient ocean means a healthy planet and a healthy economy.

The 'blue economy' is an emerging concept that promotes better management of our ocean or 'blue' resources. It seeks to promote our wellbeing and social equity whilst substantially reducing environmental risks and ecological scarcities.

Ocean resources are estimated to contribute around 3-5% of global Growth Domestic Product (GDP). Turning to Zanzibar, ocean resources are estimated to contribute about 30% of its GDP and employ about one-third of its labour force. The livelihood of a typical Zanzibari has hinged largely on coastal and maritime services.

Similar to other parts of the globe, the potential to develop the blue economy in Zanzibar is limited by a number of challenges, including human activities, skill gaps, scarce financial resources and institutional capacities. The Revolutionary Government of Zanzibar (RGoZ) is determined to overcome these challenges and embrace blue economy as a vehicle for Zanzibar's sustainable development. It has developed the Zanzibar Development Vision 2050 and Blue Economy Policy, and is in the process to develop a Blue Economy Strategy.

The latter involves fostering platforms to build a stronger knowledge base. The RGoZ works with UONGOZI Institute as one of its partners in implementing this. It recognises that the Institute is uniquely positioned to convene stakeholders from relevant disciplines and industries to exchange knowledge, leverage expertise and resources, as well as recommend suitable, feasible approaches for maximum impact. Furthermore, the Institute has the capacity to conduct research to inform its plans for the sector.

On 12 June 2021, the RGoZ, through the Ministry of Blue Economy and Fisheries, convened a forum on the 'Blue economy for socio-economic development and environmental conservation in Zanzibar' together with the Institute, the United Nations Environment Programme (UNEP) and United Nations Development Programme (UNDP).

Officiated by the President of Zanzibar and Chairman of the Revolutionary Council, H.E. Dr. Hussein Ali Mwinyi, the forum engaged high-level decision makers plus representatives from the private sector, development partners and academia. It featured discussions on the potential of the blue economy in the archipelago; effective management practices that it could adopt; and evaluated the unique advantages and implications for developing the Blue Economy Strategy.



President Mwinyi, a 'champion' of the blue economy, highlighted the varied opportunities for Zanzibar covering small-scale and deep-sea fishing; aquaculture; seaweed farming; maritime infrastructure; maritime trade; plus coastal and marine tourism. He commended the forum as an 'important catalyst' for driving efforts to promote sustainable approaches to prosperity through the blue economy.

The proceedings of this forum will soon be published on our website [www.uongozi.or.tz](http://www.uongozi.or.tz).

'Realising the blue economy in Zanzibar: Potentials, opportunities and challenges' by Prof. Joseph Semboja, the Institute's former CEO and now Senior Research Fellow, offers a detailed review of the issue for the archipelago. Scan the QR code below to obtain the report.



# More in our approach to promoting better public policy making in Tanzania

When it comes to public policy, every government is judged by the outcomes of its policy choices to address key issues. As such, a high premium is placed on the quality of the public policy process. This quality relies enormously on a strong, competent civil service (or at least policy advisory system) that is able to undertake evidence-based analysis to identify policy alternatives whilst considering their implications and available resources.

In 2020, we adopted a holistic approach to help strengthen the ability of civil servants in public policy development. We introduced a training programme, Analytical Skills for Executives, which motivates participants to become adept problem solvers through lectures, skill-building exercises and real-life case studies. We incorporated advisory services as well as research in the approach and went further to initiate a Public Policy Forum in partnership with the Cabinet Secretariat.

The first Public Policy Forum was held in January 2021 with policymakers from government ministries, departments and agencies (MDAs). The aim was to explore ways to address systemic and structural issues to allow an environment conducive for public policy making to deliver the desired results. The discussions considered current processes for analysing and developing policies; stakeholders; systems and structures that facilitate or hinder the processes; and factors limiting policymakers to effectively perform their roles in this context.

The forum culminated in identifying a way forward that highlights specific gaps to be addressed by the MDAs as well as areas that would benefit from UONGOZI Institute's interventions.



# Stakeholders discuss ways to leverage full potential of SEZ investments

Tanzania aims to become a semi-industrialised nation by 2025. The expectation is that industrialisation will boost economic growth and job creation. Currently, the Export Processing Zone (EPZ) and Special Economic Zone (SEZ) schemes, managed by the Export Processing Zones Authority (EPZA), promote industrialisation. The former offers incentives and a barrier-free environment to promote economic growth by attracting foreign investment for export-oriented production. The latter, which is broader and more inclusive, stimulates sector-specific investments with an emphasis on agriculture, trade, tourism, mining and forestry.

About 170 licensed companies operate under SEZs across the country, with 45% of them being local and 55% of them being foreign. These companies have the potential to bring about positive economic transformation in the country. They employ over 44,000 people and are in an advantageous position to accelerate domestic and foreign direct investments; acquire new technology and skills; increase government revenue; and boost intra-regional trade. There are, however, insufficient business linkages between these investments and the wider domestic economy. The host local government authorities (LGAs) play a vital role in fostering these linkages. But how can they promote the interconnections to leverage the full potential of these investments?

As an attempt to seek answers to this question, we convened a national dialogue on 19 June 2021 in collaboration with the EPZA and UNU-WIDER. Officiated by the Minister for Industry

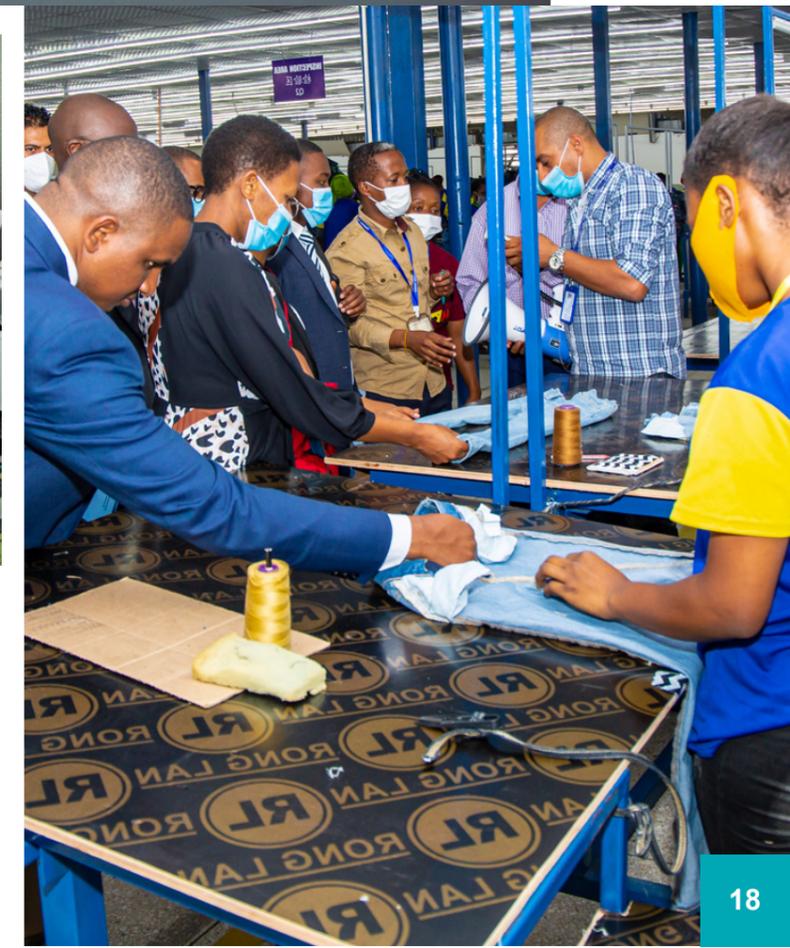
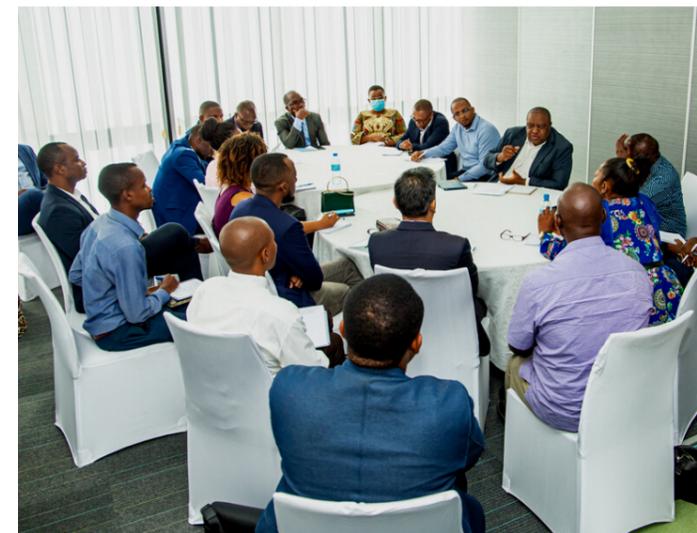
and Trade, Hon. Prof. Kitila Mkumbo (MP), the dialogue involved key stakeholders and leaders from select LGAs. It featured discussions as well as a site visit to Dar es Salaam's Benjamin William Mkapa Special Economic Zone to demonstrate ways to support the infrastructure for these investments and structures that can benefit both the LGAs and SEZ investors.

Minister Mkumbo considered this important dialogue as 'beneficial' to both public and private stakeholders. On the role of LGAs in SEZ investments, he said that the government has plans to perform an assessment to see what has been accomplished and determine where more efforts are needed. He maintained that the aim is to have more areas managed by the LGAs rather than the central government. 'We want the local government authorities to be at the centre in driving economic growth of our nation,' stated the Minister.



*'We want the local government authorities to be at the centre in driving economic growth of our nation.'*

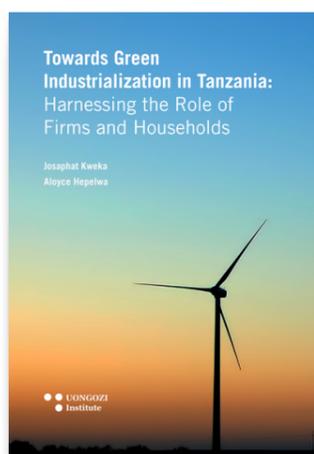
**Minister Kitila Mkumbo**



# New research publications

During this period, we published 10 research papers, nine of which were part of our research project with the UNU-WIDER. These papers reveal crucial insights about issues affecting leadership and sustainable development in Tanzania. These include: green industrialisation, sustainable livelihoods, trade, revenue losses and gender gap in financial inclusion.

## Towards green industrialisation in Tanzania: Harnessing the role of firms and households



Authors: Josaphat Kweka & Aloyce Hepelwa

This paper investigates the scope for green industrialisation in Tanzania by examining the extent to which manufacturing firms and households contribute to or deter the attainment of green industrialisation in Tanzania.

The overall results indicate that manufacturing firms are generally less green, and that households in neighbouring communities do not consider the environmental effects of firms' operations as a significant challenge to them.



## Long-run rural livelihood diversification in Kagera, Tanzania



Authors: Ralitza Dimova, Sandra Kristine Halvorsen, Milla Nyssölä & Kunal Sen

This paper examines the pattern of income diversification for a panel of households in Tanzania from the 1990s – the Kagera Health and Development Survey – with a focus on whether it is primarily driven by survivalist or accumulation motives. It further verifies whether this pattern is sustained in the long run using the 2004 wave of the survey whilst studying the role that infrastructural improvements and entry into new income generation activities play in the process.

It finds that richer households engage more income diversification than poorer households.



## Constraints on the performance and competitiveness of Tanzania's manufacturing



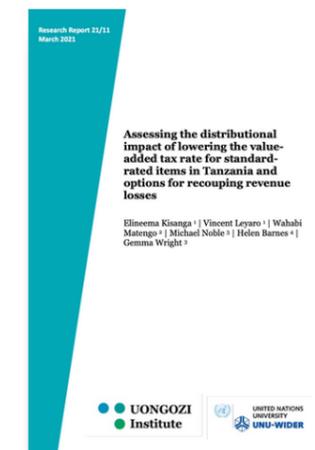
Authors: Roseline Misati & Kethi Ngoka

This study investigates the main constraints to manufacturing export competitiveness in Tanzania. Using panel data for the period 1997–2018, it establishes that supply-side factors dominate demand-side factors in explaining manufacturing export competitiveness.

Its findings show that foreign direct investment and tariffs have a negative and significant effect on export competitiveness in Tanzania, while infrastructure, total investment, labour productivity, and high institutional quality enhance manufactured exports.



## Assessing the distributional impact of lowering the value-added tax rate for standard-rated items in Tanzania and options for recouping revenue losses



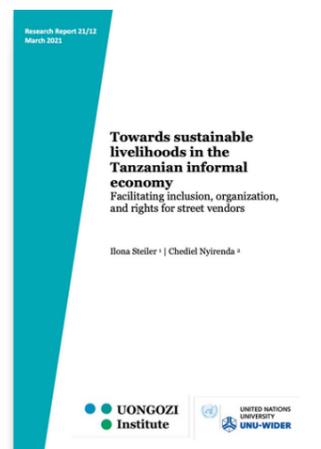
Authors: Elineema Kisanga, Vincent Leyaro, Wahabi Matengo, Michael Nobel, Helen Barnes & Gemma Wright

Value-added tax (VAT) is an important revenue stream in low-income countries. This paper explores the distributional impact of lowering the VAT rate for standard-rated items in Mainland Tanzania, using a static tax-benefit microsimulation model – TAZMOD.

Simulations using this model reveal that a reducing the present 18% rate by up to 2% for the standard VAT rate would result in a revenue loss of TZS 186 – 371 billion per year, respectively. Ways in which the revenue loss can be recouped are identified.



## Towards sustainable livelihoods in the Tanzanian informal economy



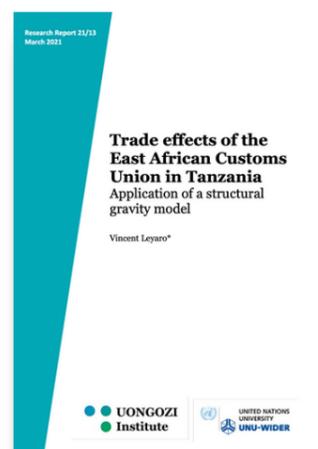
Authors: Ilona Steiler & Chidiel Nyirenda

This paper focuses on the conduciveness of government policies to achieving sustainable livelihoods for Tanzanian street vendors and efforts to enhance their inclusion, organisation and rights.

The questions driving the research include: to what extent are previous and current policies contributing to improving the asset base of street vendors? What opportunities exist for street vendors to organise to defend their rights and to promote their welfare at the district, regional and national levels in an inclusive manner as a step towards achieving sustainable livelihoods?



## Trade effects of the East African Customs Union in Tanzania: Application of a structural gravity model



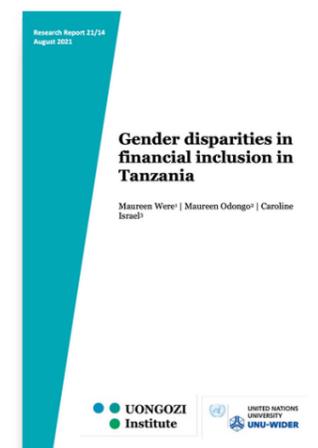
Author: Vincent Leyaro

By measuring the effects of forming and joining a regional integration bloc using an augmented structural gravity model, this study finds that the East African Community (EAC) and EAC Customs Union (EAC-CU) have significantly enhanced Tanzanian trade into EAC markets.

It offers recommendations to boosting export diversification and increasing the country's competitiveness in regional markets and beyond.



## Gender disparities in financial inclusion in Tanzania



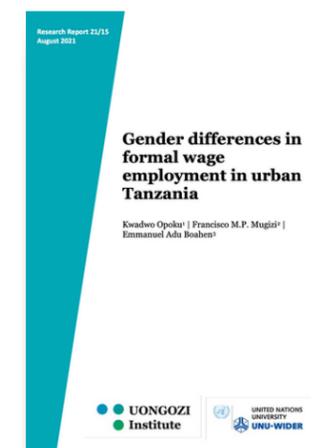
Authors: Maureen Were, Maureen Odongo & Caroline Israel

Tanzania is one of the African countries that have made notable progress in the expansion of access to formal financial services. Nevertheless, a gender gap in financial access persists, despite the growing recognition of the role of financial inclusion in alleviating poverty and promoting inclusive development.

This paper provides an in-depth analysis of gender disparities in financial inclusion in Tanzania, using indicators that encompass access to and use of traditional bank-based and digital financial services, particularly mobile money services.



## Gender differences in formal wage employment in urban Tanzania



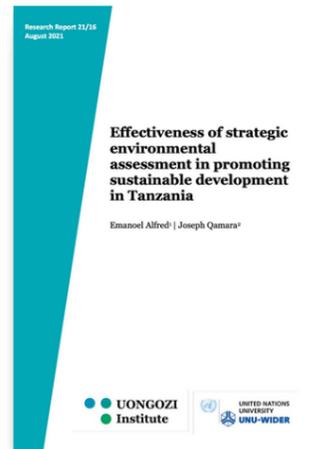
Authors: Kwadwo Opoku, Francisco Mugizi & Emmanuel Adu Boahen

This study uses the latest Tanzania labour force survey (the Integrated Labour Force Survey) and a censored bivariate probit model to analyse gender differences in labour force participation and gender bias in formal wage employment in urban Tanzania.

The findings indicate that compared to men, women are less likely to both participate in the labour market and get formal wage employment, suggesting the existence of gender bias in the labour market in urban areas of Tanzania.



## Effectiveness of strategic environmental assessment in promoting sustainable development in Tanzania



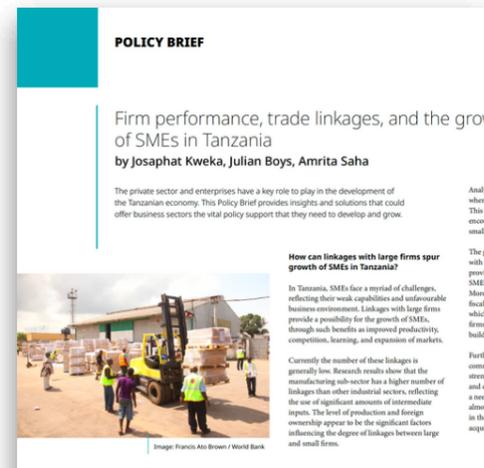
Authors: Emanuel Alfred & Joseph Qamara

This paper examines the extent to which strategic environmental assessment (SEA) is implemented in Tanzania and whether its implementation is in line with generally practised procedures/criteria.

It recommends key interventions to improve Tanzania's SEA practice. These include the establishment of enforcement mechanisms for conducting SEA through performance audit; introduction of registered SEA experts with practising SEA certificates; responsible authorities to allocate funds for undertaking SEA; as well as conducting awareness and education programmes to the responsible authorities and experts to review, monitor, and conduct SEA effectively.



## Firm performance, trade linkages, and the growth of SMEs in Tanzania



Authors: Josaphat Kweka, Julian Boys & Amrita Saha

The private sector enterprises have a key role to play in the development of the Tanzanian economy.

This policy brief provides insights and solutions that could offer business sectors the vital policy support that they need to develop and grow.



# Fostering knowledge sharing

## New televised interviews

### In Focus: Corporate governance in managing the extractive industry in Africa

In this virtually recorded interview, we delve into corporate governance in the extractive industry in Africa with Ms. Sheila Khama, a natural resources expert who served as CEO of De Beers in Botswana (2005 – 2010) and is currently serving as a Non-Executive Director of Tullow Oil Plc.

In her self-published book, Corporate Governance: Boards of Partnership and State-Owned Entities in Mineral, Oils and Gas Industries, Ms. Khama shares insights on corporate governance, targeting policy and decision makers, think tanks, civil society and stakeholders interested and invested in the welfare of the extractive industry. With 20 years' experience in the industry, Sheila Khama is one of the most prominent advisors in the sector having advised African governments through the African Development Bank, as well as Latin American and Asian governments through the World Bank.

This interview is available online through our website and YouTube channel. Scan the QR code below to watch it.



Source: sheilakhama.com



Source: African Union | Twitter

### In Focus: Unpacking Africa's economic project (AfCFTA)

Africa's ability to trade freely, easily and profitably holds the key to its prosperity. The African Continental Free Trade Area (AfCFTA) is a flagship economic project under Agenda 2063 of the African Union. It aims to accelerate intra-African trade and boost Africa's trading position in the global market by strengthening Africa's common voice and policy space in global trade negotiations. The question here is: Will this agreement make this a reality for the population of Africa today or only future generations?

In this interview, H.E. Wamkele Mene, Secretary-General of the AfCFTA Secretariat, shares how implementing the agreement is critical to Africa's economic growth considering the financial effects of the COVID-19 pandemic that have risen since 2020.

This interview will soon be made available online through our website and YouTube channel.

### In Focus: Trade and Development

The United Nations Conference on Trade and Development (UNCTAD) considers the African Continental Free Trade Agreement (AfCFTA) as the continent's renewed opportunity to usher in a new economic and political era focused on self-reliant cooperation, deeper integration and higher levels of intra-African trade. It maintains that the transition phase to this scheme alone could generate welfare gains of USD 16.1 billion and boost intra-African trade by 33%.

In this virtually recorded episode, we look into the nexus between trade and development in Africa through the lens of the AfCFTA with Dr. Stephen Karingi, Director for Regional Integration and Trade Division at the United Nation's Economic Commission for Africa (ECA).

This interview will soon be made available online through our website and YouTube channel.



Source: UNCTAD

### Leadership hub helps users stay relevant in the changing world

As the world changes so quickly and sometimes unpredictably so the need to have the relevant information and insight to understand these transitions remains crucial. As clichéd as it may sound, knowledge is the key to helping us stay effectively relate and resiliently respond to changes at pace – and, the more we have it, the better.

Through our Resource Centre, users can access the latest publications and insights on leadership and sustainable development. With over 40,000 publications in print, audio and electronic formats, this leadership hub equips users (including executives, researchers, students and business professionals) with the relevant knowledge to keep up with the pace of change.

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- 1 Borrowing print books for a period of two weeks with the possibility of renewal for one additional week.
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- 4 A physical space to read, conduct research, hold discussions and/or brainstorming sessions.
- 5 Opportunities to write book reviews for publication by UONGOZI (subject to editorial approval).



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# About UONGOZI Institute

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Uongozi' means leadership in Kiswahili, and inspiring and strengthening leadership is the core purpose of our organisation. Established in 2010 by the Government of Tanzania, UONGOZI Institute is dedicated to inspiring and equipping Tanzanian as well as African leaders to deliver inclusive and sustainable solutions for their nations and for Africa.

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

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