



# NEWS LETTER

August 2020

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**Congratulations**

**PGD Class**

**of 2020!**

## HIGHLIGHTS

Message from the Ag. CEO

Navigating through a global pandemic

Celebrating 10 years in leadership development

Introducing our Online Certificate Programme in Leadership

Partnering for sustainable development



The United Republic of Tanzania

● ● UONGOZI  
● Institute

# Message from the Ag. CEO

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I am pleased to take this opportunity to share my first message with you as Acting CEO, as well as our highlights for the first half of 2020.

We began 2020 on a high note with celebrations of our first decade in leadership development, filled with reflections on achievements and lessons learnt, as well as ways to address existing challenges – while also embracing new opportunities.

In contrast to this positive event, in March 2020 our Institute began to rapidly adjust to the changing environment brought about by an unprecedented global health crisis arising from the coronavirus. While continuing our work, the health and safety of our staff, clients and stakeholders remain paramount and we are working hard to make sure that we minimise the risks related to the spread of COVID-19. This includes implementing various work place measures to minimise the spread of the virus. We are adopting smart tech solutions and innovative methods to help the Institute deliver services safely and effectively.

During the reporting period, a total of 799 leaders took part in tailor-made executive education programmes. The topics covered included: Personal Leadership and Emotional Intelligence; Corporate Governance; Leadership of Public Resources; Leading Change and Internal Controls in Public Entities. In addition, 32 leaders who joined our UONGOZI Executive Programme (Postgraduate Diploma in Leadership) in April 2019 completed their studies and joined the Programme alumni. There are now 96 UONGOZI Executive Programme Alumni.

In partnership with United Nations World Institute for Development Economics Research (UNU-WIDER), we convened 50 researchers and experts from Tanzania, Kenya, Rwanda, Finland and the United Kingdom to discuss the drafts of the research papers in relation to policy-making for economic transformation and sustainable development in Tanzania. Furthermore, in partnership with Research on Poverty Alleviation (REPOA), we organised a research dissemination workshop to promote evidence-based policy making and good governance in Tanzania. About 60 leaders, researchers and experts from various sectors within the country were in attendance.

As we continue to celebrate our 10th anniversary, we remain immensely grateful to our supporters and stakeholders, particularly the Governments of Tanzania and Finland. We would not be where we are today without them. We look forward to continued engagement with our partners and clients as we move our strategy forward.

**Kadari Singo**  
**Ag. Chief Executive Officer**

# Navigating through a global pandemic

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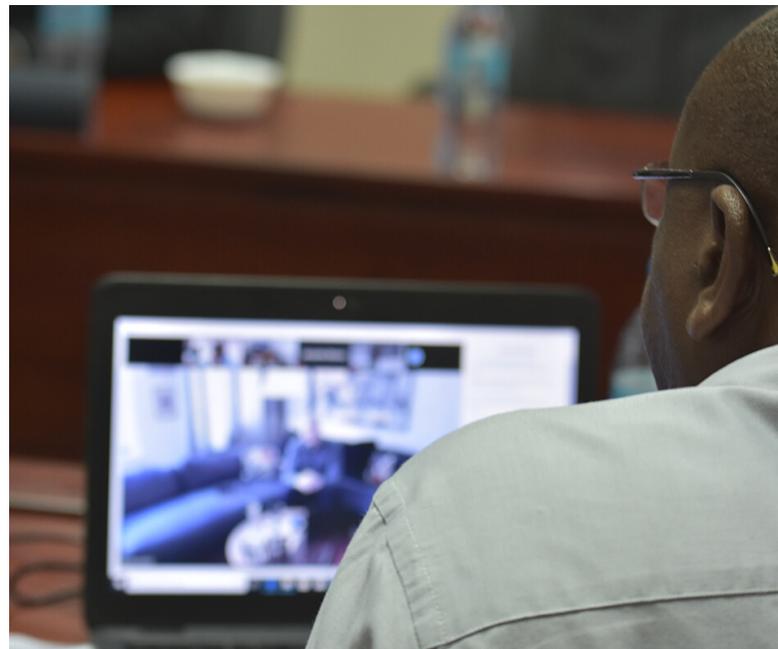
The outbreak of COVID-19 has left almost no nation or organisation untouched. Across the globe, governments have been implementing significant interventions in response to COVID-19. Since Tanzania confirmed its first case on 16 March 2020, the Institute has witnessed, among others, schools and universities closed, public gatherings banned and mandatory self-quarantine for incoming travellers imposed.

The Institute remains resilient during these unprecedented times. Our foremost priority, of course, is the safety and health of our staff, clients and stakeholders; while also supporting wider measures to protect the citizens of Tanzania.

We continue to embrace tech solutions to help ensure core activities and operations continue. The Executive Education programmes are being delivered remotely through virtual platforms and where social distance can be maintained. The last Postgraduate Diploma in Leadership module on 'Leading Change', for example, was successfully conducted through virtual class sessions. The two-day module was facilitated by Dr. Pekka Mattila from Aalto University in Finland, with participants based in Dodoma, Arusha and two locations in Dar es Salaam. The Institute has also introduced an Online Certificate Programme in Leadership. Plans are underway to organise upcoming policy dialogues through virtual platforms as well.

Virtual training opportunities also enabled the Institute's staff to undertake Emotional Intelligence training via Zoom. Topics covered included how emotional intelligence skills can help reduce the 'fear of the unknown' –and how to prepare for it.

The Institute has accelerated its digital transformation in order to reach clients and stakeholders within and outside the country in new ways. In addition, we are also looking at how the pandemic is impacting the work of clients and stakeholders – and how our research and training will respond to these changing circumstances.



# Celebrating 10 years in leadership development

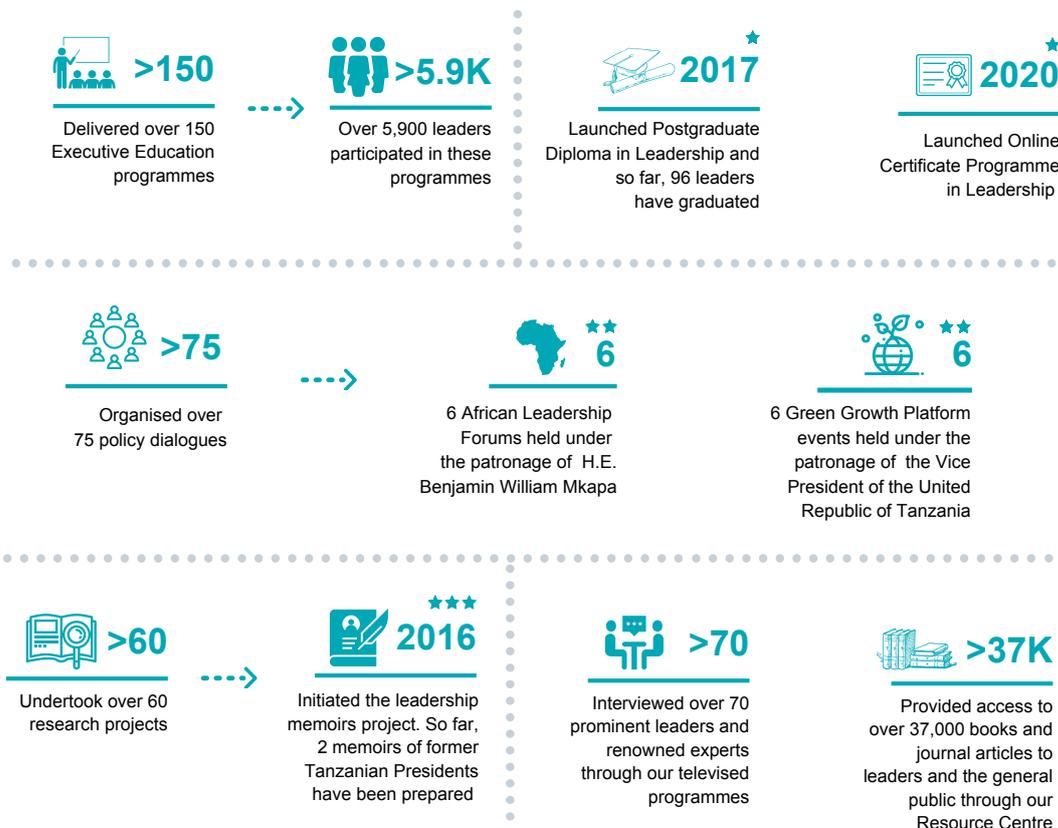
The year 2020 marks the first decade of the Institute of African Leadership for Sustainable Development (UONGOZI Institute). As we celebrate 10 years of existence, we continue to inspire and equip Tanzanian and African leaders to deliver inclusive and sustainable solutions through high-quality executive education programmes, high-level policy dialogues, action research, and world-class advisory services.



YEARS IN LEADERSHIP  
DEVELOPMENT

● UONGOZI  
● Institute

## Key achievements since inception (2010)



★ Delivered in collaboration with Aalto University Executive Education of Finland

★★ Flagship policy dialogues

★★★ Memoirs by the third President of the United Republic of Tanzania, H.E. Benjamin William Mkapa (Released in November 2019)  
Memoirs by the second President of the United Republic of Tanzania, H.E. Ali Hassan Mwinyi (To be released in 2020)

# Congratulations PGD Class of 2020!

Participants from the third cohort of our Executive Programme (Postgraduate Diploma in Leadership), comprising 32 leaders from public, private and civil society organisations, completed their studies on 31 March 2020.

The third cohort has joined the programme alumni of 64, making a total of 96 leaders. Although the official commencement ceremony, along with introduction of the first class of the fourth cohort, have been postponed due to the COVID-19 pandemic, it is still important to celebrate our candidates' achievement.

Launched in 2017, Postgraduate Diploma in Leadership is delivered by UONGOZI Institute in collaboration with Aalto University Executive Education of Finland. It is designed for leaders whose desire is to advance their professional development without putting their careers on hold.

The programme, undertaken on an annual basis, has a total of 10 modules facilitated through in-class and online workshops, as well as individual or group assignments. To learn more about the programme, please visit [this link](#).



# Introducing our Online Certificate Programme in Leadership

This online leadership programme is a 'must-have' in today's rapidly changing business world. Designed for emerging leaders and executives working in any function or industry across Africa, the self-paced programme provides tools for leaders to effectively manage their resources to achieve sustainable development.

## Benefits



Gives you new tools to master service and process development



Strengthens your strategic leadership skills



Empowers you to become an agent of change

## Selection criteria

- Minimum 3 years of work experience in a supervisory or managerial position
- Bachelor's degree or equivalent
- Good command of written and spoken English
- Good computer skills



After completion of this programme, participants will receive a Certificate in Leadership Development. Qualified participants will also have additional advantage/consideration into the UONGOZI Executive Programme. Female candidates are strongly encouraged to apply. To learn more about this programme and how to apply, please email us:

[leadershipcert@uongozi.or.tz](mailto:leadershipcert@uongozi.or.tz)

# Good leadership demands 'Emotional Intelligence'

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Do you think that your approach to tasks, as well as your interactions with others, affects your ability as a leader? 'Emotional Intelligence' addresses these questions and more. This learned skill enables leaders to shape the best performance from themselves and encourage their staff to do likewise. It helps a leader to augment strengths and mitigate potential problems in peers and subordinates.

"Emotional intelligence is a vital leadership competency," says Mr. Kadari Singo, Acting CEO of UONGOZI Institute, "Any successful leader must be self-aware and empathetic to others." He adds, "It is naive to think that the workplace is an environment free of emotions. We are not robots. Any person, however professional they regard themselves, has aspects of their personality which can help or hinder their performance. Thus, this competency helps a leader to manage their own emotions and recognise emotions of team members, thereby managing workplace relationships. Healthy workplace relationships are the foundation of sound performance."

Author and consultant Victor Cheng describes IQ (intelligence quotient) as: "The intellectual ability to manage ideas, knowledge and thoughts," and Emotional Intelligence (EQ) as: "The ability to manage relationships with other people."



He notes that "The more senior your position, the less you're evaluated on what you produce, and the more you're evaluated on what everyone around you produces." Thus, a leader's ability to work with peers and colleagues is a crucial factor in overall performance, as well as advancing your career.

A successful leader desires to have people with differing approaches in thought and action, for this ensures that creativity and innovation are coupled with careful planning and practical implementation. So, a leader should seek to work with a variety of people who use different emotional approaches to their tasks.

UONGOZI Institute provides a three-day course on EQ under its Executive Education Programme. This course follows the Genos model and measure of emotional intelligence.

Course participants learn about their own leadership style and how this can affect or complement the performance of others. They also learn how they can aid others to work together to achieve the best.

This course will equip leaders with a key leadership competency. Each course participant will understand better their leadership style and know-how to adapt to differing personalities.

EQ is not limited to the workplace; it also belongs in a national context. Tanzania's Vision 2025 is for a well-educated and learning society living in a country which has graduated from a least developed to a middle-income country with a high level of human development. This is defined as a people's ability to decide who to be – integrity; what to be – ambition, and how to live – self-awareness. Self-awareness is a crucial component of EQ. Mr. Singo observes, "Research indicates that the greatest obstacle to learning and growth is not intellectual; rather, it is emotional"[1] ."

To learn more about this advantageous course please email [info@uongozi.or.tz](mailto:info@uongozi.or.tz). Reading material on EQ is available from our Resource Centres in Dar es Salaam and Dodoma, as well as via our online library catalogue.

1,087 leaders have already attended UONGOZI Institute's course on Emotional Intelligence. Senior staff from the Dar es Salaam Institute of Technology (DIT) attended this three-day course during June 2020. Mr. Daudi Mboma, Assistant Lecturer at DIT, said, "Going through the DiSC tool, it is clear that my leadership style of 'Steady' has a strong correlation with the performance of my peers and subordinates." He added, "I need to remember that the different personalities within my team can complement each other to achieve a common objective."

1. Brownwell, J. (2006, Fall). Meeting the competency needs of global leaders: A partnership approach. *Human Resources Management*, 45(3), 309-336.

# 5 ways to build an effective team

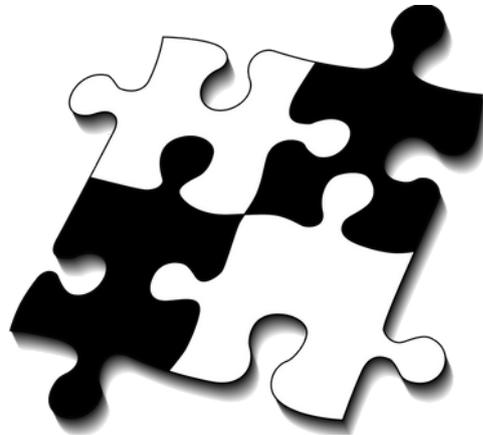
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In many organisations at all levels, it is common to hear comments such as: “We must achieve our goals!” or, “We want to improve results!” The question comes relating to “How?” Effective leadership – along with people and resources – undoubtedly plays a vital role.

Building teams of any size to deliver success relies upon strong leadership. Drawing upon UONGOZI Institute’s training and research experience, five key skills form part of effective leadership for team building: Applying Emotional Intelligence; Building trust and respect; Listening to everyone; Giving and receiving feedback; and Taking time for reflection.

## Applying emotional intelligence (EQ)

During a two-week leadership retreat for the senior officials of the Office of the Treasury Registrar, in June 2020, one participant remarked, “I am pleased that this programme incorporates a session on emotional intelligence, which allows us to reflect on our emotions as well as emotions of others and how they affect performance in our office.” At UONGOZI Institute, EQ remains the most popular course. Recognising that leaders with high emotional intelligence create more connected and motivated teams, we work to integrate EQ into other courses as well.



## Building trust and respect

The building of trust and respect as a leader and throughout a team is vital. They are vital for building an effective team as they help create team cooperation, unity, openness and loyalty.

Trust and respect are commonly linked to ethical leadership qualities shaped by respect for ethics and values. The more the leader demonstrate these qualities the higher level of trust and respect they generate from teams who will also reflect them. Our Acting CEO, Kadari Singo, says “Ethical leadership is about acting right and making value-driven decisions. It inspires trust and team success. People are more likely to invest time and take risks when they have a sense a leader is worthy of their trust.”

## Listening to everyone

Leaders who are able to listen can build trustworthy relationships that nurture loyalty and transparency. Listening is accompanied by being aware of non-verbal cues if it is to be a really effective leadership tool for building teams.

In his book, *My Life, My Purpose: A Tanzanian President Remembers*, H.E. Benjamin Mkapa describes Mwalimu Nyerere as an “exceptional communicator” skilled in being open to listening to discover new ideas or perspectives. He reflected: “His [Mwalimu’s] capacity to listen, even to the dullest member of the gathering, was extraordinary. He listened because something of value might emerge from whatever the speaker was saying, that person’s florid presentation style might be obscuring some useful knowledge, so he would patiently wait.”

## Giving and receiving feedback

Leaders learn and grow through giving and receiving feedback. Cultivating this within a team of any scale will also foster a growth mindset in them. A leader relies on accomplished communication skills and emotional intelligence to understand how to use feedback as a tool for empowering those they lead.

## Taking time for reflection

It is easy to become caught up in completing tasks and meeting deadlines. Effective leaders create opportunities to learn how to reflect on accomplishments and setbacks. Team retreats are ideal opportunities for leaders to help teams to reflect on how to increase future learning and performance.

Our executive education approach includes leadership retreats for senior management teams as well as technical personnel in the public and regional institutions. We tailor each retreat programme to fit a client’s needs. To learn more about this and our executive education programmes, please email [info@uongozi.or.tz](mailto:info@uongozi.or.tz).

# Partnering for sustainable development

## Promoting well-informed policies in Tanzania with UNU-WIDER

UONGOZI Institute and the United Nations University World Institute for Development Economics Research (UNU-WIDER) are implementing a collaborative research project, which aims to inform the development and implementation of policies towards economic transformation and sustainable development in Tanzania.

On 24-25 February 2020, the two institutes hosted fifty researchers and experts from Tanzania, Kenya, Rwanda, Finland and the United Kingdom, to discuss the drafts of the research papers that will be considered for publication under the joint working paper series. The presented researches were themed on industrialisation, macroeconomic perspectives, extractives and sustainable livelihood - with gender as a cross-cutting issue. General feedback to the presenters was more clarity on policy implications. The first research papers under the project will be published from June 2020.

## Promoting evidence policy-making governance in Tanzania with REPOA

UONGOZI Institute and REPOA are co-implementing a five-year research programme on “Evidence-Based Policy-Making on Economic Governance in Tanzania”. The programme aims to support the Government of Tanzania to design and implement its fiscal policies and to strategically improve the business environment in the economic sectors.

On 5 March 2020, we organised a dissemination workshop with the aim of sharing knowledge and experiences from three completed research studies: State of Macro-fiscal Policy Framework and Public Financial Management in Tanzania; A Diagnostic Manufacturing Competitiveness Study: Challenges, Prospects and Policy Options for Tanzania; as well as The State of Business Environment in Tanzania. Participants were from the public sector, private sector, research and academic institutions, development partners, as well as civil society. The workshop was the first implemented among a series of others.



## UONGOZI Institute at the Innovation Week 2020

We continue to stay active in networking with leaders and disseminating content related to leadership in sustainable development. On 8 – 10 March, 2020 we participated as an exhibitor in the Innovation Week; a series of events exhibitions in Tanzania, curated by the Human Development Innovation Fund (HDIF). The Innovation Week aims to provide space to innovators, policy makers, funders, researchers, and other players in the innovation ecosystem to share what they have been working on, learn from and inspire each other, collaborate across sectors, and transform Tanzania through the scaling of innovation.

# Fostering knowledge sharing

## New televised interviews

### Meet the Leader: H.E. Hery Rajaonarimampianina

In this episode, H.E. Hery Rajaonarimampianina, the fifth President of the Democratic Republic of Madagascar, shares on his leadership journey, the challenges he encountered along the way; and his work on the continent after his presidency including, tips on how to manage natural resources for sustainable development. To watch this interview, please visit [this link](#).



### In Focus: Income Diversification and Household Welfare in Sub-Saharan Africa

A stable and reliable income is cornerstone for welfare in any society. The key concern is, how does household diversify its income to achieve improved household welfare. In this interview, we delve into the topic with Prof. Oliver Morrissey, Professor of Development Economics at the University of Nottingham, in the United Kingdom. To watch this interview, please visit [this link](#).

## UONGOZI Institute Resource Centre

Our Resource Centre is open six days a week (Monday – Saturday). Anyone can access the Resource Centre, and borrow books upon becoming a member. Upon registration, members are charged a modest fee of TZS 20,000 (EUR 8), and afterwards, annual subscription fee of TZS 10,000 (EUR 4). Members have access to over 37,000 books in print, audio and electronic formats.

The Resource Centre's content coverage includes:

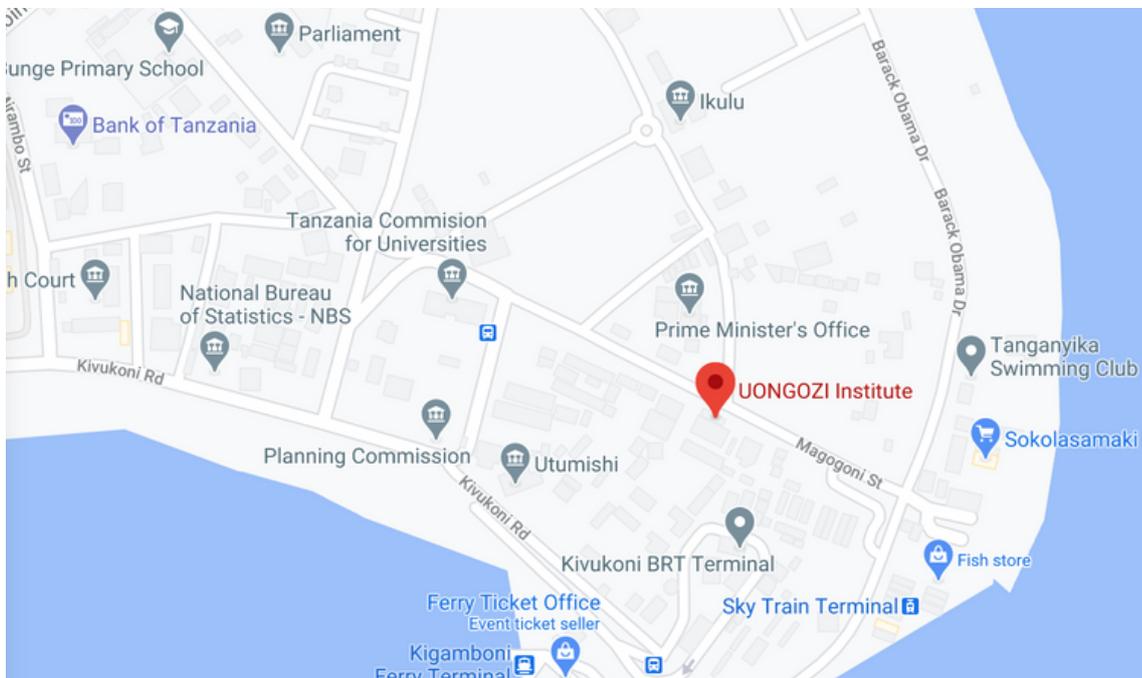


# Notice of office relocation

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We are pleased to share that our Dar es Salaam offices relocated to Magogoni Street, Kivukoni on 17 August 2020.

Our new offices are opposite the Office of the Prime Minister of the United Republic of Tanzania.



**Should you encounter any difficulties in contacting us via land-lines, please contact us via [info@uongozi.or.tz](mailto:info@uongozi.or.tz)**

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