Human Resources and ICT Forum 2023

Digital transformation: Building a future-ready HR

17–18 May 2023 | United Republic of Tanzania | #CTOHRICT

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Welcome to the forum

H.E. Dr. Hussein Ali Mwinyi
President, Revolutionary Government of Zanzibar

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> **When digital transformation is done right, it's like a caterpillar turning into a butterfly.**

GEORGE WESTERMAN

Distinguished delegates! Welcome to the Commonwealth Telecommunications Organisation (CTO) Human Resources and ICT Forum 2023, held in this beautiful island of Zanzibar. I would like to thank the delegates and experts for accepting the invitation of the CTO Secretary-General to participate in this important and timely event for the African continent. I also thank Tanzania Communications Regulatory Authority (TCRA) and CTO for organising this event and deciding to hold it in the spice Island of Zanzibar.

Under the theme of *Digital transformation: Building a future-ready HR*, this forum will deliberate on different topics on business digital transformations having the objective of getting a better understanding of the subject matter so as to bring change to work processes and transform the way HR manages its day-to-day activities. Definitely, you will all have important roles to play in this forum.

Digital transformation changes the way organisations operate. The transformation affects each level of an organisation and brings together data across areas to work together more effectively; systems, processes, workflow, human capital and culture are all part of this process. In this digital era, most organisations embed technologies across their businesses to drive fundamental change.

You have exciting programmes, given the number of experts who will gather in this forum, I trust that you will be able to have in-depth discussions that will allow you to share your thoughts and exchange ideas on HR digital transformation for the benefit of your organisations.

I encourage all delegates to actively engage in the discussions in these two days of the event, share your country's experience and not hesitate to ask questions, not only to expert speakers but also to one another in order to make this a truly interactive and lively event.

Once again, I thank you all and I do hope you will find this event helpful.

Karibu sana Zanzibar (welcome to Zanzibar).

Hon. Dr Khalid Salum Mohamed

Minister of Infrastructure, Communication and Transport, Revolutionary Government of Zanzibar

Eng Othman Sharif Khatib

Board-Chairman, Tanzania Communications Regulatory Authority

Esteemed delegates! Allow me to extend a cordial welcome to the CTO Human Resources and ICT Forum 2023 in the magnificent islands of Zanzibar. I am delighted to invite all delegates to this significant event where telecommunications and HR stakeholders, or rather practitioners, gather to deliberate on the challenges and opportunities of digital transformation in the realm of HR. This forum provides a unique platform to discuss and analyse the impact of technological advancements on human resource management and strategy.

I am pleased to note that this forum will be emphasising the need for organisations to embrace digital technologies and position HR as a key enabler of the digital transformation strategy. This is particularly important, as we navigate the rapidly changing technological landscape, and organisations must be agile and adaptable to remain competitive and sustainable.

In the current era of rapid technological advancement, it is imperative that employees possess the skills and adaptability to navigate both disruptive and constructive innovations. The significance of enhancing HR functions through digital transformation cannot be overstated, and I am optimistic that this forum will foster professional resolutions for the betterment of governance. I am also delighted to learn that this event emphasises the importance of cultivating an engaged and future-ready workforce and I am hopeful that the insights and takeaways will be key as we start and continue with this journey of digital transformation in undertaking our daily activities in our organisations.

I extend my sincere congratulations to the CTO and the organising committee led by TCRA for your diligent efforts in bringing together a distinguished group of professionals and experts to deliberate on multiple issues related to HR and digital technologies in transforming the way we do our activities. We deeply appreciate your attendance and extend our warmest welcome to you.

Once again, I wish you a successful and productive event.

Thank you very much.

Esteemed delegates, welcome to Zanzibar! I want to start by thanking the TCRA and CTO for organising and hosting this event. It is my honour to welcome all of you to the CTO Human Resources and ICT Forum 2023 in Zanzibar.

I also would like to extend my sincerest gratitude to the Revolutionary Government of Zanzibar for generously providing us with the space to host this crucial meeting. I would also like to express my heartfelt appreciations to all the delegates, speakers and sponsors who have made this event possible.

The impact of technological advancements has affected how every activity and task a person does daily is carried out. Everyone is intentionally or unintentionally being affected by the trend of going digital. Digitalisation has allowed the use of digital technologies to change business processes by facilitating employees to use new software platforms designed to help to achieve the intended goal faster as compared to the use of traditional means.

For most organisations, digital transformation requires a shift away from traditional thinking and moving towards a more collaborative, experimental approach. These new ways of approaching work reveal new solutions which, in turn, can improve the experience of those we serve in our organisation, drive employee innovation and spur organisation growth. In every case, starting a digital transformation journey requires a new mindset. It is a chance to reimagine how organisations do things and it is a good thing that there are many different paths that lead to digital transformation and hence each organisation's journey will be unique.

We are confident that this event will offer a valuable opportunity for us to collaborate and exchange ideas, fostering insightful discussions that will deepen our understanding of how to effectively integrate digital technologies into our respective organisations.

We appreciate your presence at this event, and it is my sincere hope that, the deliberations and outcome of this event will pave way for efficient digital based HR in our organisations to reflect our event theme of *Digital transformation: Building a future-ready HR.*

Asanteni sana na Karibuni sana Zanzibar (thank you very much and welcome to Zanzibar.)

Bernadette Lewis
Secretary-General,
Commonwealth
Telecommunications
Organisation

Sherry-Ann Sealey
Manager HR,
Telecommunications
Authority of Trinidad
and Tobago and
Chair, Programme
for Development and
Training, CTO

I am delighted to welcome you to the CTO Human Resources and ICT Forum 2023. We are very grateful to the TCRA for hosting us in this glorious destination on Zanzibar Island, Tanzania.

This is the first face-to-face event that the CTO is hosting outside the United Kingdom since the pandemic. It is a great occasion for the CTO to visit Tanzania, a Full Member country and Chair of the Council, to meet its citizens, better understand their needs and how the CTO can support them.

The unrelenting pace of innovation in information and communication technologies (ICT) is transforming world economies, societies, and the lives of ordinary citizens. No country is immune from the effects of the ICT revolution, so it is imperative for governments and organisations to move decisively to effectively adopt ICT by developing and successfully implementing digital transformation programmes. This Human Resources and ICT Forum will emphasise the need for organisations to shape the culture, engage and build a workforce that supports the digital transformation.

The theme for the CTO's Human Resources and ICT Forum, *Digital transformation: Building a future-ready HR*, indicates the critical role played by HR in digital transformation. Through presentations, interactive exercises and case studies, the forum will address the formulation of effective digital transformation strategies, the need to overhaul the HR function, and consider contemporary digital technologies that will add value, ensure greater efficiency and productivity, and ensure continued growth of organisations.

Thank you for your participation. My expectation is that this forum will equip you with insight and tools that will enable you to contribute positively to your organisation's digital transformation aspirations.

As Chair of the Programme for Development and Training (PDT) of the CTO, I extend a very warm welcome to all of you at this much anticipated CTO event. It is my distinct pleasure to be among you, who represent the best in your organisations in your respective fields.

I wish to express my sincere gratitude to all who have made this conference possible, to Secretary-General Lewis and her team, and appreciation to the TCRA, the government of the United Republic of Tanzania and the government of Zanzibar for generously hosting this event on the beautiful island of Zanzibar.

Discussions during the 2022 edition of the HR&ICT Forum, focussed on the effects of the dynamic and fluid market environment that proved the survival of any organisation is rooted in its ability to adapt, to innovate, and to evolve. The 2023 edition of this forum now turns to *Digital transformation: Building a future-ready HR*. Most organisations today view digital transformation as a fundamental initiative. Governments are also working hard to ensure all sectors of their economies, business and industry are on a path to digitising their systems and operations, for greater digitalisation.

A future-ready HR bolsters the connection between people and, through technology, enables stronger engagement. Digital transformation in HR can potentially solve not only the problems in HR functions, but also those of the employees and the organisation as a whole.

I look forward to discussing new initiatives, exploring current case studies, as we start a new chapter in our capacity development and training programmes.

I look forward to the lively discussions at this forum.

Wednesday 17 May 2023 • Day one

09:00–10:20 OPENING SESSION

Welcome, opening formalities and introductory keynote presentation

09:00 Master of Ceremonies' introduction
Mr Oltesh Thobias, Regional Chief Procurement Officer, African Development Bank

09:05 Invocation

09:10 National anthem of the United Republic of Tanzania, anthem of Zanzibar and East African Community (EAC) anthem

09:15 Opening remarks
Ms Sherry-Ann Sealey, Manager HR, Telecommunications Authority of Trinidad and Tobago and Chair, Programme for Development and Training, Commonwealth Telecommunications Organisation (CTO)

09:20 Welcome remarks
Dr Jabiri Kuwe Bakari, Director General, Tanzania Communications Regulatory Authority, Tanzania

09:25 Welcome remarks
Ms Bernadette Lewis, Secretary-General, CTO

09:30 Welcome remarks
Eng. Othman Sharif Khatibu, Chairman of CTO

09:35 Cultural interlude
Performance — Kibati

09:45 Keynote address: Imperative for digital transformation —realising business growth and return on investment
Professor John S Nkoma, Board Chair, Universal Communications Service Access Fund, Tanzania

09:50 Welcome remarks
Mr. Selestine Gervas Kakele, Deputy P/S MICICT

09:55 Welcome remarks
Ms. Khadija Khamisi Rajabu, Principal Secretary (SMZ)

10:05 Official opening of the CTO HR & ICT Forum 2023
🔊 *Guest of honour*
Hon. Dr Khalid Salum Mohamed, Minister of Infrastructure, Communication and Transport, Revolutionary Government of Zanzibar

10:15 Official group photograph

10:20 Networking break

10:45–13:00 SESSION ONE

The role of HR in implementing successful business digital transformation strategies

This session unravels the myth that confines digital transformation to the deployment of digital technologies. It will explain how HR, as a people function must play an important role in leading transformation programmes successfully. Following presentations on HR and digital transformation strategies, delegates will be required to participate in an exercise that will consider a Digital Transformation Roadmap and determine the role of HR in each step of the Roadmap.

10.45 Chair's introduction
Ms Victoria Elangwa, Director Corporate Services, Tanzania Fertilizer Regulatory Authority, Tanzania

10:50 Understanding the business imperative for digital transformation and the impact on HR
Mr Emmanuel Akonaay, Chief Human Resources Officer, NMB Bank, Tanzania

11:10 🔊 Embedding HR in the digital transformation strategy for a future-focused organisation
Ms Carol David (via video link), Lead Consultant, eCORE, Trinidad and Tobago

11:30 Adopting best HR practices to ensure successful roll-out of digital transformation programmes
Mr Teophory Anthony Mbilinyi, Director Corporate Services, Tanzania Civil Aviation Authority, Tanzania

11:50 Introduction to and facilitated review of a of Digital Transformation Framework
Mr John Omo, Secretary-General, African Telecommunications Union, Kenya

13:00 Networking lunch

14:00–15:45 SESSION TWO

Aligning HR practice with the business digital transformation strategy

This session will highlight how HR must change such that people, strategy, technology and processes are aligned to business transformation strategy. The session will also explore how HR can leverage digital transformation for the enhancement of the value proposition of the HR function.

14:00 Chair's introduction
Ambassador Mindi Kasiga, Head of Government Communication Unit, Ministry of Foreign Affairs and East African Cooperation, Tanzania

14:05 🔊 Cultivating business leaders with a focus on people
Mr Ian Blanchard (via video link), Managing Director, Caribbean Institute of Leadership and Coaching, Barbados

14:25 Enhancing the HR model—maximising value with agile structures and practice
Ms Vivienne Penessis, Director Human Resources, Vodacom, Tanzania

14:45 Future-proof HR team competencies and wider organisation competencies
Ms Agatha Keenja, Director Human Resources, Songas Limited, Tanzania

15:05 Enabling HR technologies
Mr Davis Malemo, Manager IT Audit, KPMG East Africa, Tanzania

15:25 Discussion, questions and answers

15:45 Networking break

16:00–17:30 SESSION THREE

HR approaches for an increasingly digital organisation

Changes brought about by digital transformation, will have ripple effects across the business, dismantling traditional practices. This session will explore how HR approaches must evolve to support successful digital transformation.

16:00 Chair's introduction
Mr Deogratius John Kilawe, Chief Executive Officer, Eastern Star Consulting Group, Tanzania

16:05 Skills gap analysis and identifying future work needs
Mr Patrick Norman Foya, Director, People and Culture, ABSA Bank, Tanzania

16:25 Redesigning jobs, incentives, pay and benefits to improve employee performance
Ms Narindwa Shaidi, Regional HR Manager, YARA-East Africa, Tanzania

16:45 🔊 Effective employee engagement and collaboration
Mr Emmanuel Michael (via video link), Head of People and Culture, Letshego Microfinance Bank, Nigeria

17:05 Discussion, questions and answers

17:25 Wrap-up

17:30 Close of day one

19:00–22:00

Gala Dinner
● *Dress code: Smart casual*

Thursday 18 May 2023 • Day two

09:00–09:10 **OPENING SESSION**

Welcome, and recap of day one

09:00 **Master of Ceremonies' introduction**
Mr Oltesh Thobias, Regional Chief Procurement Officer, African Development Bank

09:10–10:30 **SESSION FOUR**

The impact of digital technologies on HR and how they are transforming HR and the wider business strategy

This session will explore how digital technologies will continue to transform HR and how businesses are impacted as a result.

09:10 **Chair's introduction**
Juma Hassan Reli, Executive Director, Zanzibar Research Centre for Social and Economic Analysis, Zanzibar

09:15 **Impact of 5G on organisations and the HR function**
Mr Ben Roberts, Group Chief, Technology and Innovation, Liquid Intelligent Technologies, Kenya

09:35 **Blockchain technology and HR**
Mr William Baraza, Managing Director, African Advanced Level Telecommunications Institute, Kenya

09:55 ⏺ **AI and automation — the drive for effectiveness and efficiency**
Dr Rohan McCalla (via video link), Professor, George Brown College, Canada

10:15 **Discussion, questions and answers**

10:30 **Networking break**

11:00–12:30 **SESSION FIVE**

Successful digital transformation strategies/programmes — case studies benchmark exercise

This session will explore the factors that contribute to successful and failed digital transformation programmes and ultimately make recommendations on what organisations can do to ensure success of their programmes.

11:00 **Chair's introduction**
Ms Peruzy Roche, Lead Consultant and Managing Director, GENO Services LTD, Tanzania

11:05 **Leading digital transformation programmes successfully**
Ms Mridula Rakha, Manager, Human Resources, Information and Communication Technologies Authority (ICTA), Mauritius

11:35 **The Achilles' heel of the digital transformation programme**
Ms Bernadette Lewis, Secretary-General, CTO

12:05 **Discussion, questions and answers**

12:30 **Networking lunch**

13:30–14:45 **SESSION SIX**

Digital transformation programmes — HR perspective

HR Managers from specific organisations will present on their respective Digital transformation programmes, highlighting the HR interventions they deployed to future-proof the workforce. Leading HR experts shall respond, critically analysing the presentation and sharing insights on the best practices.

13:30 **Chair's introduction**
Ms Elizabeth Mwamfwagasi, Head of Talent, CRDB Bank, Tanzania

13:35 **Presentation — HR manager**
Ms Masego Chijoro, HR Specialist, Bofinet, Botswana

13:55 **Presentation — HR manager**
Ms Hannah Akrong, Human Resources Director, Vodafone Ghana, Ghana

14:15 **HR expert response**
PwC Tanzania

14:45 **Networking break**

15:00–15:30 **SESSION SEVEN**

Envisioning HR and the future of work and workplace — immersive technologies

This session will examine the future of HR, how immersive technologies are likely to change the nature of work, the workplace and the engagement of employees. Discussions will revolve around the benefits and challenges that immersive technologies may bring. At the forefront of this paradigm shift lies technologies such as the Metaverse which will significantly impact business models and HR practices.

15:00 **Chair's introduction**
Dr Jones A Killimbe, Former Board Chair of Tanzania Communications Regulatory Authority, Tanzania

15:05 ⏺ **Embracing the metaverse — shaping HR and the future workplace**
Mr Desmond Mushi (via video link), Public Policy Manager, Meta, Tanzania

15:30 **Discussion, questions and answers**

15:40–16:30 **CLOSING SESSION**

Closing session

15:40 **Chair's introduction**
Mr Abdallah Migila, Director of Corporate Services, Tanzania Communications Regulatory Authority, Tanzania

15:45 **Charting a new course for the CTO — driving digital transformation**
Ms Bernadette Lewis, Secretary-General, CTO

16:15 **Vote of thanks**
Dr Jones A Killimbe, Former Board Chair of Tanzania, Communications Regulatory Authority, *Tanzania*

16:25 **Closing remarks**
Hon. Dr Khalid Salum Mohamed, Minister of Infrastructure, Communication and Transport, Revolutionary Government of Zanzibar

16:30 **Close of forum**

Thank you to our supporters

Ministry of Information, Communication and Information Technology

Ministry of Information, Communication and Information Technology, United Government of Tanzania

The Ministry of Information, Communication and Information Technology was established on the 12th of September 2021, by the President of the United of Republic of Tanzania. The Ministry is sanctioned to formulate and monitor implementation of policies on information and communication technologies and, postal services. It is tasked with driving the digital transformation agenda in Tanzania amid the global fourth phase of industrial revolution.

The Revolutionary Government of Zanzibar

The Revolutionary Government of Zanzibar is the semi-autonomous government of Zanzibar, a part of Tanzania. It is made up of a Revolutionary Council, a House of Representatives and Judiciary. The Council's principal role is to advise the President of Zanzibar.

Zanzibar comprises five administrative Regions, of which, three Regions are located on Unguja Island and two Regions are located on Pemba Island. 11 Districts were established across these regions to bring administrative services to the people in their areas.

Tanzania Communications Regulatory Authority

TCRA is a statutory regulatory body responsible for regulating the electronic and postal communication sector in Tanzania. It was established under the Tanzania Communications Regulatory Authority Act, No.12 of 2003, which merged the Tanzania Communications Commission and the Tanzania Broadcasting Commission.

TCRA's mission is to regulate electronic and postal communication services by promoting effective competition, economic efficiency and universal service availability as well as protecting stakeholders' interests for welfare of Tanzanian society. To enhance the welfare of Tanzanians through effective and efficient regulation that promote innovation and ensure universal access to secure, quality and affordable communication services.

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A subsidiary of Liquid Intelligent Technologies

Zanlink is the leading ISP in Zanzibar providing high speed broadband and various other connectivity and digital solutions. Since its inception, they have been on the forefront of providing reliable, efficient and unmatched customer experience through a focused and dedicated approach and has attained a high level of customer confidence. This has propelled Zanlink to position itself as the "true customer-centric organisation". Zanlink understands what it takes to deliver a world class mission critical service to their clients, and they possess a wealth of industry knowledge and technical expertise backed by several years of experience.

We'd like to hear from you!
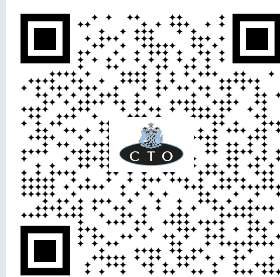
Please give us your feedback on the forum. Simply scan this QR code, using your smartphone camera, or a QR reader app, and then complete the online survey. All feedback received will be presented in the ensuing Event Report. Please complete the survey by Friday 19 May 2023.

Overview of the *Commonwealth Telecommunications Organisation*

The CTO is the oldest and largest Commonwealth information and communication technologies (ICT) organisation. Established as the Pacific Cable Board in 1899 to complete a global telegraph network, in its latest manifestation the CTO is an international treaty organisation, dedicated to facilitating effective adoption ICT and accelerating digital transformation and sustainable development in the Commonwealth and beyond.

In 2020 the CTO charted a new course to support its members by streamlining the Secretariat's activities to help its members in every step of their digital transformation programme. Through the provision of technical advice, consultancies in digital development, capacity building and training, the Secretariat will be working with each member country to formulate and execute digital transformation plans that have a measurable impact on the lives of citizens. In the current environment of rapid technological innovation, the CTO is committed to helping Commonwealth countries leverage the potential of information and communication technologies (ICT) to accelerate digital transformation and achieve the United Nations 2030 Sustainable Development Goals.

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