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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Contents

Executive summary

The Commonwealth Telecommunications Organisation (CTO) Human Resources and ICT Forum 2023 (HR&ICT 2023) was held in Zanzibar, at Hotel Verde, in the United Republic of Tanzania for two days from 17–18 May 2022. The theme for the event was *Digital transformation: Building a future-ready HR*.

The purpose of the forum was to emphasise the need for organisations to embrace digital technologies in a manner that effectively fosters digital transformation. It encouraged organisations to position the human resources (HR) function as a key enabler of their digital transformation strategy and to make effective use of digital technologies to enhance the HR function.

The Forum also highlighted the need for an engaged, future ready workforce and a culture that enables workers to seamlessly adapt to the disruptive innovative technologies that will emerge.

The Forum was structured around eight sessions and case studies of successful digital transformation programmes which highlight the goals, milestones achieved, challenges and pitfalls encountered. The sessions included presentations from several subject matter experts, moderated panel discussions that addressed the role of HR in implementing successful business digital transformation strategies, aligning HR practice with the business digital transformation strategy, HR approaches for an increasingly digital organisation, the impact of digital technologies on HR and how they are transforming HR and the wider business strategy, successful digital transformation strategies/programmes — case studies benchmark exercise and envisioning HR and the future of work and workplace-immersive technologies.

The Forum was a hybrid event, held both online and in-person at Hotel Verde in Zanzibar and was attended by Human Resource Managers, Organisational Development Managers, ICT Stakeholders, Executives, and Leaders of Organisations and Operational Managers. Participants came from several countries all over the world. Participants were allowed to present their digital transformation challenges and received feedback from HR experts.

Introduction

In the era and aftermath of the Covid-19 pandemic, digital transformation emerged as an engine and key driving force for business continuity, growth and developing new value for customers. If executed properly, digital transformation can reduce operational costs, improve business processes and productivity, increase market share, and ultimately enhance customer experience and competitiveness.

The pandemic not only forced many businesses to rapidly deploy digital technologies as a knee-jerk, but understandable pathway for digital transformation. However, it has become evident that digital transformation is not only about deploying digital technologies and systems but about formulating digital business strategies that enable the business to improve, and mostly about the people who will adopt the technologies and implement the strategies.

People are the driving force behind any successful digital transformation programme and consequently, the role of HR practitioners becomes important to the process. HR has an essential role in building a future-ready workforce that is skilled and competent to deliver digital solutions in response to the needs of its customers. HR must ensure that people, structures, practices, and technology are aligned to support the company's digital strategy.

Objectives

The objectives of the forum are to:

Explain the role of HR in digital transformation;

Highlight how the role of HR is embedded in the formulation and implementation of digital transformation strategies;

Present HR-transforming technologies and consider their impact on the wider business strategy;

Present practical examples of businesses that successfully transformed digitally and highlight the HR interventions and initiatives that contributed to the success; and

Provide HR expert insights on cultivating a future-ready workforce to support digital transformation programmes.

Welcome

Welcome: Master of Ceremonies
HR&ICT Forum 2023

Mr Oltesh Thobias, Regional Chief Procurement Officer, African Development Bank

Mr Thobias is currently working and living in Kenya. He also worked in a number of other institutions in different capacities, in countries such as Tanzania, Tunisia, United Kingdom and Switzerland. He had an opportunity to serve the East African Community and Bank of Tanzania over a period of 17 years. Sharing knowledge and capacity building has been his passion. Going back to 1996, He had an opportunity to facilitate training in higher learning institutions in Tanzania, Kenya and Ethiopia. He is a Toastmasters and a John Maxwell certified coach, and speaker and Teacher.

The session started with prayers from different denominations followed by the National Anthem of The United Republic of Tanzania, the East African Community Anthem, and the Revolutionary Government of Zanzibar Anthem.

▶ **Click here** to view the welcome remarks

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COMMONWEALTH TELECOMMUNICATIONS ORGANISATION

Opening remarks: Chair of the Programme for Development and Training (PDT), CTO

> ⊙ **Ms Sherry-Ann Sealey, Manager HR, Telecommunications Authority of Trinidad and Tobago and Chair, PDT, CTO**
>
> Sherry-Ann Sealey is the Manager HR at the Telecommunications Authority of Trinidad and Tobago (TATT) the regulator for the telecommunications and broadcasting sector. Practicing HR in a variety of industries (manufacturing, distribution and telecommunications) for over 29 years and serving in HR management leadership roles for more than 20 years, has provided her the opportunity to work in all areas of HR including, recruiting, training, employee and industrial relations, compensation and benefits, performance management, HRIS and health safety and environment. She is also the Chair for Programme Development and Training Management Committee, a role she assumed in 2022.

The PDT Chair welcomed all the delegates and gave appreciation to the preparatory Committee for the organisation of the event, CTO Secretary-General, Ms Bernadette Lewis, and her team and to the Tanzania Communication Regulatory Authority , Dr Jabiri Bakari and his team for generously hosting this event, and other colleagues, and friends for making their presence felt and sharing their expertise, experiences, and insight.

Digital transformation: Building a future-ready HR, the theme of this conference is vital to organisations today, digital transformation as a fundamental initiative. Governments are working hard to ensure digitisation is taking place across all sectors of their economies, in business, and industry enhancing their systems and operations for greater digitisation. Any experienced HR professional will recall previous low automation of HR systems and processes brought about by incumbent technologies riddled by inefficiency, today HR management is undergoing rapid and disruptive change due to phenomenal technological growth and innovation.

The main application of new technologies perceived is not what makes HR digital. Digital HR also aligns culture, talent, structure, and processes to balance efficiency and innovation as our organisations continuously transform. A future-ready HR possesses a connection between people and true technology to enable stronger engagement. Digital transformation in HR can potentially serve not only the problems within the HR functions but also those of employees and the organisations as a whole.

▶ **Click here** to view Ms Sherry-Ann Sealey's opening remarks

Welcome remarks: Director General, Tanzania Communications Regulatory Authority (TCRA)

Dr Jabiri Kuwe Bakari, Director General, TCRA, Tanzania

Dr Jabiri Kuwe Bakari was made TCRA Director General following the presidential appointment in April 2021. Since his appointment he has been able to transform TCRA.

He has been the first CEO of the former e-Government Agency from its inception in April, 2012 to January, 2020. He also spearheaded the Agency's transformation to become e-Government Authority (e-GA). He is also the chair for the CTO Executive Committee.

Dr Bakari welcomed delegates to the CTO HR&ICT Forum 2023, hosted by the TCRA.

The theme of this year's event is *Digital transformation — Building a future-ready HR*, is a timely and important theme, especially considering the global pandemic that has disrupted lives and forced people to rely more on digital technologies. He thanked Guest of Honour, Honourable Dr Khalid Mohamed, the Minister for Infrastructure, Communication and Transport, the Revolutionary Government of Zanzibar, for agreeing to officiate this CTO HR&ICT Forum 2023 despite his busy schedule.

He said as the host organisation, TCRA is proud to have played a key role in promoting digital transformation in Tanzania. TCRA have been at the forefront of assisting the ICT Ministry develop policies, regulations, and frameworks that have enabled the growth of the ICT sector and continues to work closely with stakeholders to ensure that Tanzania is well-positioned to take advantage of the opportunities presented by digital technologies.

TCRA has also been a strong supporter of the role of HR (HR) practitioners in driving digital transformation. TCRA has been working with government stakeholders through a government-to-government model to make sure that e-Government initiatives are successful in enabling HR functionality in a productive way that reduces the usual tidy mode of office work. The e-Government Authority is one of the government stakeholders we have been working with, but there are many others.

TCRA acknowledges that the success of any digital initiative ultimately depends on the people who design, implement, and use it. To ensure that this theory is realised, TCRA have been working closely with the Commission for Science and Technology (COSTECH) and ICT Commission to provide valuable communication resources to ICT and other digital start-ups for free, enabling them to grow and venture into the business market, both in the private and public sectors. By doing so, they aim at helping these start-ups solve routine tasks, some of which are HR-based, and contribute to the overall development of the digital ecosystem.

He acknowledged the fact that Zanzibar has distinguished itself in building a blue economy which undoubtedly is built on a strong relationship with leading digital technologies that drive the current global economy. Here in Zanzibar, TCRA, in collaboration with various stakeholders including the ministry responsible with communication and the Universal Communications Service Access Fund (UCSAF), has succeeded in ensuring the accessibility of communication services in areas that previously received poor or no communication services at all. The Country has realised great achievement in communication services with Statistical information for March 2023 recording a penetration rate of 98 per cent.

▶ **Click here** to view Dr Jabiri Kuwe Bakari's welcome remarks

Welcome remarks: Secretary-General, CTO

Ms Bernadette Lewis, Secretary-General, CTO

Bernadette Lewis is the Secretary-General of the CTO and is the first female to lead the organisation which is 124 years old, she assumed this post in 2020. Prior to her appointment as SG, she was the Secretary-General of Caribbean Telecommunications Union, a position she held for a decade. Ms Lewis is known for her tenacity, relentlessness and remarkable leadership skills that have transformed organisations that were at the brink of collapse.

Secretary-General Lewis welcomed delegates to the CTO HR&ICT Forum 2023. She said it was a privilege to be in glorious Zanzibar.

In the era of rapid technological innovation, the world of Artificial intelligence, robotics, alternative reality, the Internet of Things, the metaverse, big data analytics, and milliard of 21st technologies that are dismantling traditional frameworks that are governing our lives in the digital world.

Organisations that do not respond appropriately to these phenomenal changes will go extinct or become irrelevant. The CTO is committed to supporting its members in formulating and executing an appropriate response to this ever-changing dynamic technically driven environment and we are committed to supporting our members in formulating responses that will not only ensure their survival as nations and as organisations but to enable them to strive in an increasingly digital world.

This HR&ICT Forum is one aspect of the CTO's support to its members, this year's Forum will focus on digital transformation and building a future-ready HR. Digital transformation is about people, it is about people safely and reliably embracing technologies to transform the lives, the organisations, the economies, the societies, and the nations. In 2020, CTO started a new course to enhance its value to members by supporting them in digital transformation programmes. SG Lewis said she was pleased to report that in February 2023, the 60th Council of CTO approved this plan. CTO has now started the transformation journey in support of CTO members. SG Lewis congratulated the United Republic of Tanzania for assuming the Chairmanship of the CTO Council in that meeting of February 2023. She said she looked forward to working with the new Chair to taking the CTO and raising it to the point where it becomes an organisation of global influence that delivers its services with excellence to its member's and one that has a measurable impact in the lives of ordinary citizens.

SG Lewis confirmed she is delighted to be working with TCRA, in agreement to host the HR&ICT 2023 Forum, it is the testimony of the demonstrated commitment to CTO. Finally, she thanked the United Republic of Tanzania for accommodating the event, for the hospitality. She thanked the TCRA staff for their support.

She concluded by saying she hoped delegates will understand the imperative of digital transformation, it is an imperative of the technological revolution, no country would remain immune to the change of technology. The mindset must change, collectively all people must switch to the 21st Century because the world has changed forever. Participation in this Forum will give delegates the tools to begin the transformation. It's not the destination it's the journey, change is inevitable, the world has changed, we continue to change so we must continue with the mindset of change.

▶ **Click here** to view Ms Bernadette Lewis's welcome remarks

Welcome remarks: Chairman, TCRA

ⓞ Eng. Othman Sharif Khatib, Board-Chairman of TCRA

Engineer Othman Sharif Khatib is a Professional Telecommunication Engineer with a vast experience in the communications sector and has served in the Revolutionary Government of Zanzibar (SMZ) and State Institutions of the Government of the United Republic of Tanzania in various capacities. He was appointed Chairman of the TCRA in September 2022.

Eng. Khatib started by thanking TCRA and CTO for organising and hosting the event. He welcomed all to the CTO HR&ICT Forum 2023. He extended his sincerest gratitude to the Revolutionary Government of Zanzibar for generously providing the space to host this crucial meeting. He expressed his heartfelt appreciation 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 of 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 toward 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.

He said he is 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.

He appreciated the international presence at this event and said it was his sincere hope that, the deliberations and outcome of this event will assist in building a future-ready HR in our organisations to reflect our event theme of *Digital transformation: Building a future-ready HR.*

▶ **Click here** to view Eng. Othman Sharif Khatib's welcome remarks

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

John S. Nkoma is currently the Chairman of the Universal Communications Services Access Fund (UCSAF) since July 2021, an organisation that ensures the availability of communication services in rural and urban underserved areas. He is also currently teaching part time at the College of Information and Communication Technologies (CoICT) of the University of Dar es Salaam, since 2015. Prior to that he was the Director General/CEO of the TCRA for eleven years, during 2004 to 2015. Before this he served as Professor of Physics at the University of Botswana.

Essentially "Digital transformation" is the incorporation of digital technology in an organisation's processes with the objective of having better and improved performance. Digital Transformation is a process that comprises different industrial revolutions: 1st Industrial Revolution (1760–1840) which involved mechanisation, steam, and waterpower; 2nd Industrial Revolution (1870–1914) which involved mass production and electricity; 3rd Industrial Revolution (1969-2015) which involve Electronics and IT Systems, automation; and 4th Industrial Revolution which involve cyber-physical systems (2015–present).

There are Seven Drivers for Digital Transformation which include New Business Models, Enhanced Customer Experiences, Modernising IT Infrastructure, Operational Efficiency, Upgraded Employee Skillset, External Partner Collaboration, and Data-Driven decision-making. Another important area in digital transformation is the internet value chain which includes content rights from premium rights in sports, video, music, publishing, gaming, and non-entertainment activities; online services which include E-retail (B2B) the likes of Alibaba, Video the likes of YouTube and Netflix; E-travel the likes of Airbnb, Expedia, Uber; information reference the likes of Google, Wikipedia; Social and Community the likes of Facebook, LinkedIn; Cloud Services the likes of Amazon, Azure; Communication the likes of Cisco, Skype, Snapchat, etc. Another area is enabling technologies and services which include design and hosting, m2m platforms, payment platforms, advertising, internet analytics, managed content and delivery, etc. Another area is connectivity mobile access, fixed access, satellite, etc.; and lastly is the user interface which includes hardware devices (smartphones, PCs, laptops, smart TVs, etc.), systems and software (Apple, Cisco, Microsoft, etc.),

Organisations are required to incorporate Digital transformation in all aspects from organs of the organisations like Board, management and staff to statements and systems like Vision, Mission, Values, Strategic Plan (SP), Risk Management System (RMS), Quality Management System (QMS), Electronic Documentation System (EDS), etc. The role of HR in digital transformation is very broad and it entails revisiting HR Management, Recruitment and Orientation, Training and Development, Compensation and Benefits, Performance Appraisal, Employee Motivation, Career Development, Conducting Job Analysis, etc. On the other hand, to enable an environment for digital transformation in Tanzania we have policies, legislations, and regulations on the same which include the National ICT Policy of 2016, the TCRA Act No. 12/2003, Universal Communications Service Access Fund Act, 2006, Electronic and Postal Communications Act, 2010 (EPOCA) (After the repeal of Tanzania Communications Act No.18/1993 Tanzania Broadcasting Services Act No.6/1993). Tanzania has several regulations governing the communication sector.

The important thing in digital transformation is connectivity in terms of infrastructure and devices. For the case of infrastructure, Tanzania has a national fibre optic backbone that connects the country up to the regional level and focus is now towards connectivity at the district level. Tanzania also has challenges with affordability of devices, as technology changes from 2G, 3G, 4G, to 5G, in rural areas, people still have 2G devices.

Digital Transformation is necessary for the Digital Economy, for business growth and the realisation of Return on Investment (ROI). The term "Digital Economy" refers to an economy that incorporates all economic activity reliant on, or significantly enhanced using digital inputs, including digital technologies, digital infrastructure, digital services, and data. To enable a digital economy, focus must be on establishing five pillars; create an enabling Environment, provide basic Infrastructure, ensure Digital Infrastructure, develop enabling Technologies, and Human Capital Development. There must be focus on both producers and consumers of technology, including digital governance with initiatives that utilise digital technologies in fiscal and administrative activities.

KEY TAKEAWAYS

- Drivers of Digital transformation — New business models, Enhanced customer experience, Modernising IT Infrastructure, Operation Efficiency, Upgrade employee skillset, External Partner collaboration, Data-driven decision making;

- Role of HR in Digital transformation: Need for a future-ready HR and revisiting HR Management: Recruitment and Orientation, Training and Development, Compensation and Benefits, Performance Appraisal, Employee Motivation, Career Development, Conducting Job Analysis;

- Digital economy: 5 Pillars — Enabling environment, Basic Infrastructure, Digital Infrastructure, Enabling technologies, Human capital development; and

- Emerging issues: Cybersecurity, Big Data, Internet of Things (IoT), 3D Printing, 5G and Future Generations, Blockchain, Artificial Intelligence (AI).

Click here to view Professor John S. Nkoma's keynote address

The emergence of disruptive technologies is inevitable in transforming and enhancing human resource operations. Well done to the CTO for providing a platform to share this knowledge!

Hiyana Abdulla Chande, ICT Officer, Tanzania Broadcasting Corporation

Welcome remarks: Deputy Principal Secretary, Ministry of Infrastructure, Communication and Transport, Zanzibar

Eng. Shomari Omar Shomari, Deputy Principal Secretary, Ministry of Infrastructure, Communication and Transport, Revolutionary Government of Zanzibar

Eng. Shomari confirmed it was an honour to have the opportunity to be part of the CTO HR&ICT Forum 2023, hosted by the TCRA. He expressed his delight and extended his congratulations to CTO for choosing Tanzania, and specifically Zanzibar, as a venue for this event. He extended a warm welcome to all delegates to the spice island of Zanzibar.

Digital transformation refers to replacing legacy applications and manual processes with new technology throughout all aspects of organisational operations to improve efficiency, effectiveness, customer experience, and service delivery. A digital transformation is an essential tool for modern governance, empowering governments to better serve their citizens and drive progress. In this world, most Governments have adopted digital transformation to deliver services and programmes more efficiently, transparently, and cost-effectively. In the context of the government sector, digital transformation involves using technology to improve public services and create a better overall experience for citizens and businesses engaging with government offices. In today's world, digital government transformation has become more important than before, in meeting the evolving expectations of modern citizens.

The aim of digital transformation in government is to establish a transparent, efficient, and responsive public sector that caters to the challenging needs of citizens. This entails a fundamental shift in how government agencies function, leveraging technology to enhance efficiency, improve data management, and create a better citizen experience. Digital transformation can take on various forms, including the replacement of outdated systems, the creation of cutting-edge digital platforms, and the integration of automation to boost service delivery and minimise operational expenses.

Governments now offer efficient and transparent digital services that have transformed their interactions with citizens, businesses, and other parties involved. The government's digital transformation has revolutionised service delivery by eliminating the need for citizens to rely solely on desk or phone services. This has not only freed up staff time but also increased efficiency, allowing staff to focus on more important projects. Digital services have eradicated the need for citizens to stand in long lines or spend hours waiting for the delivery of different services. As a result, citizens can easily access these services as and when needed, without disrupting their daily routine.

The Zanzibar Information Communication Technology Infrastructure Agency (ZICTIA) has made significant strides toward modernising the government communication network by connecting a fibre backbone to all government ministries, independent departments, and agencies (MDAs) across the island of Zanzibar. The aim was to enhance communication and improve the delivery of government services to citizens by introducing self-service government, e-portals for citizens and businesses as well as deployment of electronic document management systems within the Government and its institutions. The Government of Zanzibar has at all times emphasised the deployment of digital technologies in governance as it is vital for a blue economy development. Apart from enabling Governance digital transformation also has allowed the integration and application of ICT services in different trades such as tourism, education, fishery, and trade.

▶ **Click here** to view Eng. Shomari Omar Shomari's welcome remarks

Official opening of the CTO HR&ICT Forum 2023: Minister of Infrastructure Communication and Transport, Zanzibar

> **Guest of Honour, Hon. Dr Khalid Salum Mohamed, Minister of Infrastructure, Communication and Transport, Revolutionary Government of Zanzibar**

Guest of Honour, Hon. Dr Khalid Salum Mohamed gave appreciation to all that have travelled from various parts of the country and across the world to meet in Zanzibar for this important occasion. On behalf of the people of Zanzibar, he welcomed all delegates to the event and hoped international participants will enjoy their stay.

He commended the Ministry of Information, Communication and Information Technology of Tanzania (mainland) for sustaining a good partnership between the TCRA and the CTO. He further commended the CTO and the entire management team for choosing this dynamic and very important theme, the CTO HR&ICT Forum 2023 focusing on *Digital transformation: Building a future-ready HR*. It is relevant theme and very timely especially in this era where the use of communication technologies is of necessity for increasing efficiency and productivity. Previous speakers have emphasised this, ICT is not an option it's a necessity and indeed it's a necessity.

In the current world most activities are facilitated by information and communication technologies in all aspects of our life. Tanzania is not an island and to keep up with the pace of other countries, Tanzania is undergoing digital transformation, reflected by the growing number of people connected to communications and internet services in order for the Government to deliver its intended services to the Citizens.

Digital technology is pivotal to delivering services to Citizens and helps address a range of socioeconomic challenges in our society. This is achieved through the availability of infrastructure and related affordable services such as the Internet to the citizens which in turn facilitates the delivery of Government Services to the citizens.

Tanzania is implementing digital transformation initiatives where digital technologies and the internet in particular now serve as a platform for improving service delivery like healthcare, education, commerce, information sharing, employment, and transportation services as compared to the traditional ways we had before in delivering the same in our country.

Recognising the importance of digital transformation in all aspects of human life the Government of the United Republic of Tanzania has made deliberate efforts in implementing several initiatives for the use of ICT for social economic development and this includes setting up the National ICT Policy of 2016 for mainland Tanzania and ICT Policy of 2013 for Zanzibar. In Zanzibar, the government is in the process of revisiting this policy and very soon a new policy will be established that will complement the current developments. These policies give directives in all spheres of the ICT ecosystems, these policies also are in line with Development Vision 2025 for Mainland Tanzania and Development Vision 2015 for Zanzibar and have clearly stated by 2025 the country needs to have a well-educated society in terms of quantity and quality education, skills and knowledge at all levels of education.

The implementation of National policies and strategies has improved the ICT landscape such as mobile network population coverage from 51,292,702 mobile subscriptions in December 2020 mobile to 61,879,725 in March 2013 while Internet users have reached 33,090,834 as of March 2023 as compared to 28,470,506 in December 2020. Furthermore, the United Republic of Tanzania has deployed various systems to enhance service delivery in various sectors, including health, education, mining, agriculture, lands, business, etc. The government of Zanzibar has developed and launched the first Zanzibar Digital Health Strategy 2020/21–2024/25 in September 2020, which focused on

addressing issues in the quality and equitable distribution of health services for all. The Zanzibar Digital Health Strategy 2020/21–2024/25 outlines how the Government intends to leverage digital health technologies to meet health-sector goals and objectives. In Zanzibar there are approximately 11 districts in Unguja and Pemba and all these are connected to the National fibre optic backbone which has expanded the internet, and institutions connectivity and facilitated mobile and digital services such as mobile banking, e-commerce, and digital payment systems. Almost 98 percent of Government institutions are already connected to the National fibre optic backbone. The Government of Zanzibar in collaboration with the Government of the United Republic of Tanzania through the TCRA and the Universal Communication Services Access Fund (UCSAF) has established the centres throughout the districts in Zanzibar so as to give access to digital services to local communities, that provide ICT training and support for the people of Zanzibar.

Major digital transformation challenges in Tanzania are digital skills and education, digital security and reliability, innovation, and public administration transformation. He concluded by saying he hoped Forums like this will help Human Resource personnel to improve their skills in cultivating appropriate workforces to support digital transformation in our country. For digital skills and education, the aim of the Government is to make sure every citizen in Tanzania possesses digital skills and education that exploit the available digital space, tools, and processes to make Tanzania a better place to live.

The issue of digital security and reliability is also of paramount importance just to make sure everyone in Tanzania enjoys a safe and protected digital space and security threats or concerns are not supposed to hinder digital transformation and the use of digital services. In realising that, the government has enacted different laws that deal with Digital Transformation in Tanzania like the TCRA Act, ICT Commission (Establishment) Instrument, Universal Communication Services Access Fund (UCSAF) Act, Electronic and Postal Communications Act (EPOCA), Cybercrime Act, e-Transaction Act, Tanzania Telecommunication Corporation (TTC) Act, Commission for Science and Technology Act, National Payment System Act, e-Government Act, Fair Competition Act just to mention a few.

He said the government of Zanzibar wished to recognise the excellent work of the CTO, which provides its Member States consultancy services in different ICT projects, implementation of different ICT projects, Capacity building in different aspects, knowledge sharing events in different areas of ICT. For the case of Tanzania, CTO has undertaken the Digital Broadcasting Switchover Forum Africa 2014 which was held in Arusha from 11–13 February 2014 and was hosted by the TCRA and the Ministry of Communication, Science and Technology, Tanzania. This event enabled policymakers and regulators to interact with broadcasters, content developers, broadcast network infrastructure providers and operators, and equipment manufacturers to discuss challenges, solutions, and opportunities in the competitive and innovative broadcasting industry.

Also following the adoption of the Commonwealth Cyber Governance Model, which contains key principles that Commonwealth countries could adopt in the governance of Cyberspace. In 2014, the CTO developed the Commonwealth Approach for Developing National Cybersecurity Strategies to serve as a guide for countries to develop their individual National Cybersecurity Strategies. The guide provides practical advice and proposes actions that can be adapted by countries to suit their individual circumstances.

In order to understand this approach, the CTO held regional (Information Infrastructure Protection) CIIP workshops, which consisted of stakeholders mainly from relevant government ministries, agencies, departments, private and public sector, academia, and civil society groups. From this initiative, in 2016, CTO in collaboration with the Government of Tanzania conducted Consultancy Services for Developing National Cybersecurity Strategy for Tanzania.

He affirmed the honour and privilege in declaring that the CTO HR&ICT Forum 2023 with a theme of *Digital transformation: Building a future-ready HR* here at Hotel Verde in Unguja, Zanzibar officially open.

▶ **Click here** to view Hon. Dr Khalid Salum Mohamed's official opening address

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 explains 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 participate in an exercise that considers a Digital Transformation Roadmap and to determine the role of HR in each step of the Roadmap.

Chair's introduction

Ms Victoria Elangwa, Director of Corporate Services, Tanzania Fertilizer Regulatory Authority, Tanzania.

Ms Victoria Elangwa is a leader at heart, Ms Elangwa has 20 years of leadership, coaching and strategy formulation. Her leadership skills are demonstrated through her mentorship programmes that seek to empower young people. She is the Director for corporate services at the Tanzania Fertilizer Regulatory Authority.

This session was moderated by Ms Victoria Elangwa, Director of Corporate Services, Tanzania Fertilizer Regulatory Authority, Tanzania. Ms Victoria Elangwa introduced speakers and recapped the keynote speech from Professor Nkoma on Imperative for Digital Transformation — Realising Business Growth and Return on Investment.

▶ **Click here** to view the Chair's opening message.

Understanding the business imperative for digital transformation and the impact on HR

Mr Emmanuel Akonaay, Chief HR Officer, NMB Bank, Tanzania

Mr Emmanuel Akonaay was appointed as Chief HR Officer in July 2020. He is responsible for driving the execution of the people agenda in line with the Bank's vision while providing the necessary guidance to the HR team in strategy implementation. He joined NMB Bank Plc in 2014. Prior to the current appointment, Emmanuel was Head of HR Shared Services. Before joining NMB, Emmanuel worked at Ernst & Young. Prior to that, he worked at Absa Bank — formerly known as Barclays Bank Tanzania.

Over the years, the HR function has transformed, eliminating traditional HR processes by using the latest technologies and this started in the 19th Century Industrial Revolution Era when organisation successes were achieved through people and at the same time the establishment of the Trade Union Movement Era in which Worker's Associations were formed to safeguard members' interests. The 20th Century can be seen as the Social Responsibility Era in which there was the adoption of a more

humanistic and paternalistic approach towards workers. The Scientific and Human Relations Eras in which scientific experiments on labour productivity and industrial psychology infiltrated a Human Resource Management era in its modern connotation, mainly from the 1980s onwards for Recruitment, Professional Development, and Welfare Management. In the years of the 2000s HR moved from a largely tactical, administrative function to a more strategic role focused on creating value.

Today, HR functions apply digital platforms in revolutionising the people aspect while streamlining HR processes assuring efficiency, agility, and real-time data to businesses. From Peter Drucker, the guru's guru: One analogy for the manager (HR Manager in this context)] is the conductor of a symphony orchestra, through whose effort, vision and leadership, individual instrumental parts that are so much noise by themselves, become the living whole of music.

In the past HR as the conductor was only an interpreter, but in today's world HR Practitioner is both composer and conductor. (HR participates in strategic direction and guides it for the betterment of the Company). In Digital Transformation, HR is both a composer and a conductor. Strategic Roles of HR in Digital Transformation should focus on Job Redesigning which involves Reskilling, Job design, Pay & Benefits, and nature of work and Employee Voice, Health, and Wellbeing; Talent Management which involves Recruitment, nurturing, and transforming Talents to ensure the creation of a Fit-for-Purpose and Fit-for-Growth Workforce; Change Agent—Digital Projects which involves HR Practitioners playing a critical role in strategic digital transformation projects as key change agents and are also responsible for Engagement and Communication Plans. Lastly, are responsible for conducting workforce planning and skills gap analysis as well as reward and recognition.

There are several HR Transformation Technologies which range from HR Analytics Tools, HR Software and Information Systems, employee engagement platforms, etc. The HR function is to create a future-ready workforce by building bridges and taking down walls of defense and this includes identifying Digital Skills and Competencies, developing a Comprehensive Digital Learning Strategy, embracing an agile workforce, emphasising change management and communication and lastly foster a diverse and inclusive workforce.

▶ **Click here** to view Mr Emmanuel Akonaay's presentation

Embedding HR in the digital transformation strategy for a future-focused organisation

Ⓐ Ms Carol David, Lead Consultant, eCORE, Trinidad and Tobago

Ms David has over 25 years' experience in HR management, her experience is punctuated by substantive roles in various industries; as a Board Member, Advisor and Executive. Carol is a member of the Industrial Relations Advisory Committee (IRAC-Ministry of Labour) and a Non-executive Director with Agostini Insurance Brokers Ltd. Previously, she sat as Chairperson for PDTMC of the CTO, Director of Trinidad and Tobago Postal Services (TTPOST) Board (Chairperson of the HR Committee), Director of NUKLUS (Joint Venture Data Center Company in Tobago), and a member of a Taskforce to reform Health Services for the Tobago Regional Health Authority (TRHA).

The development of technologies from the 1960s to 2020s shows the changes from mainframes to minicomputers, desktop computers, wired internet, mobile internet and ultimately to digital in the year 2020 which comprises data, machine learning, artificial intelligence, cloud computing, internet of things and automation.

A fusion of technologies that is blurring the lines between the physical, digital, and biological spheres, progress defined by "velocity, scope and systems impact unlike ever seen before. The confluence of four profoundly disruptive technologies — Artificial intelligences, Cloud Computing, Internet of things, and Big Data (ACID).

Digital Jobs will grow to 90M by 2023, 127M by 2024, and 190M by 2025. 85 million Jobs will be replaced by automation by 2025, 40% of workers' core skills are going to change, 69% of companies globally are going to declare a skills shortage, and 149 million new tech-oriented jobs are expected by 2025. In automation, human tasks will be replaced by machines such as robots and drones. Digitisation will involve digital production processes like the Internet of Things, virtual/augmented reality, and 3D printing. Platforms will involve coordination which mainly is on coordination—matching of demand and supply like transport, delivery, and online services.

These technologies bring challenges for work and employment in which automation will result in job polarisation, new work organisation, and new skills demands. Digitisation will result into the fragmentation of jobs, unstable contractual arrangements, and infringement of privacy. Platforms will result in new work organisation, fragmentation of jobs, and ambiguous employment status.

There are several interventions and practices to remove barriers in the digital transformation which include proper Strategy, Building Capabilities, Culture and Communication Strategies, and the Outcome-Based Performance Management System/Productivity. With digital strategy framing the digital challenge can be overcome by building awareness, knowing your starting point and crafting a vision, and aligning top team. There is also a need for focusing on investment, translating vision into action, building your governance, and funding the transformation. In the case of mobilising the organisation, there is a need to signal your ambitions, earn the right to engage and set new behaviours and evolve culture. Lastly, there is a need to sustain the digital transition just to make sure you build foundation skills, align incentives and rewards, measure, monitor, and iterate. Digital transformation is about people.

▶ **Click here** to view Ms Carol David's presentation

Adopting best HR practices to ensure successful roll-out of digital transformation programmes

◉ Mr Teophory Anthony Mbilinyi, Director of Corporate Services, Tanzania Civil Aviation Authority (TCAA), Tanzania

Mr Mbilinyi is Director of Corporate Services at TCAA. Prior to joining TCAA he was the Head of Human Resource Management and Administration of the Workers Compensation Fund (WCF). He also worked with e-Government Agency (e-GA) as Director of Business Support, and at the Social Security Regulatory Authority (SSRA) as Human Resource and Administration Manager. With positions at the TPC Sugar Company in the capacity of Human Resource Manager and with PPF Pension Fund as Senior Human Resource Officer and Human Resource Officer.

The evolution of HR started with task-based activities related to focusing in handling certain tasks, records keeping, payroll processing, and administrative transaction issues. Then it evolved to skill-based activities which required specific skills, communication skills, and people management skills. Later it evolved to competency-based activities which required a focus on the right attitude, value addition, display of accuracy, and ability to articulate opinion in a tangible manner and align HR initiative with corporate strategy. Generally, the journey began with industrial relations, personnel management, employee relations, organisational change and effectiveness, employee experience, and human resource management.

HR in today's life demand HR professionals which entails growth enablers and change

influencers, credible business partner with commercial acumen, and thought and opinion leaders. In 2019 Covid-19 impacted the way we do our things and these challenges included the disruption of usual business operations, working conditions, as well as HRM functions were also disrupted, specifically, staffing i.e. layoffs, pay cuts, performance management, and challenges associated with working from home, L&D from physical to virtual, compensation management i.e. revenue decline vs pay cuts and layoffs, safety and health management i.e. Covid-19 treatment being not part of the Health Insurance Packages and employees' relations was hindered.

In this context, organisations that were facing financial difficulties due to this pandemic adopted down-skilling by cutting back on recruitment of high-skill jobs more than low-skill jobs, to reduce their costs and try to sustain their business. Most found themselves unemployed due to the Covid-19 outbreak. Digitisation was used as a fallback position, digitisation was seen as key for business sustainability, business growth, enhancing customer experience, and business resilience.

In adopting HR practices to ensure the successful roll-out of Digital Transformation Programs, there is a need of developing and implementing an HR strategy with specific goals and KPIs on Digital Transformation. Assess organisation governance systems that support digital transformation i.e. the position of the ICT Unit as an enabling units towards digital transformation. Assess ICT and Non-ICT skills set to ascertain compatibility to the digital transformation (key people to driving change). Develop and implement culture change programs across the organisation with an emphasis on change of mindset on the use of technology. Develop and implement awareness creation programs across the organisation. Make a digital transformation a way of life for the entire staff population by embedding it in day-to-day business operations. There is appetite for the use of Digital technologies to become a key attribute for employee promotions to leadership positions.
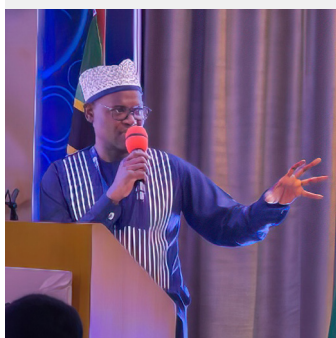
▶ **Click here** to view Mr Teophory Anthony Mbilinyi's presentation

The HR and ICT forums fuel the innovation of new working systems and the creation of novel products within our organisations.

Mwanakhamis Kassim, Principal HR, Zanzibar Social Security Fund

Introduction to and facilitated review of a Digital Transformation Framework

(®) Mr John Omo, Secretary-General, African Telecommunications Union, Kenya

Mr John Omo is the Secretary-General of the African Telecommunications Union (ATU) having been re-elected for a second term in 2022 at the ATU Conference of Plenipotentiaries. He leads the continental body entrusted with building consensus within African countries in the development of ICT policies, systems and services, and also in coordinating African participation in international ICT for Africa.

Mr Omo has 31 years' experience as a lawyer and has contributed immensely to the development of local and international policies, legislation, agreements and treaties in all areas of public service, but mainly in the area of ICTs.

Digital transformation is a journey and like any other journey there are steps that you need to follow. Likewise in formulating the digital transformation strategy roadmap, there are steps that need to be followed. The first step is to perform a business assessment which involves establishing strategic goals, key business challenges, and potential growth opportunities. The second step is to ask yourself if at all you need digital transformation by asking yourself why you need transformation. The third step is to evaluate the current capabilities you have in transformation and by doing so you need to perform a digital capability assessment, get staff feedback through surveys and workshops, and lastly perform business requirements analysis and process map.

The fourth step is to get the right buy-in from the board, executives, and staff, as you find most of the time human beings are resistant to change, and hence early buy-in across the organisation will make the transformation process to be very smooth. The fifth step is to identify the course of action which include a list of actions to bridge the capability gap and identify future capabilities (people, process, platform/systems). The sixth step is to formulate and prioritise by grouping the related courses of action into packages as initiatives and prioritising the initiatives based on the impact and effort. The seventh step is to develop a roadmap or plan that will show the sequence of initiatives, resources, and budget plan.

The eighth step is to find partners to accompany the organisation on the journey of transformation. The ninth step is to conduct communication and stakeholder engagement and lastly start the initiative.

▶ **Click here** to view Mr John Omo's presentation (insert the respective video)

Aligning HR practice with the business digital transformation strategy

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

Chair's introduction

Ambassador Mindi Kasiga, Head of Government Communication Unit, Ministry of Foreign Affairs and East African Cooperation, Tanzania

Ms Mindi Kasiga is an Ambassador and Head of Government communication unit with the Ministry of Foreign Affairs and East African Cooperation. She has been instrumental in promoting domestic tourism as well as internationally during the pandemic. She has served in various government ministries at senior management level and has also served as Minister Counselor at the Embassy of Republic of Tanzania in Washington DC.

The moderator introduced the topic and the respective panellists.

Click here to view the Chair's opening message.

Cultivating business leaders with a focus on people

Mr Ian Blanchard, Managing Director, Caribbean Institute of Leadership and Coaching, Barbados

Mr Blanchard is a mentor and Coach to Growth minded Leaders and Business Owners. As Founder and Managing Director of the Caribbean Institute of Leadership and Coaching (CILC), he works with corporate leaders and business owners helping them to grow themselves and their organisations.

The landscape of the technology revolution comprises four stages which include the first industrial revolution which dealt with vapour machines, hydraulic power and mechanisation. The second industrial revolution which dealt with mass production, assembly line and electricity. The third industrial revolution which dealt with automation, information and communication technologies (ICT). The fourth industrial revolution relates to digitisation (internet of things, cloud computing, digital coordination, cyber-physical systems and robotics. With all these changes it involves the people and; leadership and management.

The experience has taught us that most of the time we celebrate managers with functional skills without a people focus, we are interested in things getting done.

We speak to leadership skills but only in theory and we fail to discuss leaders' behaviour. We love to speak to Emotional Intelligence while ignoring it in practice. Senior leaders are prepared to demand that other people change but are not prepared to change themselves. Achieving business goals and objectives are of paramount importance, regardless of how they are achieved; and we are happy to promote people who have no interest in people or their development.

Leaders should have leadership competencies like people leadership, relationship leadership, business leadership and entrepreneurial leadership. Leaders are also supposed to have leadership potential like change potential, intellectual potential, people potential and motivational potential. A leader's competencies are developable through experience, whereas leadership potential is inborn and natural.

▶ **Click here** to view Mr Ian Blanchard's presentation

Enhancing the HR model — maximising value with Agile structures and practice

⊙ **Ms Vivienne Penessis, Director of HR, Vodacom, Tanzania**

Vivienne is an experienced HR Practitioner and a certified Executive Coach. Vivienne is currently the HR Director at Vodacom Tanzania looking after People, Fleet, Facilities, Health, Safety and Wellbeing.

She started her Career at Standard Chartered Bank Tanzania and worked in various capacities as a Branch Manager, Service Quality, HRBP, Organizational Learning and Development and as the Country Head of HR.

She worked in the UAE as a Senior HRBP and Head of HR for the Sales subsidiary managing over 1,600 employees, before a spell in Singapore working as the Group HRBP for Financial Markets, Corporate Finance and Global Research.

In today's life, it is difficult to continue working as we used to 10 years ago, when the typical HR Team was purely manual administration. Think about processing thousands of leave requests, staff airtime, training data, promotions, engagements, pension, salary advances, performance reviews, etc. With all these tasks how does HR become future-ready? To overcome this, we need to deploy future-ready skills which include Big Data Analytics, UI/UX Design, Cyber Security, Robotics process automation, digital media, digital lifestyle content, block chain, internet of things, agile, fintech, artificial intelligence, machine learning, cloud computing, and software engineering.

Agile structures and practices should involve process automation, span and layers, flexibility, speed and quality (sprint), culture and servant leadership. Should we go agile, implying less CAPEX, less OPEX, service revenue, continuous improvement, relevance, strategic, coaching and mentoring, mindset (UPR), learn, unlearn and learn, reskill and upskill, servant leadership, enabling environment, inclusion for all and agile workspace. The ultimate result is to bring business, HR and Technology closer together.

▶ Ms Vivienne Pennesi's presentation is not available due to commercially sensitive information.

Future-proof HR team competencies and wider organisation competencies

Ms Agatha Keenja, Director HR, Songas Ltd, Tanzania

Ms Keenja is currently serving as a Senior HR Manager of Songas Ltd, a gas-to-power project supporting the development of the electric power sector in Tanzania.

Agatha sits at the Board of Directors of Tanzania Telecommunications Company Ltd as a Co-opted member of the HR and Administration Committee.

We categorise HR evolution into four waves which include HR administration, HR practices, HR strategies and HR from the outside in. HR administration focused on terms and conditions of employment, delivery of HR services and regulatory compliances; and HR credibility is derived through administrative transactions administrative. HR practices put emphasis on designing innovative practices in sourcing, compensation and rewarding, succession planning, learning and development; and HR credibility is derived through delivering best practices. HR strategies focus on people and Integrated HR practices with business success through strategic HR, and HR Credibility is derived from being at the table and engaging in strategic business conversations. Lastly, HR from the Outside In focuses on looking outside the organisation to customers, investors, and communities to define successful HR; and HR Credibility derived from those outside the company as well as those inside.

Digital transformation is an ongoing process, not a destination. Change is the new normal, and HR professionals need to be prepared. Looking at the increasing frequency of changes within organisations, it isn't hard to see why change management is an important skill to have in future-proof HR Competencies. To achieve digital transformation HR team need to have competencies in different areas which include data-driven, business acumen, digital integration, people advocacy and functional competencies. In data-driven, HR needs to have the ability to read, apply, create, and transform data into valuable information to influence. In Business acumen, HR need to understand business, its purpose, mission, goals, and strategies. In digital integration, HR need to understand new technology and actively integrates it to make HR and the company run more efficiently. In people advocacy, HR need to build a strong internal culture, communicate skillfully, and act as a trusted employee champion to make HR more human. Lastly in functional competencies, HR needs to understand more than one functional competency from a specific to the broader organisational context.

To make it happen, HR professionals need to focus and use technology to explore real opportunities to move away from the way we've implemented HR programs in the past where it's been one-size-fits-all, and move beyond that and create an environment of one-size-fits-one. We understand that things are moving so fast now and the half-life of the skill is getting shorter and shorter than what we learned 5 to 10 years ago is unlikely to be relevant in five years' time and we need to be continually learning. If we can't get buy-in from the senior leaders in the organisation if we can't bring people on the journey and influence what we do in HR is important then none of that matters it won't be successful.

▶ **Click here** to view Ms Agatha Keenja's presentation

Enabling HR technologies

Mr Davis Malemo, Manager IT Audit, KPMG East Africa, Tanzania

Mr Malemo is a Manager in IT Audit at KPMG Tanzania, seating under Audit department. Providing technical expertise across risk assurance services such as Information systems audit, IT governance review, cybersecurity assessment, Quality assurance review, data analytics, review and evaluation of technology internal controls, business continuity management and data privacy reviews.

Software as a service (SaaS) applications (WD, Oracle, SF, etc.) have three significant Gaps in independently achieving goals around the modernisation of the HR function because of missing key functionality in the organisation's most unique and strategic areas (pension, compensation, benefits, etc.), inability to drive enterprise automation across the end to end processes that cross over system platform areas and not designed to deliver a connected enterprise (employee) experience (beyond HR scope items). Solving the above gaps minimally require a modernised enterprise architecture beyond the SaaS platform (we must build a reference architecture to drive this discussion as part of the HR Tech track) and having an informed strategy for how each of the three tech areas above will be addressed in conjunction with a SaaS migration is key.

There are six areas that the chief human resources officer (CHRO) must focus on to address the disruption happening in the labour market, their workforce and the disruption in the overall economy. Organisation's Purpose and culture need to be more than just a "value-driven company." What changes are you going to make to your underlying systems and processes to affect purpose and culture. By identifying the key levers of change, HR can make organisational purpose and culture change tangible and practical by putting in place an environment that enables the change to be sustained. Workforce insights and analytics need to use analytics to understand the organisation. It's more than just a dashboard even more than just predictive, but rather prescriptive as to what organisations need to do. For example, will help anticipate people who are leaving and not only get them to stay, but stay and rally people around them so they add value.

Workforce shaping, this is an area that is very new. If we believe that the organisation itself will stop working the way that it currently works, it means that the traditional functions may go away. Maybe there are more project or outcome-based teams, and those teams are utilised until the need is over when they are sunset. This type of agility in the workforce requires sophisticated shaping so that we can understand the skills in our workforce, deploy them rapidly, ensure they are successful, and then sunset as appropriate. This is way more than just job or position management done currently. Additionally, this is more than just human workforce shaping includes employees, gig/contract workers, and serious robots or automated technologies.

Employee experience is more than the HR portal. It's every aspect of how your day starts, what you do, how you interact, when you leave, what you do when you're home regarding your work, etc. We believe that the if we are putting HR in charge of employee experience, we can't designate different functions to oversee different elements (i.e., no longer IT in charge of laptops, travel policy in procurement, or payroll in charge of hierarchy) because they all impact the employee experience. The experience drives all interactions with work for the workforce as it is shaped and is part of how we operate.

Enabling technology is driven by a focus on the employee experience, HR must position itself for continuous technology and digital/physical work environment modernisation. HR organisation of the future is a new workforce that will also impact the HR function and require the CHRO to think of their own organisation differently. They will need to continuously pulse the other five area areas, considering both workers who work for you and don't, both human and non-human. HR will be characterised by an 'outside in' operating model which is driven by business, customer, and employee insights and powered by technology and talent. After getting feedback on each of those areas, we dive into whatever area is appropriate for the CHRO and of need for their organisation.

Employee experience is more than just a UI for a portal. They are thinking about experiences through personas. Using a human-centred approach, they are considering the unique personas to determine their preferences, how they want to work, what interactions they are looking for, how are they engaged, etc. An important area of the employee experience is driven around the consumerism disruptor. As people are looking for a tailored experience just for them, the employee experience they have needs to be adapted. Employers need to consider what the individual personas need as the culture of the workforce starts to demand that more. Employee experience could be considered the "quid pro quo" for the changing workforce expectations. As employers are expecting their workforce to be always available, they need to ensure that they have the tools and systems available to work beyond their desks and in a convenient fashion. The future of delivering highly personal, tailored HR solutions revolves around the virtual agent. Integrated enterprise solutions must be deployed in concert across the architecture in order to deliver artificial intelligence-enabled experiences.

The HR technology ecosystem will continue to evolve and be more integrated. HR professional's roles are changing, and technology is defining the path ahead. New tools are becoming popular and deployed across the enterprise that when applied to HR, will fundamentally and continuously evolve the HR service delivery model. Data management will no longer be collecting workforce information through an ERP; HR will lead people data strategy utilising new data sources (internal and external) to drive deeper prescriptive insights. Cloud technologies will give finance the ability to select leading application solutions, real-time data accessibility, and business partnering capabilities. Robotic process automation (RPA) will drive "extreme automation" within rules-based HR processes resulting in a greater capacity for value-added activities.

Adaptive technologies will radically change the work that HR does through the use of smart algorithms that can be leveraged to accomplish activities and tasks. Cognitive/AI technologies will advance automation past execution, through the ability to reason and infer trends and patterns from both structured and unstructured data. Natural language processing (NLP) will provide finance with unconstrained, real-time information accessibility, beyond just the numbers.

The biggest limitation isn't the technology and what it can do. It's the imagination of those who must deploy it.

▶ **Click here** to view Mr Davis Malemo's presentation

Discussion and Q&As

▶ **Click here** to view the Q&A and contributions which concluded session two

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.

Chair's introduction

Ms Justina Mashiba, Chief Executive Officer, Universal Communication Service Access Fund (UCSAF), Tanzania

Ms Justina Mashiba is the Chief Executive Officer, Universal Communications Services Access Fund. She is an Advocate of the High Court of the United Republic of Tanzania and has experience of over 20 in both public and private in Leadership and Legal world.

The moderator introduced the speakers and subject matter.

Skills gap analysis and identifying future work needs

Mr Patrick Norman Foya, Director, People and Culture, ABSA Bank, Tanzania

Mr Foya is the Director of People and Culture at Absa Bank Tanzania Ltd. Mr Foya has over 20 years' experience in corporate business, 17 being at executive level. His multi sector experience includes manufacturing, shipping and logistics, downstream oil and gas, telecommunications, and currently banking. Some of the Global Corporates he has been associated with include Japan Tobacco International (TCC), Maersk Line, Reliance Industries Ltd (Gapco), Airtel, and currently Absa Bank Group.

The history of work is littered with jobs rendered impractical by the passage of time and technology. This can be seen in different areas like in security and military personnel, retail services, taxi and truck drivers, accountant and bookkeepers, bank clerks and account openings, proofreaders, translators, language teachers and machine operators. All these tasks previously took some time but now take a shorter time and others are handled differently as compared to the traditional ways in the old days. There are jobs that will disappear and some organisations that will be phased out due to digital transformation.

In its 2018 The Future of Job Report, the World Economic Forum states that by 2022 no less than 54% of all workers will need to bring up-to-date or switch their competencies. This is the result of rapid technological developments and increasing digitisation that affect both our personal and professional lives. It is important to know what skills and knowledge are currently missing in our workforce and which of the skills will be acquired for your organisation's performance in the future. For organisations across all industries, this means certain jobs will disappear due to automation, while others will change in terms of their core tasks and responsibilities. This is where job redesign becomes relevant, the rearranging of these tasks and responsibilities to align them with the changing reality of work.

A skill gap analysis determines the skills required to achieve an acceptable level of performance. Used mainly for technical, craft, and office jobs to provide a benchmark for revisiting learning and development interventions. This can therefore be an important part of your toolset as an HR professional, people owner, and business manager, as it enables you to access talent shortages before they significantly affect your organisation's performance. Assess the difference discrepancy between the actual state and a future goal state. Organisations use it to identify the skills that an individual employee needs but does not necessarily have yet to carry out their job or to perform certain tasks effectively. For HR, the skill gap analysis is a way to find out which skills and knowledge are lacking among the employees in the organisation. Once they have information, HR can address the skills gap in the organisation. This can be done through upskilling, reskilling, L&D investment decisions, and succession planning.

The Future of Job Report 2023 explores how jobs and skills will evolve over the next five years. This fourth edition of the series continues the analysis of employer expectations to provide new insights into how social economic and technological trends will shape the workplace of the future. A future-focused skill gap analysis is a process of identifying the skills that are currently available in the workforce. This analysis can be used to help organisations develop strategies to close the skills gap and ensure that they have the talent they need to succeed in the future.

There are factors that can contribute to a skills gap, and this includes technological changes as emerging technologies can create new jobs and make existing jobs obsolete. Economic change, changes in the economy such as globalisation and automation can lead to changes in the demand for skills. Demographic change, the aging population and the increasing diversity of the workforce can lead to changes in the demand for skills. To conduct a future-focused skill gap analysis, organisations can a number of methods including surveying employees and employers, this can help to identify the skills that are currently in demand and the skills that are expected to be in demand in the future. Analysing job postings, this can help to identify the skills that are required for specific jobs. Tracking trends in the economy and technology can help to identify skills that will be needed to meet the demands of the future. Once an organisation has identified the skills gap, it can develop strategies to close the gap.

Critical skills for supporting digital transformation include digital literacy, data and digital security, digital marketing, artificial intelligence, machine learning and robotics, blockchain, etc.

▶ **Click here** to view Patrick Norman Foya's presentation

Effective employee engagement and collaboration

ⓐ **Mr Emmanuel Michael, Head of People and Culture, Letshego Microfinance Bank, Nigeria**

Mr Michael is currently the Head of People and Culture at Letshego Nigeria, where he has contributed significantly to the organisation's growth and development. In 2017, Emmanuel served as the Interim CEO and Head of HR at Letshego MFB, a national microfinance bank in Nigeria. He has over nineteen years' experience as a professional in the field of HR management.

According to statistics on digital transformation, global spending on digital transformation is set to reach $1.8 trillion by 2022 and is predicted to increase to $2.8 trillion by 2025. McKinsey reports that 70% of digital transformations fail due to employee resistance. 75% of executives say that their business functions compete instead of collaborating on digital projects. When it comes to drivers of employee efficiency, 74% cited communication tools, and 74% mentioned collaboration platforms.

Collaboration and teamwork improve company sales by 27%.

Collaboration is a fundamental element for achieving successful digital transformation.

Digital transformation is not solely a technological change but also a holistic organisational transformation. Collaboration enables cross-functional teams to work together, breaking down silos and fostering a culture of cooperation and shared goals. Collaboration enables the pooling of diverse perspectives, expertise, and skills, leading to more comprehensive and innovative solutions. Collaboration promotes knowledge sharing and learning, driving continuous improvement and adaptation in the digital age. On the other hand, employee engagement is essential for productivity, retention, and overall organisational success. Collaboration positively impacts employee engagement by creating a sense of belonging, purpose, and ownership.

When employees are actively involved in collaboration, they feel valued, motivated, and empowered. Effective collaboration channels can strengthen connections, build trust, and enhance employee satisfaction.

Collaboration fosters an environment where diverse perspectives and ideas intersect, sparking innovation and creative problem-solving. Collaboration facilitates the sharing of knowledge and expertise, leading to the generation of novel ideas and solutions. Creative thinking and innovation thrive in collaborative cultures that value open communication, feedback, and experimentation. Key ingredients necessary for successful digital transformation strategies include collaboration, innovation, and creative thinking. These elements work together synergistically to drive digital transformation and achieve desired outcomes. Fostering a culture of creative thinking encourages employees to explore new ideas, take calculated risks, and adapt to change. Integrating these ingredients into digital transformation strategies enhances agility, resilience, and long-term success.

HR Interventions for Effective Employee Engagement include transparent communication, employee involvement and input, training and skill development, cross-functional collaboration, recognition, rewards, change management support, employee well-being, leadership development, collaboration tools, and platforms and continuous feedback and performance management. Without employee's buy-in and participation, the digital transformation will likely face resistance and fail to achieve its goals. Without clear communication and collaboration, the different parts of the organisation will not work together effectively, and the digital transformation process will be hindered. Without a digitally prepared and educated workforce, digital transformation will likely be more about stagnation than transformation.

▶ **Click here** to view Mr Emmanuel Michael's presentation

Discussion and Q&As

▶ **Click here** to view the Q&A and contributions which concluded session three

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

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

Chair's introduction

Mr Juma Hassan Reli, Executive Director, Zanzibar Research Centre for Social and Economic Analysis, Zanzibar

Mr Reli has held several executive positions ranging from Principal Secretary of the Ministry of Trade and Industrial Development, Executive Secretary of the Zanzibar Planning commission, Deputy Governor of the Bank of Tanzania, Director of Zanzibar Institute of financial administration to the Executive Director Zanzibar Research centre for social -economic and policy analysis. He has successfully spearheaded several transformation programmes for the Bank of Tanzania.

The moderator introduced the speakers and subject matter.

▶ **Click here** to view the introduction of the Chair.

Impact of 5G on organisations and the HR function

Mr Ben Roberts, Group Chief, Technology and Innovation, Liquid Intelligent Technologies, Kenya

Ben has been Liquid Telecom's Group Chief Technology and Innovation Officer since 2017, having previously served as Liquid Telecom's Chief Technical Officer since 2006. With over 20 years of experience across a range of technologies in design, support, integration, and operational management roles, he has led the group's networking and product strategy, expanding its technology base and fibre network across Africa.

Ben led the integration and business transformation as CEO of Liquid Telecom Kenya as CEO from 2013 to 2017 and remains in Kenya as board chairman. Before joining Liquid Telecom, Ben was responsible for electronics design and satellite systems at Ericsson UK Ltd. He also worked with Lotus Cars, the British sports car manufacturer, as an engineer.

What are HR departments thinking about 5G? They think in terms of devices, skills, networks, remote branches, remote workers, cyber hygiene, massive IoT, etc. While the rollout of 5G will continue over the next several years, and high-profile developments

such as driverless cars could take at least a decade to materialise, some analysts have pegged 2020 as the year this technology will start to gain traction. The large majority of business decision-makers globally said they strongly or somewhat agree that 5G will increase productivity. Emergence of more Smart-Cities is yet another key indicative factor. This was true regardless of organisation size.

But in the end, it took a Pandemic to accelerate the Digital Economy, and rapid shift from office working to Home working, and the uptake of collaboration tools. "Stay at Home" pushed the data traffic from internet service providers all over the world. Now HR and the CIO are trying to catch up with the Digital Transformation. Immediate 5G decision for HR to make on 5G; Is there sufficient 5G coverage in the areas where the staff reside?, Will 5G mobile devices or 5G Home broadband directly improve the productivity of the business?, Will 5G mobile devices or 5G Home broadband directly improve staff's quality of life?, What job functions and categories will be eligible for Company-funded devices?. Are 5G data bundles and devices for staff counting taxable benefits? and possible salary check-off device funding for staff that do not qualify. However, High Broadband Excises Taxes in Africa and Excise Taxes on devices are in fact decelerating the growth of 5G and Universal affordable broadband.

▶ **Click here** to view Mr Ben Roberts's presentation

Blockchain technology and HR

> 👤 **Mr William Baraza, Managing Director, African Advanced Level Telecommunications Institute, Kenya**
>
> Mr William Baraza is the Director and CEO — African Advanced Level Telecommunications Institute (AFRALTI) and also serves as the Senior Advisor Africa to Centre for Strategic Cyberspace and International Studies (CSCIS) — Canada and Chairman — Africa Cyber Défense Forum (ACDF) Advisory Board. He has worked on various ICT4D research projects in collaboration with development partner institutions, with 25 years' experience in telecommunications and twenty years' experience at senior management level.

Blockchain presents a system in which a record of transactions is maintained across several computers that are linked in a peer-to-peer network. The central feature of blockchain technology is decentralisation, no database is stored in a pivotal area. Rather, data is replicated and distributed over a system of members. Key concepts of a blockchain are a ledger—a record of transactions, Digital Signature—a way to verify the authenticity of digital messages and documents and a peer-to-peer network—formed when two or more computers are connected to each other.

HR is an important pillar of every organisation. The traditional era looks at HR as the department that ought to get the best team and nourish creativity to ensure proper performance. The new era of digital transformation requires HR to establish data-driven processes to have the right people, in the right place and at the right time in order to achieve strategic goals. The use of software tools, data analytics and the Internet of Things (IoT) such as biometric systems (internet-based) are some of the digital technologies delivering data-driven strategic goals.

Blockchain Council asserts that blockchain is something that HR needs to know about. Blockchain can impact almost all HR functions ranging from recruitment, employee lifecycle, attendance, compliance as well as auditing. In essence, it can help HR professionals handle quantities of personal data and apply various HR procedures more efficiently. Blockchain will strengthen security due to large data that HR teams handle like financial, sensitive, employee data, etc. It will decentralisation of data and act as a strong cybersecurity tool by distributing data across multiple computers. It will also transform recruitment procedures, e.g. validation of candidate's backgrounds and references.

▶ **Click here** to view Mr William Baraza's presentation

AI and automation — the drive for effectiveness and efficiency

> 👤 **Dr Rohan McCalla, Professor, George Brown College, Canada**
>
> Mr Rohan McCalla is a Part-time Professor at George Brown College and Sheridan College; Adjunct Lecturer at the University of the West Indies (UWI), Mona; and Adjunct lecturer at the Management Institute for National Development (MIND). Previously, he was the Director, HR and Administration at the Office of Utilities Regulation (OUR), Jamaica. Before joining the OUR, he worked as Chief Records Officer at the Financial Services Commission (FSC).

Automation technologies specifically the likes of AI involve all processes, equipment, and machinery that enables an organisation or an industry to operate with less or no human input or involvement. These technologies can be used in a wide range of businesses from automotive, food service, agriculture, construction, delivery, pharmaceuticals, etc. The same can be applied to HR activities like HR Customer Service, Recruitment and Selection Process, onboarding, equality, equity, diversity, Mentoring and Development, Performance Reviews and Succession Management, and Compliance.

For HR Customer Service, Chatbots are used to respond to HR-related queries and provide automated messaging services. In Recruitment and Selection, AI and robotics allow us to track applicants for jobs, and sort email messages, attachments, and applicant's resumes. Automated systems ensure that applications are complete and where incomplete, they are ditched. AI is being used for pre-written email messages and follow-up replies. Algorithms review resumes and generate scores, based on pre-determined criteria. AI is being used to better ensure organisation fits and matches the right candidates to the teams and projects. AI and robotic process automation (RPA) are used to collect and review resumes, and extra data, and post results to pertinent systems at any time. Robots can be used in onboarding buddies and ambassadors in the organisation, the same applies to chatbots when it comes to providing reliable sets of information about payroll, and organisation structure.

▶ **Click here** to view Dr Rohan McCalla's presentation (insert the respective video)

Discussion and Q&As

▶ **Click here** to view the Q&A and contributions which concluded session four.

Successful digital transformation strategies/programmes — case studies benchmark exercise

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

Chair's introduction

Ms Peruzy Roche, Lead Consultant and Managing Director, GENO Services LTD, Tanzania

Ms Roche is a HR professional and strategic leader experienced in working collaboratively with other executives to translate business strategies into HR actions that drive business results. She was the Founder, Lead Consultant and Managing Director of GENO Services Ltd, a Human Capital Consulting firm with over 400 employees in both Tanzania Mainland and Zanzibar.

The moderator introduced the speakers and subject matter.

▶ **Click here** to view the introduction of the Chair.

Leading digital transformation programmes successfully

Ms Mridula Rakha, Manager of HR, Information and Communications Technologies Authority (ICTA), Mauritius

Ms Mridula Rakha is Manager, HR at the Information and Communication Technologies Authority, the national regulator for the ICT sector and Postal Services in Mauritius.

We are evolving in a technological world where almost everything can be achieved online, processes have been translated online, social media has become our friend, Covid-19 pandemic has forced us to develop digital technologies to keep us in business. At the ICTA, before the pandemic all our processes were through hard copies files, our registry was always in need of additional filing space, then Covid came. ICTA's IT department has already been thinking in terms of developing online application processes, as at now 99% of their processes are online which includes consumer applications, certificates, license applications, even internally all processes were put online this has enabled staff to work from home for months during the pandemic; also, to provide the services as per the ICTA mandate across the island.

The new generation has adapted quickly with this new normal, the new generation has been borne into this digital era and managed to work easily in silos. But we have staff at the Authority who have been with us for 15 years and they are new to these technologies, they need to see their customers, they need to see their colleagues, they cannot work in silos. In this era staff have been equated to machines, we have our

goals and proceed by ticking the boxes, the more boxes we tick it seems the more we are successful. But as HR practitioners it is important to think differently, humans are not machines, what is the empathy, human touch, human capital need to maintain the workforce, there is a need to create value, this Forum should be an eye opener as this is important. It is employees who will drive the digital transformation.

In striving to be digitally successful it is easy to lose sight of employee wellbeing, as HR practitioners there is a need to make sure employees are satisfied, are happy then they can perform.

▶ **Click here** to view Ms Mridula Rakha's presentation

The Achilles' heel of the digital transformation programme

👤 **Ms Bernadette Lewis, Secretary-General, CTO**

CTO's new focus is on Digital Transformation which focuses on integrating digital technology into all areas of an organisation or nation, changing the operation of its people and systems to deliver value. The starting point for Digital Transformation is Vision. Leadership needs to believe, say it and do, identify priority areas, keep managers on track, assign a budget and collaborate with a partner in order to achieve the intended goal. They also need to identify and articulate the challenges. They need also to conduct current-state assessments and gap analyses to determine the extent to which existing technical, economic, policy, legal and regulatory frameworks can support the defined vision.

HR Personnel and the rest of the staff need to understand the culture of an organisation. They need also to communicate and engage with the rest continuously, progressively, and consistently and use clear and appropriate language. They need also to plan and convene multi-stakeholder working groups to develop detailed work plans. They need also training and upskilling in order to execute the plans, maintain systems and develop new applications and services. During the execution, they need to remember the people by inspiring, engaging and supporting them. They should also be prepared to recognise weaknesses, learn from mistakes, track progress and ditch what is not working. Monitoring, measuring, analysing and adjusting is a continuous and routine process.

▶ **Click here** to view Ms Bernadette Lewis's presentation

Discussion and Q&As

▶ **Click here** to view the Q&A and contributions which concluded session five

Digital transformation programmes — HR perspective

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

Chair's introduction

Ms Elizabeth Mwamfwagasi, Head of Talent, CRDB Bank, Tanzania

Ms Mwamfwagasi is a strategic HR leader and is currently employed as the Head of Talent at CRDB Bank. Elizabeth led the digital finance portfolio for CRDB Microfinance that targeted over 1,000,000 users in Tanzania, implemented a service culture change programme in the banking and telecommunication sectors through service culture programmes that led to improvement of NPS, staff Engagement Index and customer satisfaction.

The moderator introduced the speakers and subject matter.

▶ **Click here** to view the introduction of the Chair

Presentation — HR manager

Ms Masego Chijoro, HR Specialist, Bofinet, Botswana

Ms Chijoro is an HR specialist at Botswana Fibre Networks' (BoFiNet). She has been part of the HR team since 2015. Her achievements have been leading a successful organisational realignment project, introducing Talent Management and acquiring an online training platform to foster a culture of self-driven learning.

BoFiNet is a government-owned, wholesale provider of national and international telecommunication infrastructure, established in 2013. Its mandate is to provide and operate infrastructure that will drive connectivity and economic growth. Make high-quality telecommunication services affordable and thus accessible to all.

There is a need to transform to integrate digital technologies into all areas of the business to support the overall corporate strategy and make it future-ready. Digital transformation is not an 'end state' but an over changing set of challenges and opportunities. For successful digital transformation, we started with a digital maturity assessment which included a staff onboarding workshop, a staff survey, and staff one on one interviews. Now are at level two (emerging stage) of digital maturity with the aim to reach level 4 (advanced maturity stage). The current situation calls for a truly agile approach to the journey and clearer alignment between management and the rest of the staff on the digital vision. In the process of digital transformation, we are people focus (culture stream) and here we aim at aligning organisational culture to digital transformation strategy to drive employee experience. We also focus on talent

management, competencies, knowledge, and skills to create an effective workforce that is digitally savvy. We also focused on workplace enablement by improving the working environment, providing tools of the trade, and optimising practices to support productivity and innovation.

In realising this BOFINET had several initiatives (winning formula) like monthly culture activations, appointment of digital transformation champions, organisation structure review, skill gap analysis — competencies and skills, improvement on digital skills — upskilling internally and acquiring new skills. Also, we had a mindset change through leadership training, and automation in recruitment, onboarding, and induction. Lastly, BOFINET deployed a new ERP system with HR process optimisation.

▶ Masego Chijoro's presentation is not available due to commercially sensitive information

Presentation — HR manager

👤 **Ms Hannah Akrong, HR Director, Vodafone Ghana, Ghana**

Ms Akrong joined Vodafone Ghana in 2016 as Director of HR. She is an accomplished Human Resource leader with over 22 years global HR experience leading transformational change in Africa, Europe, and the United States.

She started her career in Marketing with a multimedia broadcasting company in Ghana and went on to Ernst & Young, where she worked in a consulting capacity with the HR Advisory team. She also worked in various functional and business partnering HR roles at Medtronic, a world leader in medical device technology and Honeywell USA.

The global work trends and the impact of Covid-19 have changed several areas in our organisations, this includes working arrangements like how we should work and where (during the Covid pandemic it was working from home), technological acceleration and digital transformation, labour market changes — crowdsourcing, gig economy workers, data analytics to drive decision making and focus on sustainability and social impact.

Vodafone Ghana traditionally had hierarchical and bureaucratic ways of working which now have shifted to create an agile and nimble organisation with quick decision-making and flat structures. In terms of product design and linear planning, there was a shift to design thinking, nonlinear and iterative processes. Vodafone Ghana had tech-led product design but now there has been a shift to mapping the customer journey through product design; also, a move from face-to-face learning to blended learning approaches and online learning. We had traditional on-site working arrangements but now we have shifted to hybrid working arrangements.

Vodafone has a focus on career ladders but now there has been a shift to skill-based development. Traditional technology roles have shifted to software engineering, cybersecurity, etc. Once where there was a traditional career path now there is focus on digital skill enhancement, nano degrees, etc.

In rethinking the workplace model, Vodafone focused on several key considerations with the objective of accelerating transformation from a telco to a TechCo. The model had three pillars namely a differentiated customer experience, a digital personalised employee experience, and a digital society, inclusion for all. For example, for customer experience, Vodafone removed the scratch cards and replaced them with digital reloads by introducing the Vodafone app, a one-stop shop for everything at Vodafone, also a digital virtual assistant available 24/7 was introduced as was personalised customer offers. For personalised employee experience Vodafone introduced strategy roadshows, mindset webinars, and training, new agile ways of working and hybrid working, etc. for digital society, inclusion for all aims at connecting people, communities, and things through gigabit fixed and mobile networks and ensuring everyone has access to benefits of digital society, with no one left behind.

To achieve this Vodafone Ghana had several initiatives like the rural telephone project in which they partnered with the government to provide unserved communities with 2G/3G rural telephone sites; instant schools in which we introduced e-learning platforms to provide access to essential education resources; the Vodafone skills fair which is an initiative to engage and provide skills and career development training; carbon footprint reduction, this focused on the implementation of efficient ways to reduce our carbon footprints; SMEs, SME month to recognise, appreciate and reward SMEs; code like a girl which trained participants in digital skills, etc.

▶ Hannah Akrong's presentation is not available due to commercially sensitive information

Presentation HR perspective

👤 **Mr Stewart Samkange, Higher Education — Africa, Central and Eastern Europe, and Southeast Europe Leader, LinkedIn Academic Talent Solutions**

Mr Samkange is the Higher Education Leader for LinkedIn Academic Talent Solutions joining LinkedIn in 2023. Previously he was the Head of Human Resource and Talent management at Oracle. He is a customer focused Software solutions professional with expansive technology and business acumen.

Stewart began his career in 1995 at IBM as an account manager, growing to the National distribution and marketing manager for IBM and later became Software solutions specialist for West, East and Central Africa, a position he held for close to Eight years before joining Microsoft as a corporate account manager for Microsoft East and Southern Africa.

There are opportunities to be made in leveraging social media platforms such as LinkedIn to network, grow contacts, demonstrate work history, experience, and skill base.

As individuals we must make time for learning, we all need to grow the best way for us to grow is of course by highlighting where and what our journey has been. It is important to demonstrate this by connecting with those that can help us and share experiences through appropriate channels such as LinkedIn.

It is important to learn how to grow your platform or your professional brand on LinkedIn, to inform all participants what skills you have, what expertise you have, and maybe some of the things that you're currently working on. There are nine key points on how you can build a professional profile.

There is no such thing as a perfect LinkedIn profile, your profile is a digital representation of the story of you so it will continue to grow and change as your career grows as your aspirations change as you learn new skills.

It is important to reference the institution where you studied, to join the organisations alumni. Under your work experience do not write a laundry list of all the things that you do. Instead use that work experience section to tell a compelling story, what's the story, who you work for, what is it they do, and how you are adding value results, and impact into that world of work.

Let's connect on LinkedIn, let's connect on Twitter.

If you don't have a dynamic presence, what does it say to the people you're trying to hire, what does it say to the people you manage, what does it say to your customers about your digital literacy, or transformation, take time to own your personal brand.

▶ **Click here** to view Mr Stewart Samkange's presentation

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

This session examines the future of HR, how immersive technologies are likely to change the nature of work, the workplace and the engagement of employees. Discussions 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.

Chair's introduction

Dr Jones A Killimbe, Former Board Chair of TCRA, Tanzania

Dr Killimbe, a leader in his own right has served as the Board Chair for TCRA, a position he held for six years. He also served as the Second Vice Chair for the CTO Executive Committee. During his tenure as Second Vice Chair of the CTO Exco, he made meaningful contribution to the CTO strategic plan.

The moderator introduced the speakers and subject matter.

Embracing the metaverse — shaping HR and the future workplace

Mr Desmond Mushi, Public Policy Manager, Meta, Tanzania

Desmond Mushi is a Meta Public Policy Manager in the East and Horn of Africa. Prior to joining Meta, he worked as a consultant at the World Bank's in Tanzania supporting private sector development and trade. Passionate about the role of digital transformation and development.

Meta owns online platforms; WhatsApp, Facebook Messenger, Instagram and was previously known as Facebook. The technological journey started way back with mainframe computers in the 1950s to personal computing in the 1980s, then mobile computing either through laptops or mobile phones in the 2000s, to special computing in 2020s. In the past users experienced a place where they interacted with what was in front of them, but the journey has changed, now smartphones take videos and communicate content to text and vice versa. We are either passive receivers of content or active participants of content generation and that's what has changed Facebook from being a platform to create global innovation in the metaverse.

Metaverse is a set of digital spaces, including immersive 3D experience that are interconnected. The defining quality of the metaverse will be a feeling of presence like user is right there with another person or in another place. It feels like being inside the internet rather than just looking at it on a device. There are two core technologies when you think of metaverse namely Augmented Reality (AR) which is the technology

that overlays digital images or animations on a user's view of the real world, thereby enhancing or augmented reality and Virtual Reality (VR) which is the use of computer modelling and simulation that enables a person to interact with simulated environment that can be explored in 360 degrees. Metaverse is an ecosystem comprising of creators, devices, connectivity, and platforms; and there are many user cases such as in education, work, gaming, or entertainment.

▶ **Click here** to view Mr Desmond Mushi's presentation

Discussion and Q&As

The Q&A and contributions which concluded session six.

HR and ICT Forums foster cross-country networks and promote awareness about the vital role of digital skills and automated systems as powerful tools to enhance work efficiency and achieve national goals.

Fatma Mohamed Ali, Head of ICT for Development, Ministry of Infrastructure, Communication and Transport, Tanzania

Closing session

Chair's introduction

> 🔾 **Mr Erasmo Mbilinyi, Manager of HR and Administration, TCRA**
>
> Mr Mbilinyi is a Human Resource Executive with over 26 years working experience, 19 of which in the Industry of communications and three years in the Petroleum Industry.
>
> He is currently the Manager of Human Resource and Administration of the TCRA in which he supports a total of 259 employees. Some other positions held previously include Ag. Director of HR (on secondment) for Tanzania Ports Authority (TPA), 2016) and Manager, TCRA Lake Zone Office, 2006-2001.

This session was chaired by Mr Erasmo Mbilinyi, Manager of HR and Administration, TCRA, Tanzania

Charting a new course for the CTO — driving digital transformation

> 🔾 **Ms Bernadette Lewis, Secretary-General, CTO**

Digital Transformation is a process that integrates digital technology into all areas of an organisation or nation, changing the operation of its people and systems to deliver value. New Value Propositions for Digital Transformation include public awareness and education to all involved, identifying national development priorities, developing ICT solutions plans, training, upskilling, and implementation. CTO's Value Proposition is to engage partners, harness expertise, and secure funding. It also conducts project management, customised training, research and recommendations, in-country consultations, and events and activities.

The 21st Century Government aims at providing services to its Citizens through a Unified IP-Based Government Wide Area Network/Cloud, integration of information across all government agencies, streamlined processes, consistent input and delivery channels, and efficient and effective service delivery. A Secretariat for the 21st Century is Digital.

▶ **Click here** to view Ms Bernadette Lewis's presentation

Vote of thanks

> 🔾 **Dr Jones A. Killimbe, Former Board Chair of Tanzania, Communications Regulatory Authority, Tanzania**

▶ **Click here** to view Dr Jones A Killimbe's vote of thanks

Conclusion

In conclusion, the CTO HR&ICT Forum 2023 held in Zanzibar, at Hotel Verde in the United Republic of Tanzania, was a successful event that brought together participants from several Commonwealth countries. The Forum emphasised the importance of digital transformation in HR and its impact on organisations, economies, and societies. It highlighted the need for organisations to embrace digital technologies, position HR as a key enabler of digital transformation, and foster a future-ready workforce. The Forum featured sessions and case studies that showcased successful digital transformation programs, provided insights from subject matter experts, and allowed participants to present their challenges and receive feedback from HR experts.

The event covered a wide raft of topics, including the role of HR in implementing successful business digital transformation strategies, aligning HR practices with the organisation's digital transformation strategy, effective employee engagement and collaboration, the impact of 5G and blockchain on the HR function, and the future of HR in the Metaverse. Presentations and discussions highlighted the significance of HR's involvement in leading transformation programs, adapting to technological changes, fostering collaboration, and embracing new technologies.

The event received positive feedback from speakers and delegates, who acknowledged the importance of digital transformation and expressed gratitude to Tanzania for hosting the forum. They emphasised the value of the insights and tools provided by the forum to navigate the digital transformation landscape and build future-ready HR capabilities.

The CTO HR&ICT Forum 2023 successfully achieved its objectives of promoting digital transformation in HR, sharing knowledge and experiences, and facilitating collaboration among HR professionals and ICT stakeholders from around the globe. The event served as a platform for valuable discussions, case studies, and presentations that highlighted the role of HR in driving successful digital transformation and adapting to the evolving digital era. With its focus on building future-ready HR capabilities, the forum provided a valuable resource for organisations seeking to navigate the challenges and opportunities of digital transformation.

What next?

The CTO's programme for development and training is currently being reimagined, CTO has rethought the organisation's capacity building strategy. The new strategy will allow for impactful capacity building. The CTO's future capacity building programme must contribute to national development, the CTO is committed to ensuring that the new approach will lead to project implementation and heightened accountability.

The HR and ICT forum has ushered HR into the modern era, emphasising the need for IT comprehension to ensure future work readiness to avoid missing out on crucial opportunities.
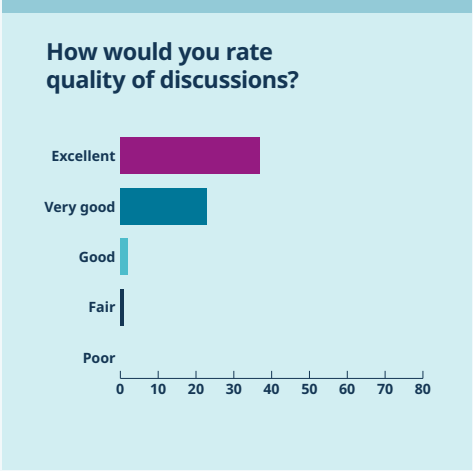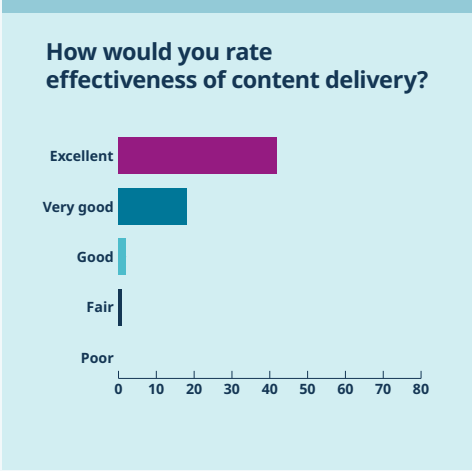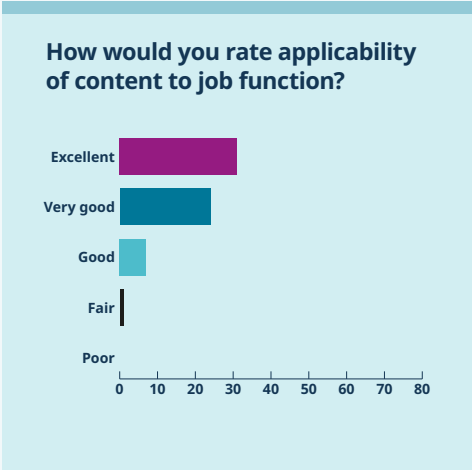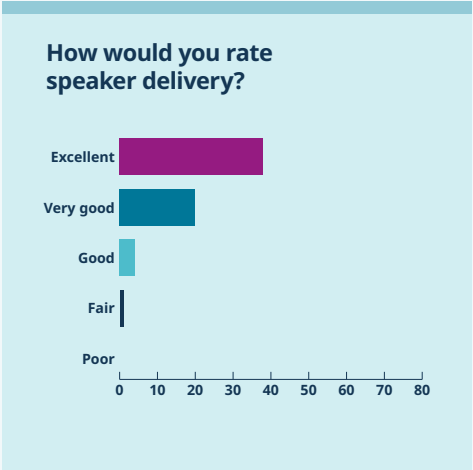
Khamis Juma Khamis, ICT Officer, Zanzibar Library Services Board

COMMONWEALTH TELECOMMUNICATIONS ORGANISATION

Appendix one

HR&ICT Forum 2023 Survey results

The HR&ICT Forum 2023 proved to be a resounding success, bringing together a diverse group of industry experts, thought leaders, and professionals from the fields of Human Resources and Information and Communication Technology. It served as an exceptional platform for knowledge exchange and professional growth, leaving a lasting impact on our attendees. The high praise received from the delegates speaks volumes about the quality of the sessions, panel discussions, workshops, and networking opportunities we provided.

Opposite you will find the response to the questions provided in the feedback form.

How would you rate provision of new insights and knowledge?

How would you rate speaker delivery?

How would you rate applicability of content to job function?

How would you rate overall conference experience?

How would you rate effectiveness of content delivery?

How would you rate quality of discussions?
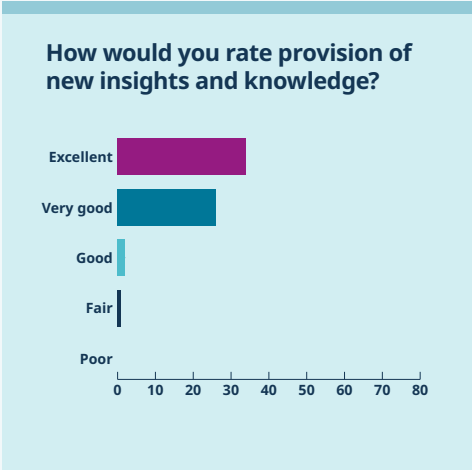
How can the HR&ICT Forum be improved?

Participants provided valuable suggestions on how to improve the HR&ICT Forum 2023.
Some of the key improvement areas include:

- Including topics that focus on local experiences and expectations, as well as specific topics for each forum.

- Encouraging more members to attend and involving decision-makers, stakeholders, and speakers from various sectors.

- Allowing more time for presenters and discussions during the forum.

- Enhancing collaboration and interconnectivity between HR and ICT.

- Improving the technical aspects of presentations, making them more practical and descriptive.

- Providing regular training and updates to keep participants informed.

- Managing time effectively and allocating more days to the event for comprehensive coverage.

- Incorporating group discussions, breakout sessions, and practical experiences.

- Strengthening the use of ICT and upskilling the ICT team.

- Ensuring a balance between HR and ICT perspectives on digital transformation.

- Implementing continuous engagement, listening to feedback, and working on event suggestions.

- Enhancing IT infrastructure and addressing technological improvements.

- Offering accommodation to participants and inviting professional speakers.

- Promoting collaboration, sharing of ideas, and networking among participants.

- Focusing on change readiness, awareness, and training.

- Incorporating more practical case studies, success stories, and implementation insights.

- Involving government representatives, ministers, and directors in the forum.

- Consolidating slides and connections before the workshop to avoid last-minute issues.

- Providing opportunities for touring the host country's attractions.

- Encouraging engagement with finance and other sectors related to HR and ICT.

Overall, participants expressed satisfaction with the forum but offered valuable suggestions to enhance the event and improve the experience for future attendees.

How likely are you to recommend this conference to a friend or colleague?

The responses indicate a high likelihood of recommending the HR&ICT Forum to friends or colleagues. Participants found the conference valuable, informative, and productive. They praised the quality of the presenters, presentations, and methodology used. The conference was seen as an excellent opportunity to learn about technology, digital transformation, and the intersection of HR&ICT. Many participants expressed a strong desire to attend future forums and emphasised the importance of spreading the word and recommending the conference to others. Overall, the positive feedback highlights the conference's effectiveness in providing insights and promoting collaboration in the field of HR and ICT.

What aspects of the forum did you like the most?

Based on the provided feedback, participants enjoyed various aspects of the forum. They appreciated the presence of blockchain technology, AI, and automation, which were seen as driving forces for effectiveness and efficiency. The quality of speakers and the content they delivered was highly valued, with many praising the insights into ICT trends and their impact on HR and businesses. The forum's emphasis on digital transformation and its imperative was well-received, as it aligned with the participants' interests in preparing for the future. The mode of presentations, including panel discussions and interactive sessions, provided a productive learning experience. The coordination and preparation for the event were excellent, ensuring a seamless flow of presentations and a high standard of presentation materials. Additionally, the opportunity for networking and collaboration was highly appreciated. Overall, the forum offered a diverse range of subjects and content, with a focus on aligning HR practices with the business's digital transformation strategy. Participants also expressed their enjoyment of sessions related to virtual reality and the evolution of HR.

What topics would you like the forum to cover in the future?

Participants expressed interest in a wide range of topics for future forums. Some of the key areas include social security and ICT, AI, emotional intelligence, metaverse, AI in e-governance, ICT security, future workforce, networking, change management, 5G, digital skills development programs, advancing HR in light of new media and emerging technologies, data science, digital inclusion, cyber inclusion in financial sectors, automation, policies and frameworks supporting innovations, engagement of government policymakers, merging opportunities in HR and ICT, HR metrics, leading digital transformation, challenges in implementation, avoiding discrimination at work, connectivity between HR and ICT professionals, data analytics, successful and failed HR transformation systems, and the impact of digital technologies on HR and business strategy. Participants also expressed a desire for sector-specific discussions related to ICT and HR, as well as sessions on embracing the metaverse, effective employee engagement and collaboration, and implementing digital transformation in their respective countries. The suggestions showcase a strong interest in exploring the intersection of HR and technology, with a focus on practical implementation, challenges, and success stories.

Appendix two

In-person participants

Organisations that attended the HR&ICT Forum 2023 in Zanzibar are listed by country below.

Botswana
🏛 Botswana Communications Regulatory Authority (BOCRA)
🏛 Botswana Fibre Network (BoFiNet)

Gambia, The
🏛 The Gambia Telecommunications Company Ltd (GAMTEL)

Ghana
🏛 Vodafone Ghana
🏛 National Communications Authority (NCA)

Kenya
🏛 Communications Authority of Kenya (CA)
🏛 Liquid Intelligent Technologies

Mauritius
🏛 Information and Communication
   Technologies Authority (ICTA)

Mozambique
🏛 Mozambique Communications Regulatory Authority (INCM)

Nigeria
🏛 Nigerian Communications Commission (NCC)

South Africa
🏛 Independent Communications Authority
   of South Africa (ICASA)

United Republic of Tanzania
🏛 Absa Bank Tanzania Limited
🏛 Agricultural Markets Development Trust
🏛 Association of Tanzania Employers
🏛 Azania Bank
🏛 Bakhresa and Co. Ltd.
🏛 Bandari College
🏛 Barrick – Bulyanhulu Gold Mine
🏛 Capital Vision & Management Consultancy Limited
🏛 Consultant
🏛 CRDB Bank PLC
🏛 Department of Information Services
🏛 East Central Tanzania Conference - SDA
🏛 e-Government Zanzibar
🏛 Epvate & Fortune International Consulting
🏛 First Vice Presidents Office
🏛 Fortris Company Limited
🏛 GENO Services Ltd
🏛 Gerining Limited
🏛 Head of Government Communication Unit
🏛 ICEA LION General Insurance Company (T) Ltd
🏛 Immigration Department, Ministry of Home Affairs
🏛 Independent Television Limited (ITV)
🏛 Jakaya Kikwete Cardiac Institute (JKCI)
🏛 KCB Bank Tanzania Ltd
🏛 KPMG East Africa
🏛 Mbeya University of Science and Technology
🏛 Medical Services Department
🏛 Meta Tanzania
🏛 MIC Tanzania Limited (Tigo)
🏛 Ministry of Finance
🏛 Ministry of Finance and Planning
🏛 Ministry of Finance and Planning, Zanzibar
🏛 Ministry of Foreign Affairs and East African Cooperation
🏛 Ministry of Information, Communication
   and Information Technology
🏛 Ministry of Infrastructure, Communication
   and Transportation, Zanzibar
🏛 Ministry of Trade and Industry Development, Zanzibar

United Republic of Tanzania

- Multichoice Tanzania
- National Social Security Fund
- National Social Security Fund (NSSF)
- NMB Bank PLC
- Office of The Chief Government Valuer
- Office of The Chief Government Valuer
- Office of the Vice President, Zanzibar
- PricewaterhouseCoopers Ltd, Tanzania
- Progress Group Ltd
- Rahisi Solutions Limited, Zanzibar
- Singita Grumeti Reserves (T) Limited
- Songas Limited
- Stancode Limited
- Star Media
- TanzaKwanza Strategies Ltd
- Tanzania Bankers Association
- Tanzania Broadcasting Corporation (TBC)
- Tanzania Bureau of Standards (TBS)
- Tanzania Civil Aviation Authority (TCAA)
- Tanzania Communications Regulatory Authority (TCRA)
- Tanzania Education Authority
- Tanzania Electric Supply Company (TANESCO)
- Tanzania Fertilizer Regulatory Authority
- Tanzania Police Force
- Tanzania Startup Association
- Tanzania Startup Association (TSA)
- Tanzania Telecommunications Corporation (TTCL)
- The Nelson Mandela African Institution of Science and Technology (NM-AIST)
- The People's Bank of Zanzibar Limited
- Tumaini Media
- Universal Communications Service Access Fund (UCSAF)
- Urban Municipal Council
- Vodacom Tanzania PLC
- YARA East Africa
- Zanlink Limited
- Zanzibar Broadcasting Commission
- Zanzibar Buildings Agency
- Zanzibar Buildings Agency
- Zanzibar Bureau of Standards
- Zanzibar Civil Status Registration Agency
- Zanzibar Connection
- Zanzibar Economic Empowerment Agency
- Zanzibar Electricity Company (ZECO)
- Zanzibar Fair Competition Commission
- Zanzibar Fisheries Company (ZAFICO)
- Zanzibar Government Newspapers (SMZ)
- Zanzibar Government Printing Press
- Zanzibar Housing Corporation
- Zanzibar ICT Infrastructures Agency (ZICTIA)
- Zanzibar Insurance Corporation
- Zanzibar Library Services Board
- Zanzibar Multiplex Company (ZMUX)
- Zanzibar Public Procurement and Disposal of Public Assets Authority
- Zanzibar Research Centre for Social and Economic Analysis
- Zanzibar Social Security Fund (ZSSF)
- Zanzibar Utilities Regulatory Authority (ZURA)
- Zanzibar Water Authority

Trinidad and Tobago

- Telecommunications Authority of Trinidad and Tobago (TATT)

International organisations

- African Advanced Level Telecommunications Institute (AALTI)
- African Development Bank (AfDB)
- African Telecommunications Union (ATU)
- Commonwealth Telecommunications Organisation (CTO)

Online participants

Organisations that attended the HR&ICT Forum 2023 online are listed by country below.

Barbados
- Caribbean Institute of Leadership and Coaching

Benin
- Benin Electricity Distribution Company

Botswana
- Botswana Fibre Networks (BoFiNet)

Cameroon
- Cameroon Telecommunications (CAMTEL)
- Telecommunications Regulatory Board (TRB)

Canada
- George Brown College

Eswatini
- Eswatini Communications Commission

Ghana
- Airtel Ghana Ltd
- National Communications Authority
- National Information Technology Agency
- Vodafone Ghana

Ireland
- LinkedIn Academic Talent Solutions

Jamaica
- Office of Utilities Regulation

Kenya
- Kenya Revenue Authority
- Rise & Learn Global

Lesotho
- Lesotho Communications Authority

Malawi
- Crown Harvey Consult

Mauritius
- Ministry of Information Technology Communication and Innovation

Namibia
- Mobile Telecommunications Company (MTC)

Nigeria
- Abuja Continental Hotel
- Aiki Services Ltd
- Alpha Pharmacy and Stores Ltd
- Association of Elite Human Resources Professionals (AEHRP)
- Bethebest Network
- Bonitas
- Bundle Africa
- Capital City Real Estate Development Ltd
- Corpsol Associates
- Dahua Technology
- Dynamic Positive Services
- Ernst & Young Global Limited (EY), Nigeria
- FiberOne Broadband
- Finpact Consulting
- Gem3A Solutions
- Geowhite Ltd
- Global Manpower Nigeria
- GoldMac Consulting
- Hygeia Nigeria Limited aka Lagoon Hospitals
- IHS TOWERS LTD
- IHS Towers Nigeria
- International Energy Services Limited (IESL)
- Jotna Nigeria Limited
- Kelmat Impex
- Letshego Microfinance Bank
- Livestock Feeds Plc
- Mandilas Group Limited
- Maxdrive
- Micro Leasing Limited
- Moët Hennessy
- Moulding company
- Ms Kathrel Business Solutions
- NewGlobe
- Nigeria Employers' Consultative Association (NECA)
- Nigerian Security Printing and Minting Plc
- Nycil Ltd
- Ouranos Technologies Ltd
- Pan Ocean Oil Corporation (Nigeria) Limited
- Piggytech Global Limited
- Pinecrest
- Pacific Solution & Technology Consulting (PST)
- Reliance HMO
- Rule of Law and Empowerment Initiative
- Sankore Investments

Nigeria

- Silverbird Group
- SNEVA Global Associates Consulting
- Strategic Outcomes Ltd
- SUNU Health
- Supreme Microfinance Bank
- TGI Group
- The Federal Airports Authority of Nigeria (FAAN)
- Theodom Integrated and Investment Ltd
- TNT Courier Plus Services
- Total Training Solutions Services
- Total Workplace Safety Management Systems Limited
- Unitop Services Limited
- Walure Capital
- Zoe Consulting

Samoa

- Ministry of Communication and Information Technology

South Africa

- Independent Communications Authority of South Africa (ICASA)
- Institute of Health Measurement Southern Africa

Switzerland

- The One Goal Initiative for Governance

Tanzania

- Binary Institute of Technology (BIT)
- Fair Competition Commission
- Liquid Intelligent Technologies
- Ministry of Finance and Planning
- Nelson Mandela African Institution of Science and Technology
- PBZ Bank Ltd.
- People's Bank of Zanzibar
- PwC Tanzania
- Tanzania Communications Regulatory Authority (TCRA)
- Zanzibar Bureau of Standards

Trinidad and Tobago

- eCORE Consulting
- Telecommunications Services of Trinidad and Tobago

Uganda

- ICEA Lion General Insurance Company
- Vegol Limited

United Kingdom

- Copsey Communication Consultants (CCC)
- Medcom Personnel

International organisations

- Commonwealth Telecommunications Organisation
- East African Communications Organisation (EACO)
- United Nations (UN)