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Inclusiveness of Organisational Units in the New Organisational' Structures of Public Institutions in Tanzania for Innovation: The Case of Public Higher Learning Institutions

Grace Kamugisha Kazoba

The Institute of Finance Management (IFM), Tanzania.

grace.kazoba@ifm.ac.tz

This paper discusses the role and nature of Organizational Units (OUs) within the Organizational Structures (Os) of Public Higher Learning Institutions (PHLIs); an innovation that came with the reform of the public sector in Tanzania between 2016 and 2022. The paper employs qualitative research design, including field research and documentary review with a sample of nine (9) PHLIs. Regarding the documentary review, the study examined Acts of Parliament, Regulations, government circulars, PHLIs Strategic Plans, Organizational Structures and management practices particularly emoluments practices and duty assignments. The findings are that OUs are departments similar to divisions, directorates and deanships and their Heads are subject to the Public Leadership Code of Ethics Act, (Cap. 398, R.E 2020), read together with the Public Leadership Code of Ethics (Change of List of Public Leaders) Notice, 2023. The nature of OUs requires autonomy and a level of self-management to enable agility (responsiveness, speed, resilience and better productivity or creativity). Creativity is a fundamental requirement of innovation which is a primary drive behind OU's mission. The aimed agility traits drive the need for either higher flexibility, faster decision-making, smoother implementation, or higher motivation among the OU's members. All characteristics ideally result from higher degrees of autonomy. The paper recommends that PHLIs should review their schemes of service to provide qualifications for Heads of OUs similar to those of directors' qualifications, relating to the size of the Office and diversity of nature of functions. This is because OUs, by their nature, perform specialized functions, and since their functions are indivisible, they usually do not lead larger and more diverse teams compared to directorates of PHLIs such as faculty Deans. Moreover, PHLIs should review their

management practices and Regulations to allow autonomy or self-management of OUs leading to innovations and agility. In turn, PHLIs should embrace Heads of OUs in senior management and subject them to the Public Leadership Code of Ethics Act, (Cap. 398, R.E 2020), read together with the Public Leadership Code of Ethics (Change of List of Public Leaders) Notice, 2023 among other laws.

Keywords: Public Higher Learning Institutions , Innovation , Organizational Units , Organizational Structure , Tanzania.
