

The background is a collage of four images in a circular, overlapping layout, all with an orange color cast. The top-left image shows a drone spraying a field. The top-right image shows a man wearing a VR headset and pointing. The middle-right image shows a wind turbine in a field. The bottom-right image shows two children looking at a laptop.

## Keynote Address

### The Future of HR and Administration in the Digital Era

Jumanne Mtambalike – CEO, Sahara Ventures

[saharaventures.com](http://saharaventures.com)



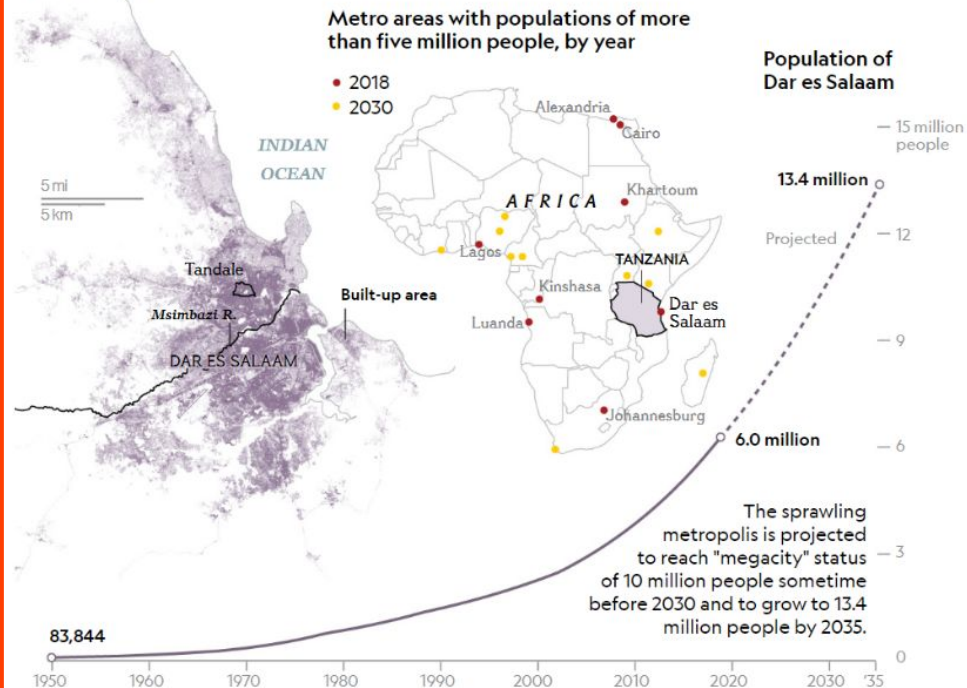
# **Keynote Address** **The Future of HR and Administration in the Digital Era**





## A Megacity's Rise

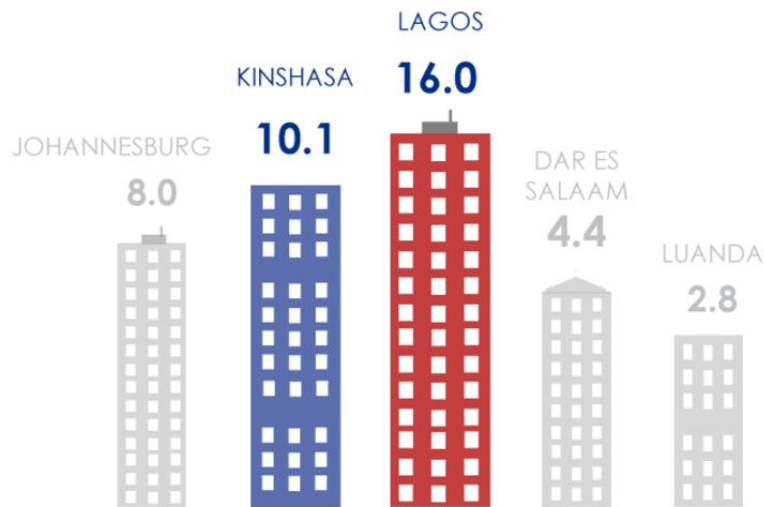
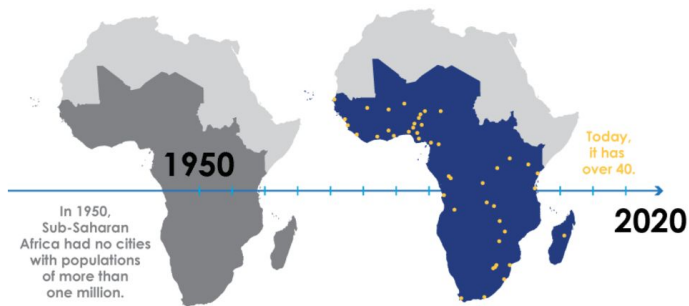
With a population of more than six million, Dar es Salaam, Tanzania, is currently Africa's fifth largest city. Africa will have 18 cities with more than five million people by 2030, up from eight in 2018, according to the United Nations.



RYAN MORRIS, NGA STAFF. SOURCE: UNITED NATIONS WORLD URBANIZATION PROSPECTS 2018

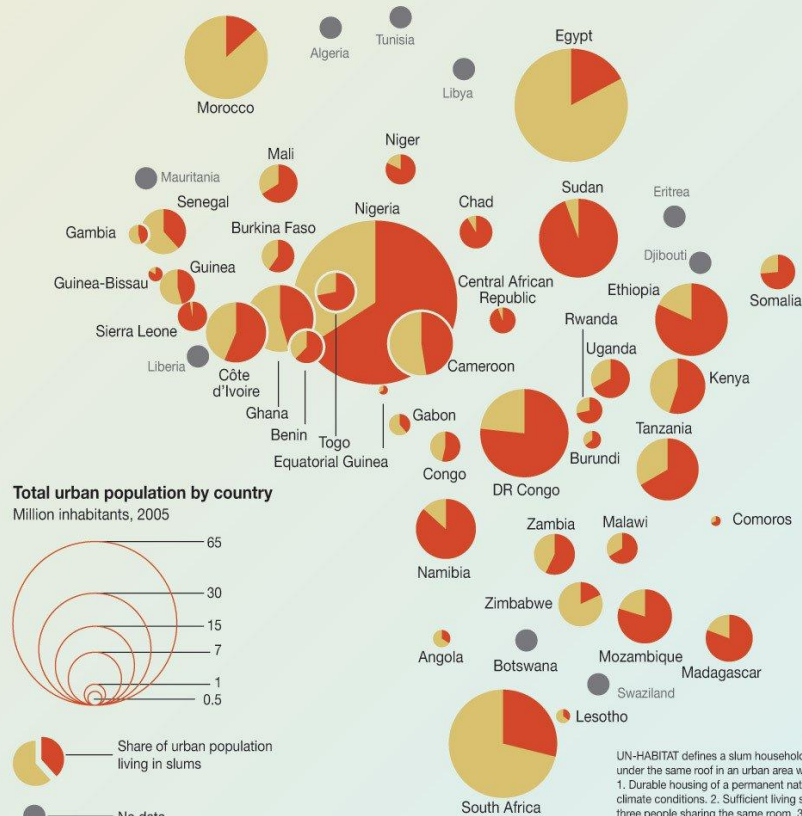






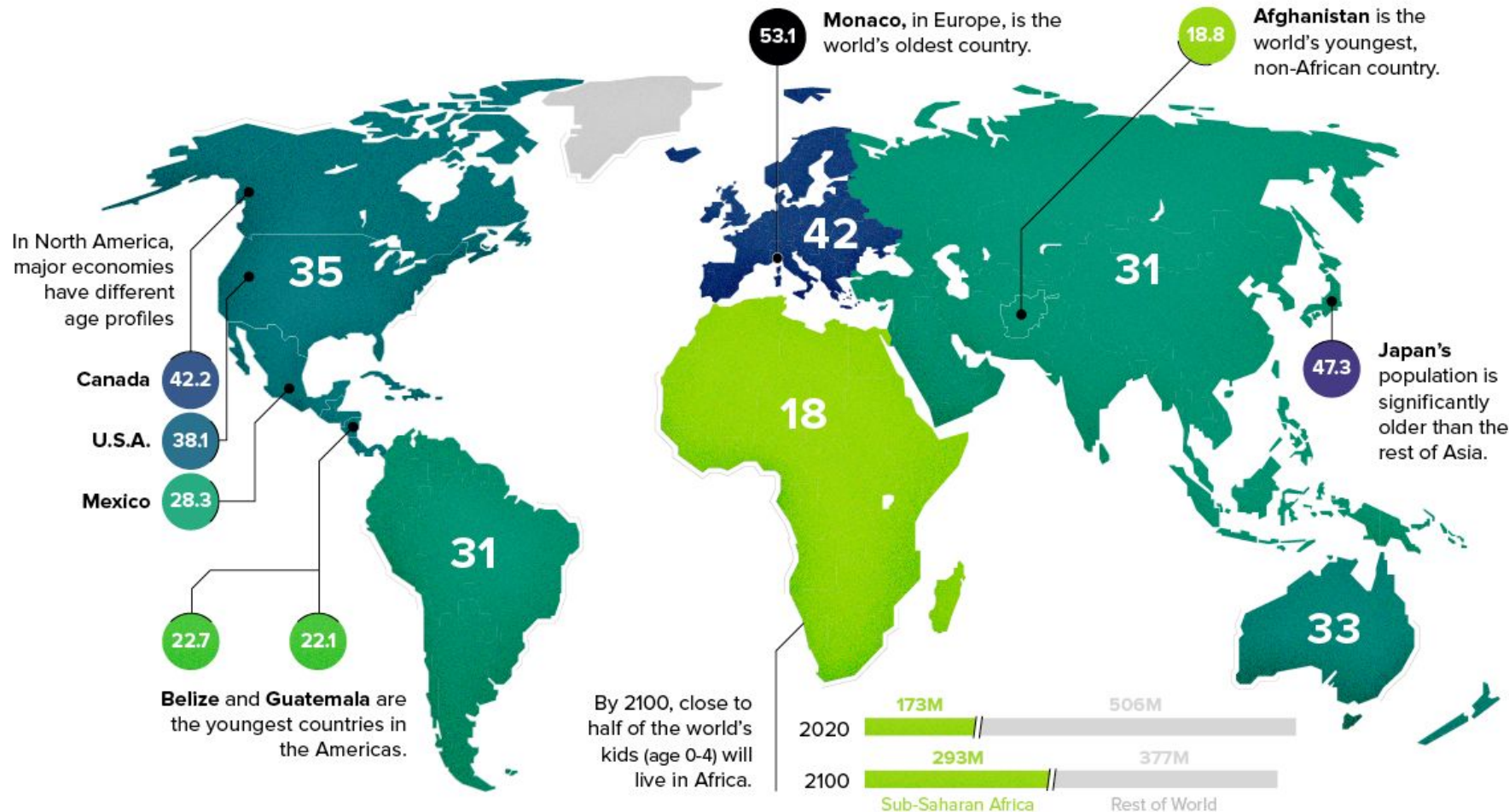
Sub-Saharan Africa is home to two megacities (more than ten million) with three more expected to emerge by 2030.

## Slum population in urban Africa



Source: UNDESA, *The World Urbanisation Prospects, The 2009 Revision*, 2010.

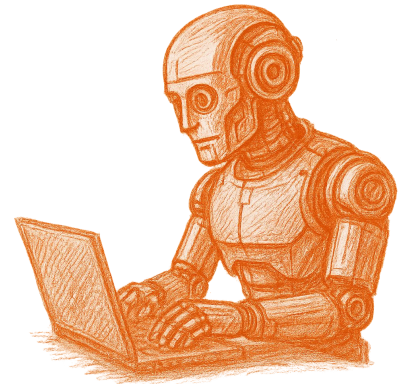






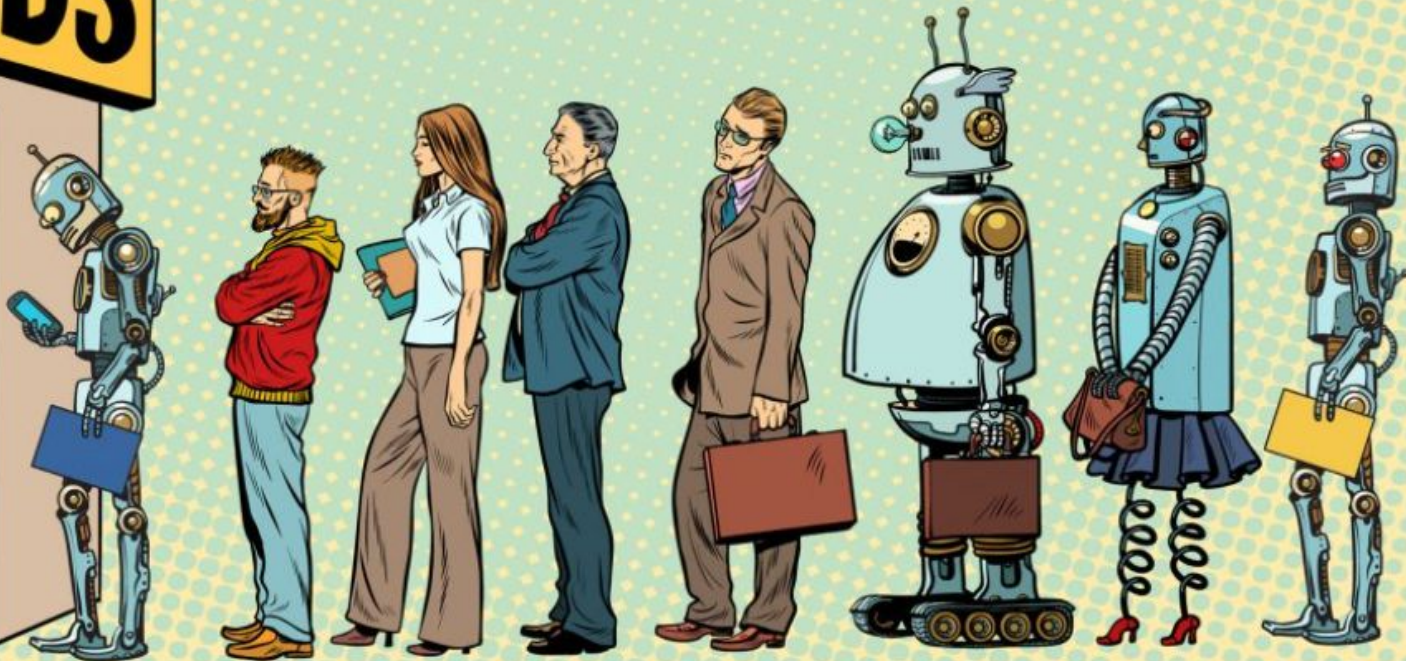
# A New Direction

Human Resource and Administration roles are evolving – From **traditional support functions** to **strategic enablers of digital change** – Technological disruption is **rewriting the rules of engagement.**



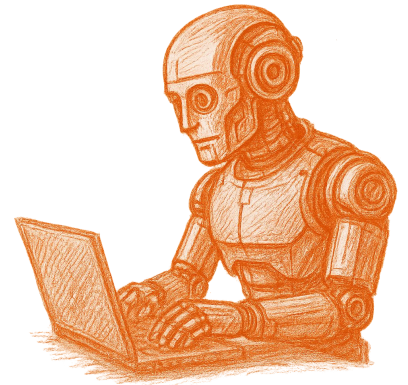


# **JOBS**



# Generative AI

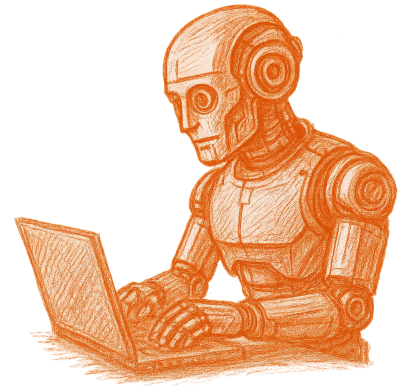
**Generative AI** is transforming Human Resource and Administration from a transactional function into a strategic force by enabling **intelligent automation, personalized employee experiences, and data-driven decision-making.**





# Digital Transformation in HR

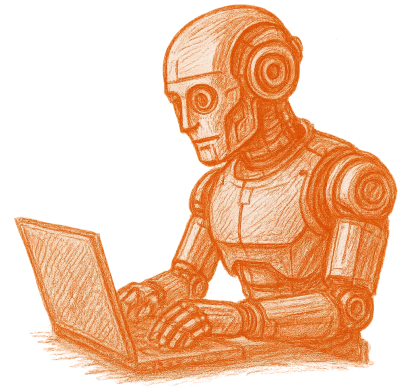
**AI-driven recruitment** and onboarding –  
People analytics for strategic workforce  
planning – **Cloud-based HR systems** for  
real-time service delivery. Beyond Artificial  
Intelligence — Organizations exploring  
**Augmented Intelligence.**



# The Age of Disruption

**AI, Automation, and Remote Work** are reshaping the workplace – Legacy systems can no longer support **the demands of modern service delivery** – HR must become a driver—**not a passenger**—in transformation journeys.

Around **39% of existing skill sets will become outdated between 2025–2030**, highlighting the pressing need for continuous reskilling programs





# Towards The Future of Work.

## Outside | Agriculture Age

During The Agricultural Age Everyone Needed to be At The Field Helping With Traditional Agricultural Works

1.0

3.0

4.0

2.0

## At The Office | Information Age

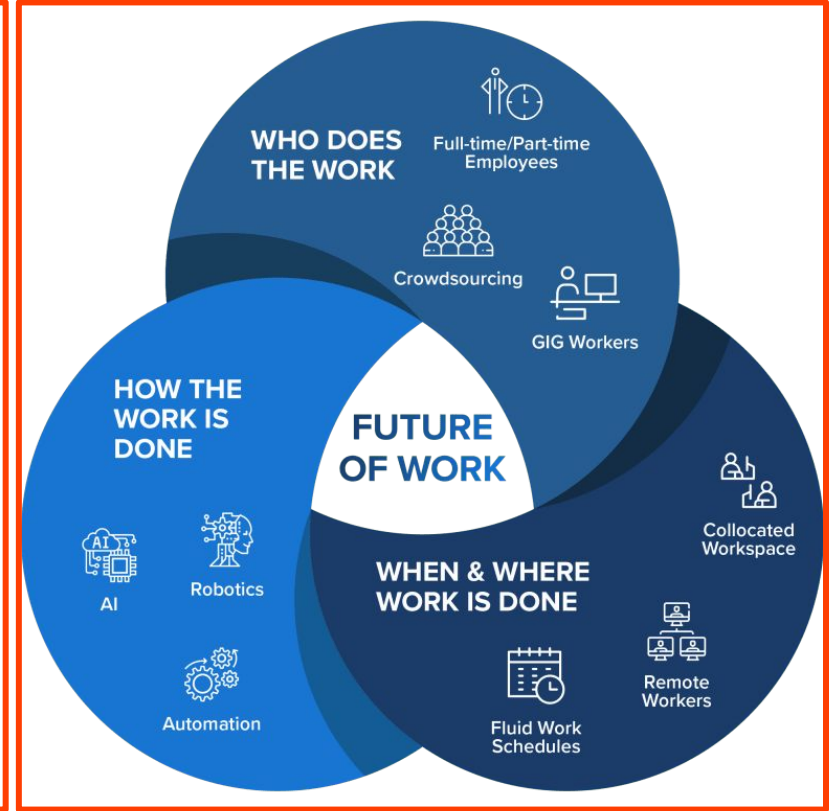
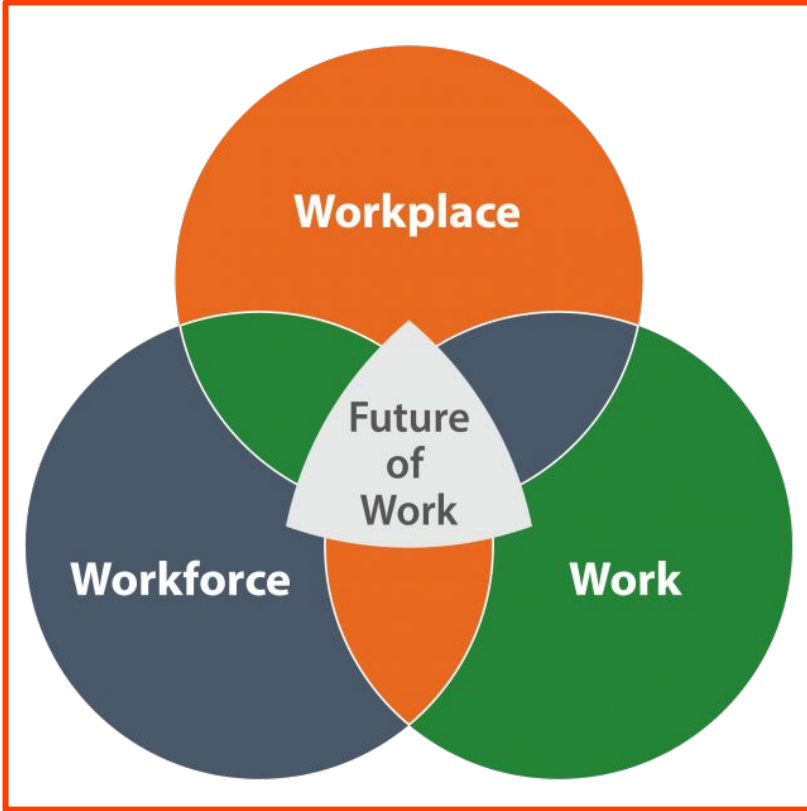
In The Information Age We Expect You to be at The Office Working With Computers to Solve Daily Routines Tasks.

## Anywhere | Creativity Age

Most Routine Works is Outsourced to Machines. Humans are Expected to do Activities That Requires; Collaboration, Critical Thinking, Creativity and Emotional Intelligence

## In The Factory | Industrial Age

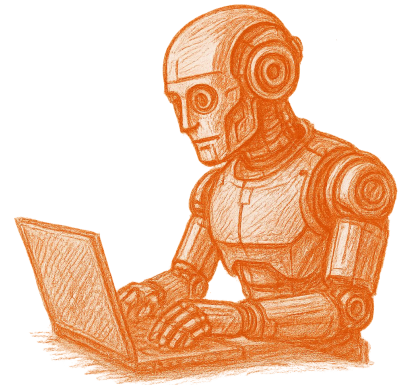
During The Industrial Age People Had to Stay in The Factory to Ensure Productivity and Efficiency.





# The Future of Work is Now

**70% of jobs** today will be affected by automation by 2030 – **Hybrid work models** are the new norm – Digital skills are becoming **more critical than formal qualifications**.



Why:

What:

Strategic context, ambitions and goals

How: Three enablers

Areas of innovation, innovation goals

Score your organization on these 18 items,  
using a 1 - 6 scale, 6 being the highest.

## People

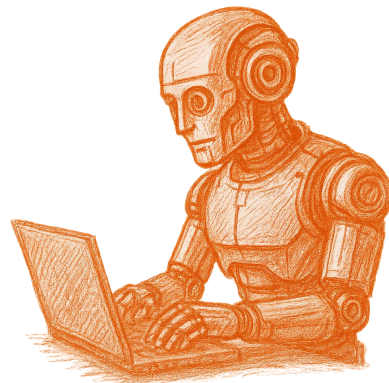
1. We have an innovative CEO
2. Our top management group is innovative
3. We have innovative senior managers
4. We promote and develop innovative managers
5. Our employees are innovative
6. We recruit new people based on their innovation skills

## Culture

7. We have high acceptance for risk & a willingness to fail
8. We have the time & freedom to innovate
9. Our organization has a shared language for innovation

## Processes

10. Our company has high creative ability
11. We have tons of passion!
12. We have a strong ability to change
13. We work and learn well together with partners & external collaborators
14. We have deep market and customer insight
15. There's funding easily available for new, innovative projects
16. Our people have innovation tools & innovation metrics
17. Everyone has gone through innovation training
18. We have a clear and well known innovation strategy



### A Holistic View on Innovation



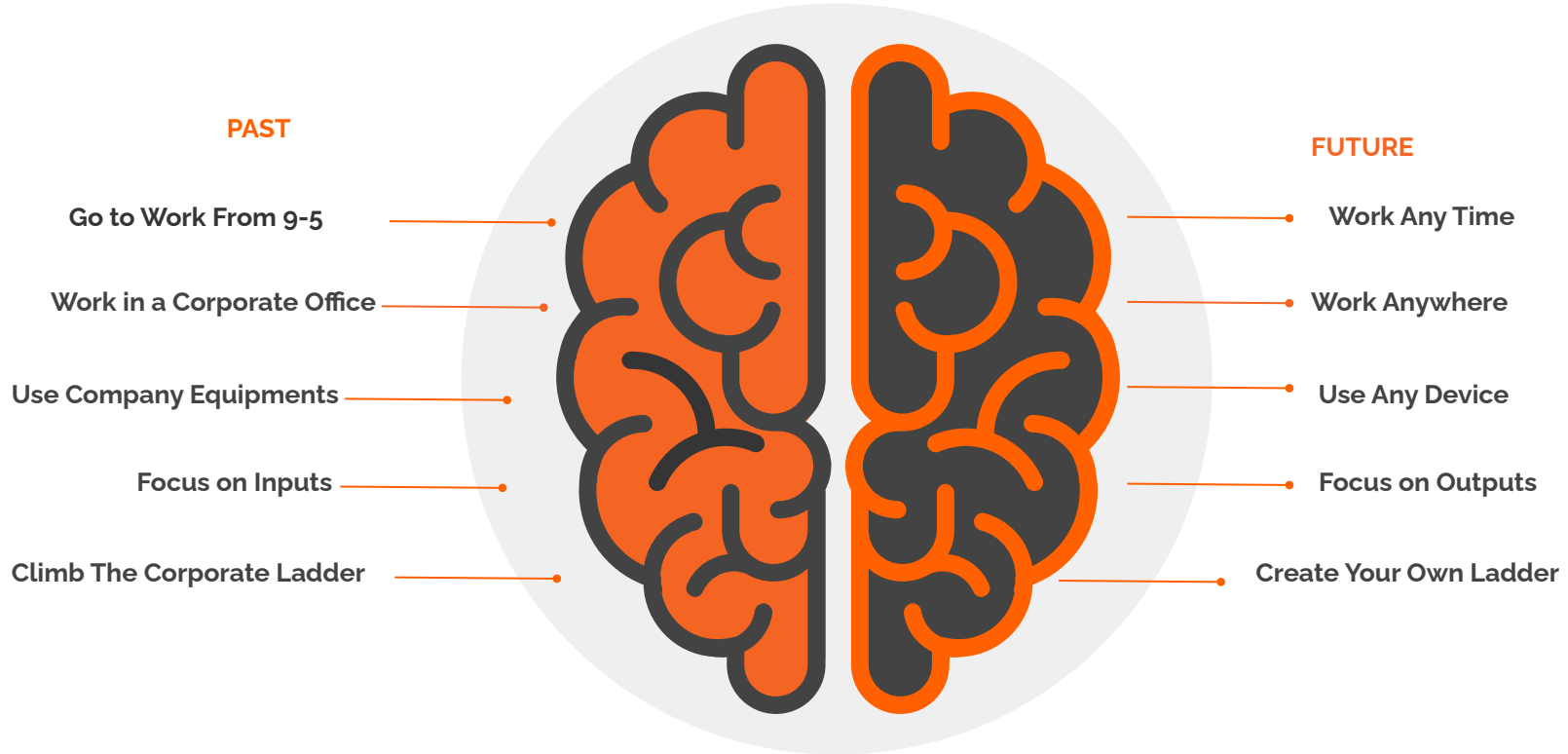
Innovation Tools for the Next Generation | 1st year, 2016-2017 | [www.strategyfirst.nl/innovationtools](http://www.strategyfirst.nl/innovationtools) | [info@strategyfirst.nl](mailto:info@strategyfirst.nl)

Engage // Innovate

Cooperation, Resources, Generating Ideas



# The Evolution of Employee







# Top 10 skills of 2025



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

## Type of skill

- Problem-solving
- Self-management
- Working with people
- Technology use and development

Source: Future of Jobs Report 2020, World Economic Forum.

# Time needed to start building new skills online in jobs of tomorrow



**1-2**  
Months

People and Culture,  
Content Writing, Sales and  
Marketing skills



**2-3**  
Months

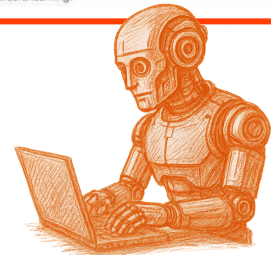
Product Development  
and Data and AI skills



**4-5**  
Months

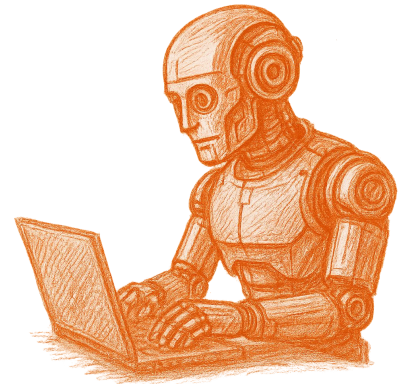
Cloud Computing and  
Engineering skills

Source: Coursera data produced for the Future of Jobs Report, World Economic Forum.  
Presents the days of learning needed for the average worker to gain the level of mastery through Coursera learning.



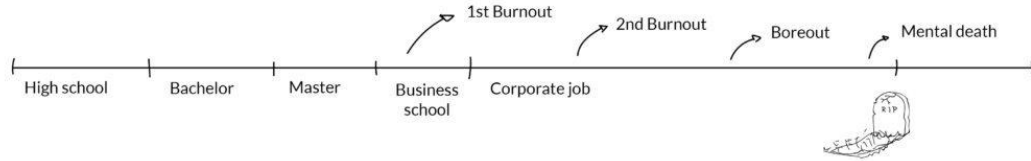
# The Role of HR Professionals

Become **change agents** and digital champions–Focus on **employee experience** and data-driven culture – Drive innovation in **talent acquisition** and **retention**. HR professionals needs to **constantly reinvent** themselves and become **lifelong learners**.

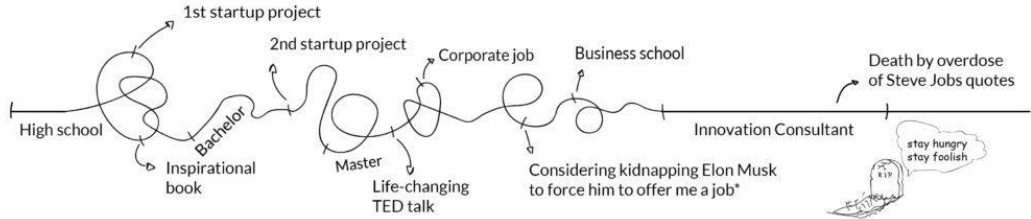




## A regular career path



## A career path in Innovation



\*It's funny because it's true

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### BUSINESS MAGNATE OF YESTERYEAR

A bespoke suit demonstrates seriousness and good taste

Lee Iacocca

Both hands free for a firm handshake

### BUSINESS MAGNATE OF TODAY

A perfectly folded pocket square speaks of an attention to detail

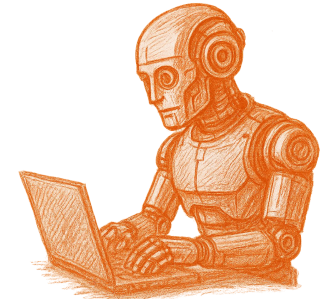
A CBGB T-shirt shows you weren't alive in the '70s

Mark Zuckerberg

Freshly shined shoes send a signal that you're not to be messed with

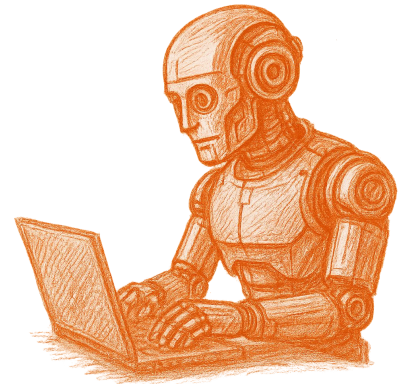
"Mom jeans" suggest you rarely leave the house

Flip-flops send a signal that you're just messing around



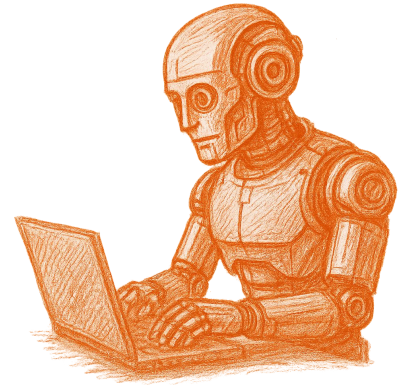
# AI and Ethics in HR

Bias in algorithms and **data privacy concerns** – The human touch in AI-led decision-making – **Need for ethical frameworks** and governance models. Organizations need to emphasize on **human in the loop approaches** in adopting AI for HR tasks.



# Preparing For Tomorrow

**Upskilling and reskilling** must be continuous – Invest **in digital tools that enhance—not replace**—human judgment. Collaborate across departments to drive **integrated transformation.**

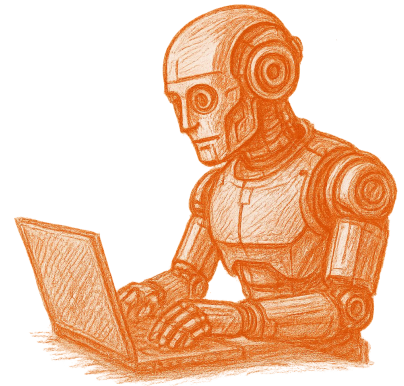




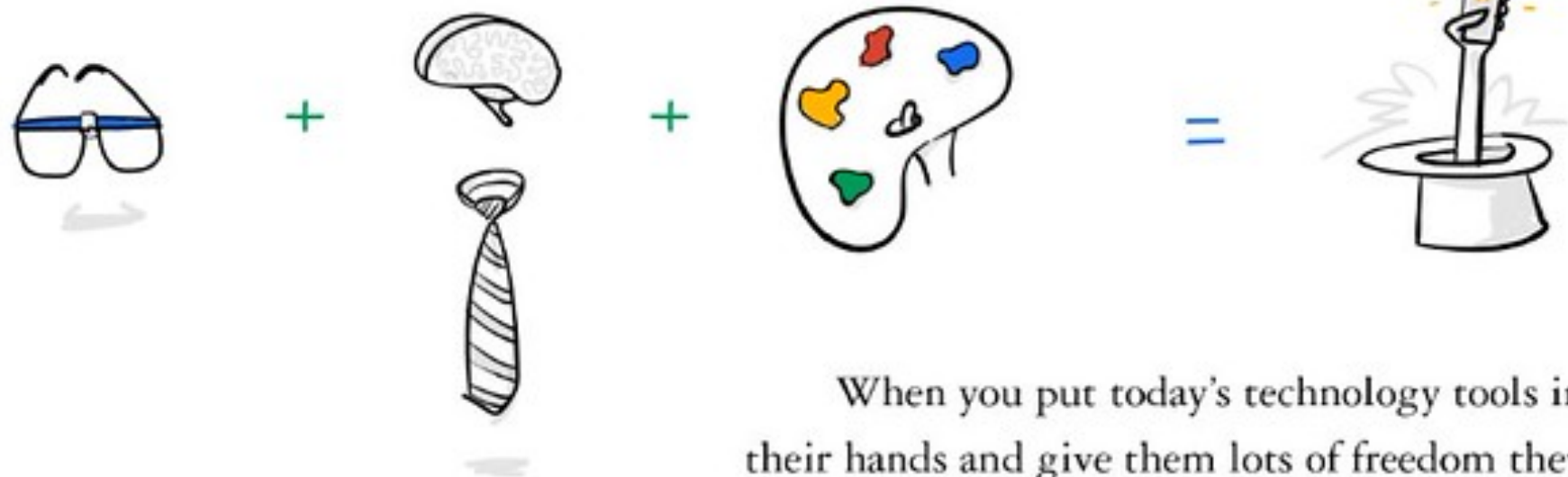
# Agentic AI

Agentic AI marks a new frontier in Human Resource and Administration by introducing systems that can act **autonomously, set goals, and execute tasks without constant human input.**

In HR, this means AI agents can manage **onboarding, monitor employee wellness, optimize workflows, and even recommend strategic workforce decisions**—all while adapting to changing organizational needs.

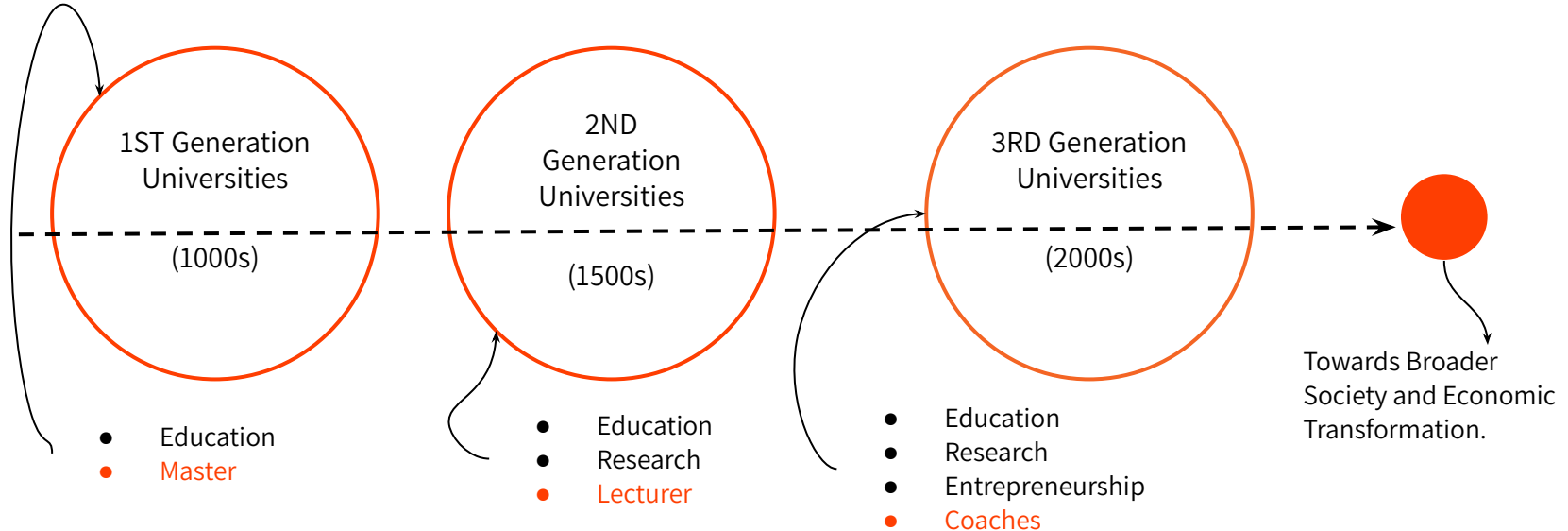


These are the product folks who combine technical knowledge, business expertise, and creativity.



When you put today's technology tools in their hands and give them lots of freedom they can do *amazing things, amazingly fast.*

# The Evolving Role of Universities



**Third generation universities** is a term that has been used to describe a concept in higher education that represents a shift in the role and function of universities in the 21st century. While the concept of third-generation universities is not universally defined, it generally refers to universities that go beyond traditional roles of teaching and research and actively engage in **broader societal and economic development**.



# Africa's **\$180B** Internet economy future

## Growing urban, mobile population

1.3B

people in 2019

2.5B

people in 2050



Digital connectivity

40%

of population in 2019

10% increase leads to 2.5% increase in GDP per capita



Urbanization

45%

of population will be in cities by 2025

## Expanding tech ecosystem



Tech talent

700K

developers in 2019



E-commerce and fintech are key sections driving the digital economy

## Infrastructure investments

Drives increased access to more affordable higher-speed Internet

Source: e-Conomy Africa 2020.

## Pro-innovator regulation

Including startup acts and regional harmonization, such as the African Continental Free Trade Area (AfCFTA)

## Future Proofing

- Integrate AI Tools for Core HR Functions
- Develop a Digital-First HR Strategy
- Adopt Agile HR Models
- Upskill and Reskill Continuously
- Promote a Culture of Lifelong Learning
- Support Cross-Functional Roles
- Leverage People Analytics
- Predictive Talent Management

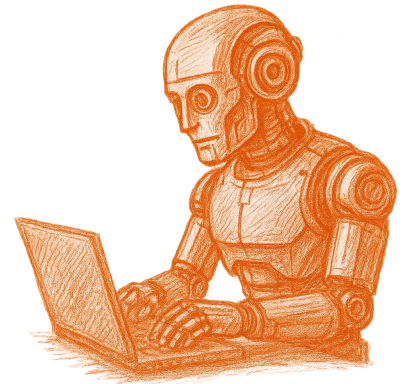
## Future Proofing

- Implement Real-Time Feedback Systems
- Humanize Digital Interactions
- Personalize HR Services
- Foster Inclusion Through Tech
- Build Digital-Ready Teams
- Lead Digital Transformation Initiatives
- Develop AI Governance Frameworks
- Ensure Data Privacy and Compliance
- Mitigate Bias in Algorithms



# Call to Action

**Embrace the shift**—digitally and culturally – Be proactive in shaping policy and training—**The future of public service delivery** depends on today's HR choices.







# Thanks!

Any questions?

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