

RAMADHANI MARIJANI
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1. SUMMARY:

Born on 9th April, 1979, Ramadhani Marijani is Public Administration expert and Campus Director at Tanzania Public Service College in Tabora. He was formerly a Campus Director at Singida Campus and Head of Research, Consultancy and Publications Department at Tanzania Public Service College - Head Office in Dar es Salaam, where he coordinated number of Researches, Consultancies and Publications. He has extensively travelled and has wide exposure to strong networks of several academics. At all times, Marijani is driven by the desire to meet the needs and expectations of customers with the highest degree of effectiveness, efficiency, and flexibility but in accordance with established procedures and known best practices. He believes in meritocracy and has strong admiration for decision based on known procedures, processes transparently known by all.

2. SUMMARY OF ACADEMIC QUALIFICATIONS:

<i>Duration</i>	<i>Qualifications</i>
2010 - 2016	PhD (Public Administration) - University of Dar es Salaam. Dissertation Titled: <i>Decentralization and Service Delivery in Local Government Authorities in Tanzania: A case of Kinondoni Municipal Council and Ulanga District Council.</i>
2009 - 2010	Masters in Management Studies (Human Resource Management) - Uganda Management Institute (UMI), Uganda.
2008 - 2009	Post Graduate Diploma in Human Resource Management - Uganda Management Institute (UMI), Uganda.
2003 - 2006	Bachelors Arts (Public Administration) - Mzumbe University, Tanzania.

3. RESEARCH FOCUS:

My current and future research agenda falls within a broader "**Social Transformation**" research stream. Specifically, this focus area specializes in the creations, development, management and evaluation of the transformational and social developmental roles and responsibilities of the government, the private sector and communities in developing societies. Through different modes of research, the mission is to contribute towards the important of a sustainable quality of life and transformation in Tanzania and other African countries as postulated by the objectives of Tanzania's vision 2025, Africa Agenda 2063 and sustainable Development Goals (2030) by building and extending on the above research theme.

4. OTHER SPECIALIZED TRAINING ATTENDED:

<i>Year</i>	<i>Training</i>
2015	"Advanced Data Analysis and Statistical Techniques" – Muhimbili University of Health and Allied Sciences (MUCHS) – Tanzania.
2012	"Training on African Charter for Public Service" - Kenya School of Government (KSG), Lower Kabete, Nairobi – Kenya.
2010	Decentralization for Local Government: A Multi - holder Process" - Wageningen University, The Netherlands.
2010	Competence Based Education Training (CBET), Tanzania Public Service College - Dar es Salaam, Tanzania.
2009	"Training in Public Sector Development" - Central Official Training Institute (COTI), Seoul, Republic of South Korea.
2009	"Job Evaluation and Scheme of Service Techniques" Sub-Saharan Institute, Dar es Salaam, Tanzania.
2009	"Writing for Trainers Manual" GIZ, Dar es Salaam, Tanzania.
2008	"Certified Talent and Competency Management" - ARTIDO, Bagamoyo, Tanzania.
2008	"New Labour Laws Course" - Institute of Judicial Administration (IJA), Lushoto, Tanga, Tanzania.
2007	"Consulting Skills Management" - Tanzania Public Service College, Dar es Salaam.

5. PROFESSIONAL EXPERIENCE:

<i>Duration</i>	<i>Role</i>
2017 to date	Campus Director, Tanzania Public Service College, Tabora Campus.
2015 - 2017	Campus Director, Tanzania Public Service College, Singida Campus.
2014 - 2015	Head Department of Research, Consultancy and Publications – Tanzania Public Service College, Dar es Salaam, Tanzania.
2009 - 2013	Assistant Lecturer at Tanzania Public Service College, HQ
2006 - 2009	Tutorial Assistant at Tanzania Public Service College, HQ
2005 - 2006	Human Resource Management trainee at National Social Security Fund (NSSF) Headquarters, Dar es Salaam, Tanzania

6. MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS:

- International association of schools and Institutes of Administration (IASIA).
- African Public Sector Human Resource Managers' (APS-HR net).

- African Association for Public Administration and Management (AAPAM).
- African Program on Re-thinking Development Economics (APORDE).
- Social Science Research Network (SSRN).

7. RESEARCH, PUBLICATIONS AND CONFERENCES:

A. Refereed Journal Articles:

- Marijani, R. (2018). Validating a Model for Assessing Performance of Public Sector Organizations (PSOs): A Rapid Assessment of Tanzania Public Service College (TPSC). in *Administratio Publica*, Vol.26 (1):123-143.
- Marijani, R. (2018). Ties that Binds: The Link between the Functions of Public Sector Manager in Tanzania and Luther Gullick's notes on the theory of Organization. Forthcoming in *Holistica: The Journal of Business and Public Administration*.
- Marijani, R. (2017). The Locus and Focus of Public Administration Research in Tanzania: An Assessment of the Journal of Public Sector Management, 2011 – 2016, *Journal of US – China Public Administration*, Vol. 14, No. 5, pp. 245 – 253.
- Marijani, R. (2017). Curriculation and Competence Based Education Training (CBET) in Tanzania: A critical Assessment of Public Administration and Management curricula of Tanzania Public Service College, *HOLISTICA: A Journal of Business and Public Administration* Vol. 8, No. 2, pp. 17 – 40.
- Marijani, R. (2017). Public Service Leadership Competence Framework (PSLCF): Is it a Holy Grail of Service Delivery? *Open Journal of Social Sciences* Vol. 5, pp. 169 – 184.
- Marijani, R. (2017). Community Participation in the Decentralized Health and Water Services Delivery in Tanzania, *Journal of Water Resource and Protection*, Vol.9, pp: 639 – 655.
- Marijani, R. (2017). Public Administration Research in Tanzania: An Assessment of Journal Publications, 2007-2014, *Asian Journal of Humanities and Social Studies*, Vol.5, No.2.pp.80-92.
- Marijani, R. (2016). The Quasi-Autonomous Agencies in Limbo: A Case of Tanzania Employment Agency and Public Service Recruitment Secretariat, *Public Policy and Administration Research*, Vol. 6, No. 6.pp.100-105.
- Marijani, R. and Yohana M. (2016). The Validation of Minnesota Job Satisfaction Questionnaire (MSQ) in Tanzania: A Case of Tanzania Public Service College, *International Journal of African and Asian Studies*, Vol. 23.pp.162-172.
- Marijani, R., FJ, Matenge, DKamugisha & C Rwekaza (2014). In search of Improved Public Service delivery in Tanzania: Is Policy - implementation an Elixir? *Uganda Journal of Management and Policy Studies*, Vol.7, No.7, pp.94-110.
- Marijani, R. (2012). Fight against Corruption in Tanzania: The Positive and Challenges, *Uganda Journal of Management and Policy Studies*, Vol. 4, No. 1.

- Marijani, R. (2012) Human Resource Management and Public-Sector Reforms: A theoretical Analysis a chapter In Baskeka and Kareija (Eds.) *"Public Administration in Uganda - Theory and Practice"*, Lambert Academic Publishing.

B. Research Reports:

- Marijani, R. (2012). Evaluation of HIV/AIDS Workplace Programmes in Public and Private Sector Organizations in Tanzania: Research Report Sponsored by NIMRI/GLOBAL FUND.
- Marijani, R. (2013). Evaluation of HIV/AIDS Workplace programs in the Local Government Authorities in Tanzania: A case of Lindi, Mtwara and Tanga Regions: Research Report Sponsored by NIMRI/GLOBAL FUND.

C. Conference Proceedings:

- Co-chair for AAPAM-IIAS Taskforce for Public Administration Research Capacities in Africa under track "African Governance Systems: Beyond Neo-Patrimonialism" for 2018 IIAS Congress in Tunis, Tunisia scheduled on 25th to 29th June, 2018.
- First Forum of the Territorial Managers and Training Institutes Targeting the Local Authorities in Africa, international University of Rabat, Techno polis of Sale, The Kingdom of Morocco, 18th to 20th September, 2017.
- Marijani, R. (2013). Women Participation in Political and Managerial Decision Making in Tanzania: A paper presented at joint IASIA/IASS annual meeting in Manama – Bahrain – 2013.
- Marijani, R. (2013). Quasi - autonomous Agencies in Limbo: A Case of Tanzania Recruitment Secretariat and Tanzania Employment Service Agency (TAESA). Accepted for presentation at ASSADPAM annual Conference on 18th to 20th November at University of Johannesburg, South Africa.

8. CONSULTANCIES:

The following are selected related consultancy Assignments:

1. **Team Member:** In validating Training Needs Assessments (TNA) for the Public Service of Puntland Government of Somalia under Somalia Capacity Injection Project, Sponsored by the World Bank (2018).
Role: Validated the TNAs through Focus Group Discussions with key experts and propose short term training modules under Research Methodology and Public Policy clusters.
2. **Team Leader:** In conducting Training Needs Assessment (TNA) for the Law School of Tanzania (LST) (2015).
Roles: Develop data collection instruments, supervises data collection, conduct data analysis and write final report.
3. **Team Member:** In conducting Institutional Assessment of the Office of Registrar of Political Parties (ROPP) Tanzania, (2010).
Role: Develop data collection instruments, data collection, conduct data analysis and write final report.
4. **Team Leader:** In conducting the Training Needs Assessment (TNA) for Kibaha Town Council, (2010).

Role: Develop data collection instruments, data collection, conduct data analysis and write final report.

5. **Key facilitator:** In the Introduction of "Qualification Agreements Talks" (QAT) and Training Evaluation and Reporting (TERs) in the Local Government Authorities in Lindi and Mtwara Regions, (2013).

Roles: Key facilitator in the programme, facilitated and produced final training reports.

6. **Team Member:** In conducting a Training Needs Assessments (TNA) leading to design of Training Programmes for five (5) ministries and three (3) Regional Administrative Secretariats of mainland Tanzania (2006).

7. **Team Member:** In conducting Capacity Assessment Studies for three (3) District Councils of mainland Tanzania (Tabora, Urambo and Nzega) (2006).

Role: Develop data collection instruments, data collection, conduct data analysis and write final report.

8. **Team Member:** In conducting a public service study and developed The Public Service Leadership Competence Framework (LCF) for the Tanzanian Public Service sponsored by President's Office-Public Service Management (2008).

Role: Facilitated data collection, and initial data analysis .

9. **Team Member:** In Carrying out a Capacity Assessment of three district councils of Bunda, Ukerewe and Serengeti under the District Support Programme supported by the Swedish International Development Agency (SIDA) (2007).

Role: Develop data collection instruments, data collection, conduct data analysis and write final report.

10. **Team Leader:** In Preparation for Technical and Financial Proposals to develop a Tailor-made programme on Effective Records Management for Improved Performance at the President's Office – Regional Administration and Local Government (PO-RALG) and Dar es Salaam Metropolitan Development Project (DMDP), Sponsored by the World Bank (WB) (2017).

Role: Develop data collection instruments, data collection, conduct data analysis and write final report.

11. **Lead Facilitator:** for Cost Effective, Lasting, Evidence-based, Adaptive and Replicable (CLEAR) consortium in designing and supporting the delivery of a novel behavior change programme to enable the government of Tanzania the best chance of meeting Sustainable Development Goals (SDGs) for Universal access to safely managed sanitation, hand washing and elimination of open defecation by 2030, Commissioned by the Ministry of Health, Gender, Community Development and Elderly (MOHGCDE) 27th – 28th February to 2nd March, 2017, Dar es Salaam, Tanzania.

12. **Team Leader:** In the "Recruitment exercise for 50 Office Secretaries for Tanzania Revenue Authority (TRA) – 2015.

Roles: Developed technical and financial proposals, bid, supervise the entire recruitment exercise from setting written and oral questions, marking and tallying the results to the production of final consultancy Reports (2015).

13. **Team Leader:** In the "development of two Senior Leadership courses for Uongozi Institute in Tanzania." Modules developed;

- Strategic leadership for sustainable development,
- Leadership Reflection (2013).

Roles: Developed expression of Interest (EOI), technical and financial proposals, collected primary and secondary data and assisted Dr. Gordon Mackintosh in curricula design, development and final consultancy report production.

14. **Team leader:** In conducting Research titled "Evaluation of HIV/ AIDS workplace programs in the Public and Private Sectors in Tanzania: NIMRI/GLOBAL FUND commissioned Research (2012).

Roles: Developed research proposal, oversee data collected process and produced final research reports.

15. **Team leader:** In conducting a research titled "Evaluation of HIV/AIDS in the Local Government Authorities in Tanzania: A case of Lindi, Mtwara and Tanga Regions. (2012). NIMRI/GLOBAL FUND Commissioned Research

Roles: Developed research proposal, oversee data collection exercise and produced final research reports.

16. **Team member:** In Conducting "Service Delivery Survey for Public Service Commission of Tanzania". (2012).

Roles: Supervised data collection, data entry, and assisted in the production of final consultancy report.

17. **Team leader:** In designing and facilitating "Advanced Managerial Skills for Personal Secretaries and Executive Assistants for 57 staff of Bank of Tanzania (BOT)" (2012).

Roles: Developed consultancy bid financial and technical proposals, facilitated some core modules and prepared final consultancy report.

18. **Team Leader:** In "Conducting Training Needs Assessments (TNA) for Ethics Secretariat" in Tanzania (2011).

Roles: Data collection, coding, entry, editing and write final report.

19. **Team leader:** In the "Review of Client Service Charter (CSC) for Kilimanjaro Region" (2010).

Roles: Facilitated the review of Client Service Charter and prepared final consultancy report.

20. **Team member:** In developing "Monitoring and Evaluation (M&E) framework for Government Procurement Service Agency (GPSA)" (2010).

Roles: Data Collection.

21. **Team Leader:** In Reviewing Client Service Charter for Tanzania Institute of Accountancy (TIA) (2010).

Roles: Data collection, analyses and final report production.

22. **Team Member:** In Reviewing Strategic Plan and Client Service Charter for National Electrical Commission of Tanzania (2009).

Roles: Data collection, analysis and assisting in the preparation of final.

9. TEACHING ABILITY AND EXPERIENCE:

Ramadhani Marijani has an excellent ability to communicate knowledge. He diligently draws course outlines, presenting knowledge to learners through lectures and other forms of teaching, sets and marks coursework assignments and examinations on time, effectively supervise students as well as provides counseling and career guidance. He is among core facilitators in the short and long-term programs at TPSC. Below are sampled programmes and modules facilitated by Marijani.

<i>Programme</i>	<i>Module</i>
<p>A: <u>Short Courses</u></p> <ul style="list-style-type: none"> • <i>Induction Training Programme</i> • <i>Open Performance Reviews and Appraisal Systems (OPRAS)</i> 	<ul style="list-style-type: none"> • Organization and Conduct of Government Business • Ethics in the Public Service • Overview of Reforms in the Public Services • HIV/ AIDS and Non-Communicable diseases at workplace • Introduction to Performance Management System (PMS)
<p>B: <u>Long Courses</u></p> <ul style="list-style-type: none"> • <i>BA and MA in Human Resource Management</i> • <i>BA and MA in Archive and Records Management</i> • <i>Diploma in Records Management</i> • <i>Diploma in Secretarial Studies</i> • <i>Diploma in Local Government</i> • <i>BA in Public Administration</i> • <i>Public Service Management</i> 	<ul style="list-style-type: none"> • Public Policy • Research methodology • Human Resource Management • Foundation of Public Administration • Administrative Law • Research Methods • Diversity Management

10. REFEREES:

Prof. Amon Challyga (PhD) Supervisor and Professor of Public Administration),
University of Dar es Salaam, **Tanzania.**

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Dr. Montonus C. Millanzi (Masters Degree Promoter and Mentor),
Mzumbe University, Morogoro, **Tanzania.**

Email. mcmilanzi@hotmail.com

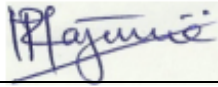
Cell: +255716-320836.

11. CERTIFICATION:

I, Ramadhani Marijani, do certify that the above information is true and reflects a true status of my academic qualifications, work experience and scholarly publications.

CURRICULUM VITAE

Signature:

A handwritten signature in blue ink on a light-colored rectangular background. The signature is cursive and appears to read 'Hajunio'.

Date: 14th May, 2018
