



SUB-SAHARA INSTITUTE LIMITED.

Management Consulting & Organisational Development

BUSINESS PORTFOLIO

& Capability Statement

2026

**What we do, what we have delivered,
and the platforms we run.**

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Who We Are

Sub-Sahara Institute (T) Ltd is a management development professional firm based in Dar es Salaam, Tanzania, a “Think and Do Knowledge Powerhouse” dedicated to empowering human capital and organisations to excel. Founded in 2020, the firm integrates a dual focus on research-led and action-oriented approaches to organisational transformation.

Our partners and consultants bring more than 20 years of combined experience delivering strategic assignments for public, private, and non-governmental clients. We combine deep local understanding with world-class methodologies, embracing modern technology, best practice, independent thinking, and professionalism. Our motto is simple: integrating knowledge capabilities.

WHY ORGANISATIONS CHOOSE SSI FOR RESEARCH AND MANAGEMENT DEVELOPMENT

Research-led rigour

independent baselines, structured surveys, and evidence that stands up to scrutiny.

National delivery capacity

large field teams, GPS-verified data collection, and monitoring & evaluation at scale.

Action-oriented results

programmes designed to shift mindsets and embed measurable performance improvements.

Trusted by national institutions

a portfolio of programmes of national importance across transport, aviation, ports, insurance, and regulation.

Our Service Portfolio I

SSI delivers an integrated portfolio of management-development and research services to public, private, and civil-society clients. Our programmes are research-led and action-oriented, tailored to each client's context across eleven practice areas:

01 HR Strategy & Advisory

Organisation Design and Re-engineering · Human Resource Forecasting · Job Analysis, Evaluation and Pay Structures · Scheme of Service Development and Career Paths · Labour Agency Services and Work Permit Processing · Human Resource Strategy and Talent Pipeline Development · Competency and Skills Analysis and Job Design · Human Resource Audit · Performance Management Modelling · ICT Systems for Human Resource Management · Culture and Employee Engagement Surveys · Recruitment and Placement Services · Organisational Change and Development · HR Plans and Policies · Needs and Capacity Assessments · Technical and Functional Training Plans · Institutional Development and Strengthening · Technical Assistance to Government and Development Agencies.

02 Training & Capacity Development

Mentoring and Train-the-Trainer Approaches · Integrated Strategic Planning and Management · Cultural Change Management Strategies · Building High-Performance Teams · Strategic Leadership and Decision-Making · Emotional Intelligence and Personal Leadership Mastery · Labour Laws and Handling Disciplinary Cases · Coaching for Managers · Training for Trade Union Leaders · Negotiation Skills · Conflict Management · Work-Life Balance and Psychological Safety · Training for Supervisors · Strategic and Business Communication Skills · Supply Chain, Shipping and Logistics Management · Corporate Governance and Business Decision-Making · Financial Resource Mobilisation and Management · Public Procurement and Contract Management.

03 Organisation Development

Strategy Development and Execution · Employee Engagement and Organisational Climate Assessments · Team Effectiveness and Collaboration · Training, Executive Education and Capability Building · Leadership and Executive Advisory Services.

04 Survey Management Services

Service Delivery Diagnostics · Customer Experience and Satisfaction Measurement · Business Intelligence and Data Analytics · Workforce Analytics and Human Capital Intelligence · Employee Engagement and Culture Diagnostics · Human Resource Audit and Organisational Effectiveness Review.

05 Monitoring & Evaluation

Digital Monitoring, Evaluation and Learning Systems · Institutional Performance and M&E Capacity Strengthening · Performance Measurement and Results Management · Needs Assessments, Baseline Studies and Organisational Diagnostics · Programme, Policy and Impact Evaluation · Business Intelligence and Decision Support.

06 Project Design & Management

Project Design and Investment Planning · Programme Governance and Stakeholder Engagement · Project Execution and Performance Management · Project Delivery Optimisation · Strategic Programme and Portfolio Management · End-to-End Project Advisory Services.

Our Service Portfolio II

07 Education Management Services

Education Policy and Sector Reform · Curriculum and Learning Innovation · Education Monitoring, Evaluation and Research · Institutional Strategy and Governance · Human Capital and Leadership Development · Digital Education and Systems Transformation · Education Resource Mobilisation and Partnerships.

08 Strategic Planning & Business

Strategic Prioritisation and Value Creation · Strategy Execution and Performance Management · Business Transformation Frameworks · Organisational Agility and Change Leadership · Strategic Alignment and Performance Culture.

09 Board Capacity & Governance

Board Governance Frameworks and Operating Models · Strategic Oversight and Fiduciary Governance · Board and Committee Advisory · Governance Integration and Combined Assurance · Board Competency, Succession and Leadership Development · Board Evaluation and Governance Performance Reviews · Governance, Risk and ESG Advisory.

10 Business Ethics & Integrity

Ethical Leadership and Workplace Integrity · Ethics and Compliance Frameworks · Integrity Culture and Organisational Performance Embedding ethical values and integrity into organisational culture to improve productivity, reduce misconduct, strengthen regulatory compliance, enhance stakeholder trust, and support sustainable organisational success..

11 Customer Relationship Management

Customer Experience (CX) and Relationship Management · Business Development and Commercial Capability · Strategic Stakeholder Engagement.

National VTMS Vessel Survey & Feasibility Study

Tanzania Shipping Agencies Corporation (TASAC)

SECTOR Maritime & Transport · Research / M&E	PERIOD 2026	OUTCOME National coverage across all four of Tanzania's water bodies
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Survey Design & Management · Offline-First Field Data Collection · Monitoring & Evaluation · Research & Data Analysis

Sub-Sahara Institute designed and delivered the structured vessel survey supporting a national Vessel Traffic Management System (VTMS) feasibility study for the Tanzania Shipping Agencies Corporation (TASAC).

The survey achieved comprehensive national coverage across all four of Tanzania's water bodies, Lake Victoria, Lake Tanganyika, Lake Nyasa and the Indian Ocean coast, delivered by a multidisciplinary team of key experts and trained field enumerators using offline-first, GPS-verified digital data collection.

Rigorous data-quality controls produced a clean, in-scope evidence base fit for national feasibility analysis. The engagement is a flagship demonstration of SSI's strength in large-scale field research, survey management, and monitoring and evaluation.

Cultural Transformation & Integrated Performance and Wellbeing

Tanzania East Africa Gateway Terminal Limited (TEAGTL)

SECTOR Ports & Logistics	PERIOD 2025-2026	OUTCOME A human-centred foundation for sustained high performance
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Change Management · Leadership & Management Development · Employee Engagement Diagnostics · Organisational Wellbeing

Sub-Sahara Institute delivered a year-long cultural transformation programme for Tanzania East Africa Gateway Terminal Limited (TEAGTL), a critical gateway within the East African logistics corridor, supporting its evolution into a phase of sustained high performance.

The programme was anchored in an independent baseline diagnostic and delivered as five connected streams, change management, leadership and management development, expatriate effectiveness, union capacity-building, and a final integrated performance and wellbeing rollout, through successive cohorts across the organisation.

It laid a solid, human-centred foundation for sustained behavioural change and consolidated the first year of the organisation's cultural transformation.

Mindset Change Programme

Tanzania Ports Authority (TPA)

SECTOR Ports & Maritime	PERIOD 2025-2026	OUTCOME A catalyst for higher productivity, innovation and resilience
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Mindset & Behaviour Change · Training & Capacity Development · Leadership Development

Sub-Sahara Institute’s in-depth Mindset Change Programme with the Tanzania Ports Authority (TPA) unlocks staff’s hidden potential by addressing how people think, act, and adapt to new challenges.

Designed around behaviour change and practical, real-world application, the programme is proving to be a catalyst for higher productivity, innovation, and resilience, helping TPA thrive in a competitive and fast-changing environment.

Cultural Transformation Programme

Air Tanzania Company Limited (ATCL)

SECTOR Aviation	PERIOD 2025-2026	OUTCOME Accountability, stronger leadership, results-driven culture
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Cultural Transformation · Change Management · Leadership Development

Sub-Sahara Institute spearheads a cultural transformation programme with Air Tanzania Company Limited (ATCL), reshaping organisational culture to instil accountability, strengthen leadership, and create a workplace that consistently delivers results.

The programme goes beyond changing systems: it focuses on shifting mindsets and embedding new behaviours that define long-term success for a national flag carrier operating in a demanding, safety-critical sector.

Cultural Transformation Programme

National Insurance Corporation (NIC)		
SECTOR Insurance & Financial Services	PERIOD 2025-2026	OUTCOME Mindsets shifted, new behaviours embedded

Cultural Transformation · Change Management · Employee Engagement

Sub-Sahara Institute delivers a cultural transformation programme with the National Insurance Corporation (NIC), reshaping organisational culture to instil accountability and strengthen leadership.

The engagement is about more than systems, it shifts mindsets and embeds the new behaviours that define long-term success, helping NIC build the cultural and leadership foundations for tomorrow’s performance.

Retirement Planning & Preparedness Programme

Tanzania Communications Regulatory Authority (TCRA)

SECTOR Telecommunications & Regulation	PERIOD 2026 · Arusha & Morogoro	OUTCOME Staff equipped for confident, well-planned retirement transitions
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Retirement & Transition Planning · Financial Literacy · Psychological Wellbeing · Training & Facilitation

Sub-Sahara Institute designed and delivered the Retirement Planning & Preparedness Programme for the Tanzania Communications Regulatory Authority (TCRA), supporting employees approaching retirement to plan the transition with confidence.

Delivered to multiple cohorts in Arusha and Morogoro during 2026, the programme combined financial literacy, transition and lifestyle planning, health and psychological wellbeing, and practical preparedness, equipping participants and the institution to manage retirement as a positive, well-supported milestone rather than a moment of uncertainty.

The Sahara Suite

SSI does not just advise, we build and run the technology that delivers our programmes. The Sahara suite is an integrated set of platforms, on one secure design system, dedicated to serving our clients from first contact to final report. The same platforms that run our own engagements are available to clients as managed, white-label services.

Sahara Forge

TRAINING DELIVERY

Our Training & Workshop Operating System runs executive programmes end-to-end, cohorts, facilitators, schedules, materials, attendance, and certification.

SSI Learn360

LEARNING (LMS)

A white-label learning platform giving client staff anytime access to courses, resources, and progress tracking long after the workshop ends.

Sahara E-Assess

ASSESSMENT

The Human Capability Suite, competency, 360-degree, and psychometric assessments that turn capability data into clear development decisions.

SSI E-research

FIELD RESEARCH

Offline-first, GPS-verified field data collection that powered our nationwide survey work, rigorous, clean data at national scale.

SSI E-console

PROGRAMME OPERATIONS

A dedicated operations console for every engagement, giving clients a live view of delivery, milestones, finances, and outcomes.

Sahara Analytics

INSIGHT & REPORTING

Real-time dashboards that federate programme data across the suite into clear, decision-ready insight for leadership.

THE PLATFORM BACKBONE

Every engagement is coordinated on a shared backbone: E-mteja, our client-record CRM and identity hub; E-office, our administration and governance spine; Sahara Cloud, a secure document and integrations hub; and E-proposals for contracting and e-signature. Multi-tenant by design, the suite lets clients such as TASAC, ATCL and TEAGTL run on one platform, coordinated, secure, and accountable.

Clients & Partners

Sub-Sahara Institute is trusted by national institutions across transport, aviation, ports, maritime, insurance, and regulation. Selected clients include:

- Tanzania Shipping Agencies Corporation (TASAC), maritime research & VTMS feasibility
- Tanzania East Africa Gateway Terminal Limited (TEAGTL), cultural transformation & wellbeing
- Tanzania Ports Authority (TPA), mindset change
- Air Tanzania Company Limited (ATCL), cultural transformation
- National Insurance Corporation (NIC), cultural transformation
- Tanzania Communications Regulatory Authority (TCRA), retirement planning & preparedness

INTERNATIONAL PARTNER

We work alongside Zanga Metrics to bring advanced people-analytics and assessment capability to our engagements, combining SSI's local delivery strength with world-class measurement.



PARTNER WITH US

From institution-wide cultural transformation to nationwide research and feasibility studies, Sub-Sahara Institute is the partner of choice for organisations that need rigorous, research-led, and measurable results. Whether you are commissioning a national survey, building leadership capacity, or reshaping organisational culture, we would welcome the opportunity to understand your requirements.



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Note: All figures reflect outcome-level results shared for marketing purposes. Detailed client data remains confidential.