



Stimulating Expertise Development and Sustainable Business

2011/2012

Training Programs





Table of Contents

1	Sustainable Agriculture Development for Socio-economic Growth -----	4
2	Sustainable Business Development -----	6
3	Sustainable Waste Management -----	9
4	Sustainable Tourism Management -----	11



2011 Training Programs

Introduction

Round Table Africa (RTA) is set-up to stimulate expertise development in the area of sustainable business in Southern and Eastern Africa. The program aims to achieve a structural collaboration between international businesses, local companies and policy-makers. These key stakeholders meet at conventions and other forums to explore business opportunities and resolve bottlenecks. Round Table Africa looks at economic and social development from a business angle.

RTA is executed in partnership with the Eastern and Southern African Management Institute (ESAMI) headquartered in Arusha, Tanzania and Maastricht School of Management (MSM) of the Netherlands.

The RTA program has two main goals, namely:

- To empower regional and national organizations, and relevant stakeholders (within the civil society, the government and the private sector) to make effective use of sustainable economic and business opportunities; and
- To facilitate sharing of knowledge and lessons learned on sustainable economic and business opportunities by local, regional and international actors.

RTA's training programs are designed to equip participants with the tools, methods, and skills required to be able to face and respond to the prevailing and future management challenges.

Listed below are training programs in the area of sustainable business development.

- Sustainable Agriculture Development for Socio-economic Growth
- Sustainable Business Development
- Sustainable Waste Management
- Sustainable Tourism Management



Sustainable Agriculture Development for Socio-economic Growth

Venue: Port Louis, Mauritius

Dates: June 6 - 10, 2011 (1 Week)

Fees: US\$ 1,150 (to cover tuition and training materials)

Rationale

Agriculture had changed dramatically, especially during the last ten years when a focus on sustainable agricultural practices is becoming at the forefront of socio-economic policies in developing countries. This course will focus on the social, economic and political context of sustainable agriculture development. As in addition to strategies for preserving natural resources and changing production practices, sustainable agriculture requires a commitment to changing public policies, economic institutions and social values. Strategies for change must take into account the complex reciprocal and ever changing relationship between agricultural production and the broader society. The food system extends far beyond the farm and involves the interaction of individuals and institutions with contrasting and often competing goals for farmers, policy makers researchers, retailers, consumers etc.

A wide diversity of strategies and approaches are necessary to create a more sustainable and just food system.

Course Contents

1. Overview of worldwide sustainable food and agricultural policies
2. Land use planning
3. Labour conditions
4. Rural community development frameworks
5. Macro economic competitiveness with respect to subsidies
6. Marketing channels and value chains



7. Consumer-preferences and the food market
8. Technological innovation for productivity enhancement
9. Food Security
10. The pros and cons of different farming models: Cooperatives, Out-grower-schemes, plantations and public-private partnerships
11. The case study of Mauritius

Target-group:

Policy makers and senior officials in government, NGO's, associations, academic and research institutions and the private sector



Sustainable Business Development

Venue: Arusha HQ, Arusha, Tanzania

Dates: July 11 - 15, 2011

Fees: US\$ 1150 (to cover tuition and training materials)

Rationale

In recent years, a paradigm shift has taken place in development thinking and practice. A consensus has grown to move away from aid and macro-economic reforms toward a market-based approach to poverty alleviation (World Resource Institute, 2007). The global debate on poverty alleviation is now increasingly framed in terms of enabling economic opportunities for the poor, in order to create sustainable economic growth in developing countries (WRI, 2007). Perhaps the most significant consequence of this shift is the increasing conviction that the private sector should be engaged in the challenge to create economic growth in developing countries. Economic and political developments, in particular, globalization and the increased influence of markets and private investments worldwide, have added to the belief that mobilizing existing private sector financial and intellectual resources is vital in order to achieve sustainable development, reduce poverty and reach ambitious development targets such as the Millennium Development Goals (MDGs)

Course objective

By the end of the course participants will have gained a clear view and understanding of the competitiveness aspects on sustainable business



development, corporate social responsibility (CSR), the economic development agenda, as well as the relevant industrialization policies.

Course Contents

Sustainable Business Development: Sustainable Business Development is at the heart of economic development. Jointly with public and civil society actors, businesses play a pivotal role in the sustainable development process. In sustainable business development the focus is on the strengths of countries and districts rather than on trying to alleviate the weaker aspects of society. Within this course we will deal with the dilemmas related to economic development faced in emerging countries. The 'society business triangle' will be discussed, focusing on the role of the public sector, the private sector and civil society.

CSR: Corporate Social Responsibility (CSR) is part of today's business agenda. The notion of Corporate Social Responsibility expresses firms' responsibility toward society and our natural and cultural environment. In the economic market CSR is directly related to good governance. Transparent decision making process is not only required for firms to gain confidence from the stakeholders in society, but also for national and local governments, and Non Governmental Organizations (NGOs).

Competitiveness: Ever since Michael Porter's seminal work on the competitive advantage of nations, competitiveness is prominently on the agenda of both developed, and to an increasing extent, developing countries. The 'one-size-fits-all' approach of measuring competitiveness, with its focus on the virtues of the market and exposure to international competition, is however sending the wrong signals in the case of developing countries. Moreover, the generally accepted country-approach cannot account for variations in the performance of industries within or across countries.

When it comes to competitiveness, the leading question is: What determines the success or failure of specific industries, within specific countries? This course focuses on this question. Factors of relevance at national level include international and regional trade agreements, non-industry specific government policies, and the impact of FDI or FDI-related topics. At industry level, determinants of competitiveness are institutional, political, or economic in nature.

BOP: The principal argument of BoP theory - which is aimed at the corporate world in general and at Multinational Companies (MNCs) in particular - is that the world's poor can be served profitably while at the same time alleviating



poverty. The BoP represents a vast, unexploited, multitrillion dollar marketplace, with high demographic and economic growth rates. Whereas Western markets are becoming saturated and unprofitable, this new market shows unprecedented market potential. MNCs have to 'identify' and 'tap' into these markets. Putting their competencies to work in order to serve the poor will allow these companies to achieve sustainable competitive advantages while improving the developmental paths of many poor people, by facilitating their access to the market place and mainstream economic activity, and addressing their needs. This will lead to increased engagement of the poor in the global economy, increasing their self-esteem and dignity and reducing poverty. In short, BoP theory is about the creation of *win-win situations* (Prahalad & Hart, 2002, Prahalad, 2005, Hart, 2007) and this course will discuss the various pros and cons of BOP projects..

Target Group:

Officials from the national and local Government, Civil society, NGO, academia and the private sector. It is more appropriate for officials at managerial level.



Sustainable Waste Management

Venue: ESAMI HQ, Arusha, Tanzania

Dates 26 – 30 September, 2011 (1 Week)

Fees : US\$1,150 (to cover tuition and training materials)

Rationale:

Managing solid and liquid waste is a major concern for local authorities all over the world. If waste is not well managed, it easily becomes a health hazard facilitating the spread of diseases and affecting human health. Moreover, unmanaged waste creates random garbage dumps in urban or rural centers. Also in East Africa, solid waste management is a serious problem because of the, in most cases, absence of facilities to properly dispose and process solid waste. With appropriate collection, segregation and recycling systems however, the quantities of waste can be diverted from landfills and uncontrolled dumping and converted into resources that will benefit local economies.

Objectives:

By the end of this course, participants will have understood the waste management concepts and processes, their actors and their interests, acquired skills to proactively engage the actors in order to accelerate learning, partnership creation and joint ventures that contribute to win-win scenarios. Participants will have identified the priority issues in waste management and how the sector can contribute to national development more effectively. In addition, participants will establish the various policy options that exist in the sector. They will also have acquired skills to engage in policy argumentation, taking into account the interests various stakeholders have in the sector.

Course Contents

- Basic principles of sustainable solid waste management





- Waste management practices and social, environmental and economic implications in East Africa
- Waste management policies and regulations in East Africa
- Stakeholders Analysis and Engagement
- Case studies sustainable waste management worldwide
- Analysis of business and policy opportunities and critical success factors
- Formulation of recommendations for policy and business

Target Group

Senior and Middle Level Managers from central and the central government authorities dealing with solid and liquid waste management policy formulation and execution.



Sustainable Tourism Management

Venue: Zanzibar

Dates: November 7 – 11, 2011 (1 Week)

Fees: US\$ 1,150 (to cover tuition and training materials)

Rationale:

Sustainability has become a popular model for development which creates the need to satisfy the requirements of today's society while making it possible for future generations to satisfy their own requirements. Development requires efficient use of natural, cultural, economic and social resources. For the tourism industry specifically, sustainability consists of three main factors: economic, social and environmental sustainability.

Economic aspects: Economic aspects should ensure that the operation of tourism activities remains economically feasible by providing a steady flow of economic and business income.

Environmental aspects: Environmental aspects relate to the impact of the tourism activities on the surrounding natural ecology.

Social aspects: Social aspects are related to the respective community development activities and looking for ways on how they can be improved.

Course Objectives:

The course objective is to impart to participants knowledge and skills they can use in ensuring long-term sustainable management practices in planning and managing tourism activities.

At the end of the course participants will achieve the following:

- An understanding of the concept of sustainability and an ability to apply the concept at the business operational level.
- An understanding of how sustainability can be utilized by local and central government in the planning and managing tourism activities.
- An ability to identify opportunities and challenges in managing tourism activities sustainably by businesses and government at the local and national level.
- Tools for addressing challenges in sustainable tourism management.



Target Group:

The workshop is useful for the private sector, and both the local government and central government officials, as well as for those connected with tourism from the civil society, NGO community and academic institutions. It is targeted to senior and top level managers.

Profiles of Professional Staff

Batchu Bandali G.

Mr. Batchu is Currently Chief Consultant in Human Resource Development & Management and Director Management Training. His areas of professional expertise include Training management, human resources management, faculty skills development, general management, change management and training of trainers. Mr. Batchu has a clear understanding of issues in public sector reforms and has trained senior officials from the Government of Tanzania on Modern Public Management. He has excellent interpersonal communication, public relations, and negotiation skills. He is a leading authority on Curriculum design and materials development. Mr. Batchu holds an MBA from Western Australia and BA. Education form Dar es Salaam University, Tanzania.

De Boer Diederik

Diederik de Boer holds a MPA from Leiden/Rotterdam University (the Netherlands), an MBA from Bradford/Tilburg University (U.K./The Netherlands) and he holds a Minor in Small and Micro Credit Schemes from Harvard University Boston (USA). Mr. de Boer is finalizing his PhD in sustainable economic partnerships at the Erasmus University in Rotterdam, the Netherlands. He worked for seven years for the United Nations and the Dutch Ministry for Development Cooperation in Cambodia, Mongolia, Korea and Palestine. At present he is the Director of Sustainable Development Center at MSM and Round Table Africa at ESAMI/MsM, Arusha. This research centre focuses on large research programmers in the field of value chain analysis, competitiveness studies and public-private partnership research in developing countries in Africa.

Kamau Felix Kariuki

Mr. Kamau holds a Bachelor of Commerce degree, University of Nairobi, CPA (K), MBA (ESAMI/MSM) and an MPhil from MSM, Netherlands. Currently he is the Chief Accountant of ESAMI. Mr. Kamau is also a Management consultant with wide experience and resources in training modules in financial



management, accounting, audit and systems development, procurement, entrepreneurship, project management and strategic management. Prior to joining ESAMI, he was an auditor with KPMG, Nairobi, Kenya.

Kerenge Apollonia K. B. (Prof.)

Prof. Kerenge is a Consultant with ESAMI. Her key areas of expertise are in Leadership in Public Sector Reforms, Institutionalizing Performance Management in the Public Sector, Gender mainstreaming and gender analysis, Agricultural Development and Marketing, Resources in Trade and Development, Managing and Evaluating a Training Program, Teaching and evaluation of Poverty Reduction Strategies. She has provided consultancies to Governments and International Agencies: e.g. Mozambique, Tanzania, Uganda and Namibia. The World Bank, Economic Commission for Africa, United Nations Division for the Advancement of Women as well as the UN's Governance and Public Administrations Branch, UNDP, Southern African Development Community, IGAD, UNIFEM and Oxford Policy Management Ltd. Prof. Kerenge holds a Masters in Agricultural Economics from West Virginia State University (USA), and a Bachelors degree in Agriculture (Hons.) from University of Dar-es-Salaam, (Tanzania).

Mitiambo Peter Maangi

Mr. Mitiambo is a Chief Consultant with ESAMI. He has competence in the design, development, and delivery of management development training programs, financial analysis, macroeconomic policy, public expenditure management, financial risk management, management of research funding, preparation of financial statements and management of the audit function. He holds an MPhil from MSM, Netherlands, an MBA in Finance from Bradford University and is a Certified Public Accountant.

Mulira Eroni R.S. (Mrs)

Mrs. Mulira is a Consultant with ESAMI. Her areas of expertise include: Development of Business Plans, Feasibility Studies, Project Impact assessment, Curriculum and training manuals development, Corporate Plans Development, Installation of Zero-Base Budgeting systems, Development of Financial Accounting systems and financial Regulations, Training Needs Assessment, Corporate Down Sizing and Evaluation of Research Projects. Mrs.



Mulira holds an MPhil from MSM, Netherlands, MBA from the University of Alberta Canada.

Mumba Joseph (PhD)

Prof. Mumba is a Chief Consultant with ESAMI. His main key areas include project management (donor-funded projects), institutional assessment consulting, environmental auditing consulting/training, environmental impact assessment consulting, ISO 14001 Environmental Management Systems consulting/training, Renewable energy technology system design and management (solar, wind, Biomass and micro-hydro), Energy sector reform capacity building/training, Private sector participation (PSP) in infrastructure projects training, Executive management educator (MBA and DBA levels)

Munkumba Michael Benson (Prof.)

Prof. Munkumba is a Chief Consultant with ESAMI. Before joining ESAMI, he was a General Manager (Airline), senior auditor (Deloitte and Touché) and accountant (Zambia Sugar). He started as a management and systems auditor with INDECO a conglomerate of 44 subsidiary companies in Zambia. He lectures (EMBA – ESAMI/MSM), and is a management trainer. He holds an MPhil (MSM, Netherlands), MBA (USIU) and a Bachelor of Accountancy (University of Zambia). He is an FCCA-UK.

Mvano Ven, PhD

Prof. Mvano has strong analytical and quantitative abilities, which is in part due to his academic background; consisting of Econometrics, Statistics, Mathematical Economics, Operations Research, in addition to Development Economics and Public Policy Analysis. He has over 30 years experience in management training and consultancy in Africa, in the areas of public policy, public sector management, strategic management, and organizational development. He has specific competencies in the following areas: analysis of public policies, statistical analysis, preparation of strategic plans, report writing, economic analysis, design and execution of service delivery surveys, design and implementation of performance management systems, and



application of Excel, Access and computer SPSS software. Prof. Mvano holds a PhD in Economics from University of Pittsburgh, USA, MBA and BCom from University of Nairobi.

Mziray Sheila M. (Mrs)

Sheila Mziray (Mrs) is a Consultant with ESAMI. Mrs. Mziray's key areas are management, leadership, gender and development, training of trainers, community development, project design and management, human resources management. Technical fields include development programs management, gender mainstreaming and analysis, carrying out participatory research activities, carrying out gender audit in organizations, managing and evaluating training programs, and conducting training needs assessment. She holds a MPhil from MSM, Netherlands, M.Sc and B.Sc from the University of Dar es Salaam.

Riedijk Arda

Arda Riedijk holds a Masters Degree in Environmental Policy Science from the Radboud University in Nijmegen, The Netherlands. She has since been engaged in research, project development and implementation in the fields of geographic information science, responsible waste management, renewable energy and sustainable horticulture. Arda Riedijk has lived and worked in Tanzania since 2010. She has worked consultant with Round Table Africa.

Van Wijk Jeroen, PhD

Prof. Jeroen van Wijk (PhD in Political Sciences, University of Amsterdam) is an associate professor in Business and Development at MSM, The Netherlands. His main research areas are value chain analysis and partnership arrangements in agri-food production and retail. He is particularly interested in upgrading strategies for suppliers in emerging markets. Theoretical approaches include international political economy and social institutions theory.



Waruhiu Henry Kabiru

Mr. Waruhiu has over 14 years working experience drawn from donor organizations, research institutions the private sector and the NGO sector. While in the NGO sector, Mr. Waruhiu managed multi-site, multi-donor funded programs, interfaced with senior policy makers in the government and established strategic partnerships as well as knowledge networks in the Eastern and Southern African region. He has undertaken consultancy assignments in Kenya, Uganda, Tanzania, Somalia, Sweden, Sierra Leone and Belgium. He holds an MPhil from MSM, Netherlands, MBA in Strategic Management from the University of Nairobi. Has attended other courses at the University of Antwerp, University of Washington (Seattle), and Gothenburg University. His research interests are in strategic partnerships, networks, competitive strategy, and tourism, with particular reference to the developed and developing countries. Currently, he teaches Global Supply Chain Management, and Global Strategy in the MBA program. He is also a renowned management consultant in supply chain management, project monitoring and Evaluation.



APPLICATION/NOMINATION FORM

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Programme Name:

Dates:

Applicant's Name: **Sex:**

Nationality: **Date of Birth:**.....

Employer/Organization:

Contacts Telephone: **Fax:**

Email:

City/Town:

Experience:

Present position:

Duties and responsibilities

Employer/Sponsor:

I in my capacity as
..... nominate
/position

to attend the above programme and I commit my Organization to pay to the Round Table Africa (RTA) or to the ESAMI Office in your country the total programme fees of US\$
..... on understanding that the fee covers for tuition and training materials only and does not include travel and fullbord accommodation for the period involved.

.....
(Signature of Nominating/Authorizing Officer)

.....
(Date & Official stamp)





For Official Use Only

Date Received: ----- File Name: ----- Accepted/Rejected

Date Acknowledged: ----- Date Confirmed/Advised: -----

(Signature of the Programme Officer/Programme Director)

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2011 Training Programs Schedule

No	Course	Date	Venue
1	Sustainable Agriculture Development for Socio-economic Growth	<ul style="list-style-type: none">• June 6 - 10, 2011	Port Louis, Mauritius
2	Sustainable Business Development	<ul style="list-style-type: none">• July 11 – 15, 2011	ESAMI HQ, Arusha
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