

Seminar for Students at UDSM To Assess CSAL for Tanzania

A Program Proposed by Associates of the CSAL Network

This note proposes a seminar intended for 6 to 12 undergraduates at the University of Dar es Salaam (UDSM), preferably Juniors who are considering what options to take after graduation to best apply their knowledge. Below is a list of fields of Bachelor Degrees awarded by UDSM that are pertinent to this Seminar and its career applications. Students representing a mix of these interests will tend to create productive synergies in the process of this CSAL Seminar.

Natural and Applied Sciences

Botanical Sciences

Chemistry

Microbiology

Molecular Biology and Biotechnology

Wildlife Science and Conservation

Business Studies

Accounting

Finance

Human Resources Management

Marketing

Business Administration

Social Sciences

Economics and Statistics

Geography and Environmental Studies

Political Science and Public Administration

Sociology

Education

Adult and Community Education

Education in Commerce

Psychology

The CSAL Seminar is facilitated by a team of about 4 UDSM graduate students currently in their final semester of study for the M.B.A. degree.¹ They use this experience as research for their dissertations, which assess the CSAL business model in any of its aspects:

¹ (Quoting from the UDSM website) “The MBA is a program designed with the needs of the business world and students in mind. The business world requires enterprising men and women who can take stock of the changing competitive business environment and make critical decisions for effective and efficient strategy formulation and implementation. The MBA program is open to people with a variety of backgrounds. This includes management, engineering, architecture, natural science, development studies and general social studies.

Overall, the program has four semesters, three semesters of teaching and one semester of dissertation research project.” (A UDSM semester consists of 14 weeks.)

- innovative private sector development
- technology and social business in agroforestry
- community-based finance
- venture philanthropy and impact investing
- leadership education for social change
- innovative entrepreneurship
- protecting the environment and building biodiversity
- sustainable agriculture, aquaculture, and energy systems
- food science and food sovereignty
- nutrition and health
- building community autonomy through Sustainable Local Enterprise Networks
- globalization of value added chains, and
- the role of policy and regulation

The proposed seminar is organized in 14 meetings, which may be held weekly comprising one 14-week UDSM semester. Alternatively, they could be held as a series of weekday meetings lasting three weeks, held in a period when the University is not in regular session, e.g., after the school year.

Each of these meetings may be conducted in two parts:

- First, discussion of assigned readings, using seminar papers prepared and presented by designated students. The readings are listed (with links to the Resources page of this website) in the document “Introduction To Readings for a CSAL Seminar.” Second, a facilitated conversation of the student group (using Skype or best available long-distance ICT) with outside discussant(s) who are Associates of the CSAL Network, a Virtual Organization of experts. Notes about these individuals are in “CSAL Network Biographical Notes.”

Details of the seminar’s content, adapted to current interests of the participants, will in due course be elaborated by the CSAL Network in collaboration with participating faculty of the UDSM MBA Program, who may be advising the dissertation students facilitating this Seminar.

A preliminary sketch of content for the 14 meetings

Meeting 1. Introduction to CSAL: Community Supported Agroforestry-based Learning

Reading: “The Concept and Rationale of CSAL”

Questions: What are our (the students’) initial impressions of CSAL? Why might we get involved in a CSAL Program? Where? When? What do we need to learn? What sort of leadership team is needed?

Conversation with M.B.A. faculty advisers of the dissertation students

Meeting 2. Planning a CSAL Program

Reading: “Brief for a Business Plan for Karagwe CSAL Program (Karagwe District, Tanzania)” and “Karagwe CSAL PowerPoint Show.”

Questions: How would we get started: gather information, build confidence, create an investment-grade business plan, find funds?

Conversation with Christine Adamow, Leonard Kachebonaho, Privatus Karugendo, and Joe Scali

Meeting 3. From Food Security to Food Sovereignty: nutrition, self-reliance, and the core of rural wellness

Reading: “Care International Climate Change Brief: Adaptation and Food Security”

Questions: What are the challenges of achieving “food security,” and even “food sovereignty”? What and who stands at the frontier of this rapidly-moving field?

Conversation with Len Milich

Meeting 4. Agroforestry and basics of development: energy, food, environment

Reading: “Agriculture Ecology Energy (AEE): A rural development paradigm for sustainable development and redevelopment of rural communities in environmentally challenged regions”

Question: Is there a “silver bullet” for comprehensive rural development using agroforestry?

Conversation with John Wightman

Meeting 5. The fundamental role of education and entrepreneurial leadership in CSAL

Reading: “Benefits to a School of Affiliation with CSAL and Requirements for Achieving Them”

Question: Why and how should schools (secondary schools and colleges) invest in sustainable food and energy systems?

Conversation with Innocent Bash, Max Hence and Kim Jaycox

Meeting 6. The profile of a CSAL leader

Reading: “A Tool for Assessing Personal Capacity To Lead a CSAL Program”

Question: What is the personality and training of a developmental leader who can bridge cultural divides? Are you qualified?

Conversation with Father Didas Kasusura and Paul Armington

Meeting 7. The power of networking: organizing and motivating a CSAL Program

Reading: “*Creating Sustainable Local Enterprise Networks*,” by Wheeler, McKague, Thomson, Davies, Medalye, and Prada, MIT Sloan Management Review, Fall 2005

Question: How, through a CSAL Program, can “bridging leaders” promote needed innovations in local networks, organization, management, and governance?

Conversation with Kathleen Charles and January Makamba

Meeting 8. The participatory approach to agroforestry using marginal land

Reading: “Participatory Development of Agroforestry Ecosystems Including Oilseed Trees”

Question: Can and should this participatory approach be applied in Tanzania?

Conversation with Jean Niyonzima and Fidelis Wamara

Meeting 9. The role of industrial partners for technology and commercial scaling

Reading: Selected parts of Bill Aulet, *Disciplined Entrepreneurship: 24 Steps To A Successful Start-up* (2013).

Question: How does a CSAL Program engage and motivate established partners (universities, labs, high-tech companies, venture funds, impact investors) with interests in Innovation-Driven Enterprise (IDEs) for sustainable agriculture? In financing early-stage IDEs, how are high-tech companies helping investment funds?

Conversation with Alex Dely

Meeting 10. Maintaining the investment pipeline

Reading: Selected current reports of new findings in the biometrics and management of agroforestry and their applications in achieving food, water, and energy security/sovereignty

Questions: How are these findings influencing Innovation-Driven Enterprises, especially in the food and energy sectors? What is the role of research and technical education in generating innovation-driven Community Supported Enterprises (CSEs) for sustainable rural development?

Conversation with Steve Fairweather and Len Milich

Meeting 11. Financing Community Supported Enterprises with private equity capital

Readings: “Introduction to Community Investment Trusts”, a PowerPoint Show, and online Excel files presenting illustrative accounts for a CSAL B-Corp and a Community Investment Trust

Also: “Crowdfunding’s Potential for the Developing World”, 2013, infoDev, Finance and Private Sector Development Department, World Bank

Questions: Why and how will capital raised by the local Community be invested in CSEs in the agroforestry sector of this Community/ecosystem (e.g., Karagwe)? What are likely sources of this capital? What role can “crowdfunding” play?

Conversation with Paul Armington, Bertrand Eyakuze, Knud Ross, Joe Wambia

Meeting 12. Will CSAL play a vital role in community-based development, and how will outsiders know?

Readings: selections from David Ellerman, *Helping People Help Themselves--From the World Bank to an Alternative Philosophy of Development Assistance (Evolving Values for a Capitalist World)*. Also, “Impact Measurement Statistics Used by Feed The World”

Questions: In what ways do CSAL outside “helpers” build effective autonomy among “doers” in the Community? By what Socratic process do these “helpers” listen to and learn from local CSAL leaders? How can results best be quantified and reported to stakeholders?

Conversation with Robert Hanson, Yaakov Kop, and Rob Rosenfeld

Meeting 13. Lessons from experience in commercializing agroforestry business innovations in various cultures and ecosystems

Reading: Current reports of selected projects in emerging markets, higher- and lower-income countries

Questions: What are common causes of failure, and, given the prevalence of failure, do funders adequately grant “the right to fail” to risk-takers?

Conversation with Max Hence, Dennis de Tray, and John Wightman

Meeting 14. Is there a way forward with CSAL of interest to UDSM students?

Reading: A compilation of student contributions to this seminar, compiled by the graduate MBA team of seminar facilitators

Questions: Will this seminar be a useful step toward preparing Business Plans for CSAL Programs (e.g., the one for Karagwe discussed in Meeting 2)? How do the students evaluate this seminar, including consideration of their future studies and career plans?

Conversation with M.B.A. faculty advisers of the dissertation students