

**THE CEO APPRENTICESHIP  
PROGRAMME**

**UNLOCKING THE FULL  
LEADERSHIP  
POTENTIAL**



**CEOrt**

Ethical Leadership for Growth and Prosperity



**Strathmore**  
UNIVERSITY

BUSINESS SCHOOL

A CEO Roundtable of Tanzania Initiative

## WHAT IS CAP?

Leadership plays a significant role in nurturing sustainable economic growth, providing opportunities for increased and progressive development. As one of Africa's fastest growing economies, Tanzania recently attained middle-income status having sustained relatively high growth over the last decade. Therefore, in support of the country's continued socio-economic growth and pursuit of Tanzania's Development Vision 2025, the advancement of a leadership talent pool with the right blend of business acumen and strategic thinking skills is paramount.

The CEO Roundtable of Tanzania in partnership with Strathmore University Business School (SBS) has in response established the CEO Apprenticeship Programme (CAP). The Programme is designed to identify and attract experienced Tanzanian executives within the public and private sectors with a career path towards becoming C-level executives. Through training, coaching and mentorship the Programme's key objective is to create highly competent, experienced and visionary Tanzanian leaders who are ready to graduate to CEO positions across various industries both regionally and globally.

## THE OBJECTIVE

Through strategic partnerships and programme sponsors, the main objective of CAP is to facilitate the succession of CAP graduates into CEO positions over time thus creating a crop of competent and experienced leaders who are able to take on leadership positions within the public and private sectors as well as International Development Organizations.

## LEADERS AS TEACHERS

CAP offers a practical goal-oriented coaching/mentoring curriculum through executive coaching and leadership engagement specifically designed to unlock individual leadership potential and deepen knowledge whilst expanding an entrepreneurial mind-set within each practitioner.

## EXPECTED IMPACT

For the duration of the 12-month programme, participants are assigned a Social-economic Impact Project that is designed to challenge them to innovative solutions, addressing Tanzania's most urgent challenges. Upon completion of the programme, participants are expected to acquire the necessary knowledge and skills to graduate into C-level executive positions within the region and beyond.

## BENEFITS OF CAP

The programme is designed to achieve the following key benefits:

- Enhanced self-awareness through continuous leadership assessments
- Effective decision making, performance improvement and lasting behaviour change through supportive learning and development
- Develop new ways of approaching business challenges, identifying, and evaluating opportunities and navigating through a complex business environment
- Access to one-on-one mentorship and coaching with experienced executive coaches who will employ expert skills in observation, questioning, listening and creative techniques based on sound psychological processes with each executive enrolled in the programme to create a conversation that is rich with insight and learning
- Networking opportunities with CEOs in Tanzania and across the region to showcase progress; and
- Detailed progress report following the completion of the programme, outlining each Participant's areas of growth and areas that require further development.

## CURRICULUM TOPICS

Distinguished leaders from within the region and across the globe participate as Mentors and Coaches and cover a broad range of topics as part of the accelerated leadership growth programme. The curriculum topics include:

- Self Leadership and the Executive Challenge
- The Skill of Decision Making
- Political Savvy; Power; Influence, and Stakeholder Management
- Mastering Strategy
- Business Acumen
- Conflict Resolution
- Visionary Leadership
- Corporate Governance and Ethical Standards
- Personal Branding
- Internal Organisational Management
- Executive Communication
- Team Engagement



MOU signing between CEOrt and Strathmore Business School

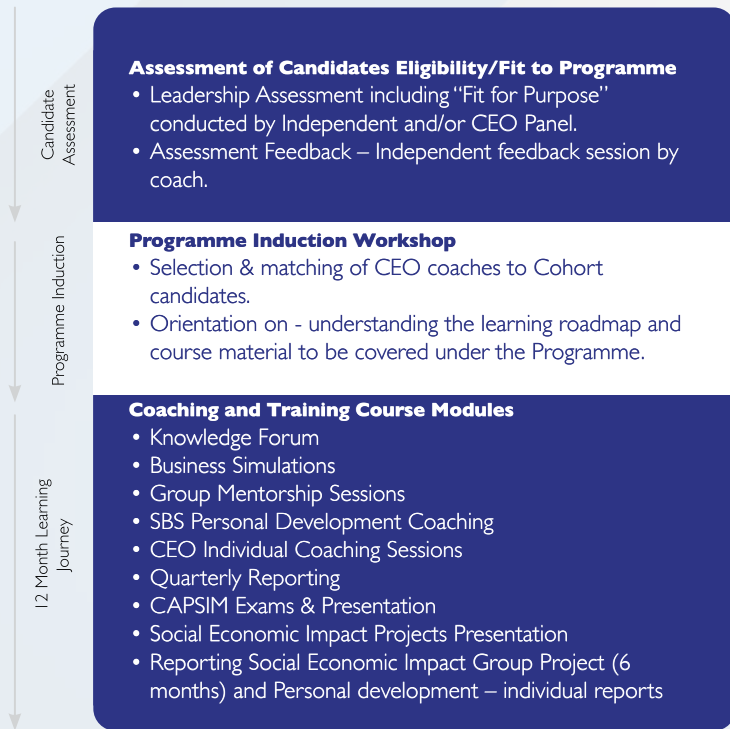
*"Leaders need to make wise decisions that balance short term considerations with the achievement of long-term objectives. This demands that the leaders are aware, not only of their local challenges, but are also prepared to fight it out in an international arena."*

*- Dr. George N. Njenga, Dean, Strathmore Business School (CAP Strategic Partner)*

## COACHING PROGRAMME FLOW

The executive coaching program will provide the next generation of leaders with an opportunity to participate in a journey of self-discovery.

Selected executives will undergo a twelve (12) month leadership developmental programme including leadership assessments, encompassing globally benchmarked personality, values, and 360° feedback assessments.



*"Education is the most powerful weapon which you can use to change the world"*  
- Nelson Mandela

## ELIGIBILITY CRITERIA

Senior executives from within Government, Private Sector and Non-Profit Organisations are eligible to participate in the programme. Women are encouraged to apply. All applicants should have completed an undergraduate degree and must be referred by his/her CEO in order to participate in the programme.



# CAP COURSE MODULES

## BUSINESS SIMULATION MODULE

Conducted through a virtual simulation module, this unique experience provides multiple opportunities for participants to exercise judgment in complex decision-making scenarios. This experiential learning course builds on and integrates the functional core areas of business (R&D, Marketing, Operations Management, Accounting, Finance, HR and Organizational Behaviour), and allows participants to understand and gain hands-on experience towards strengthening an organisation's sustainable and competitive advantage. This global simulation offers the opportunity for participants to benchmark performance with their peers at an international level.

The participants are required to undergo a set of assessments aimed at evaluating their core business decision making and leadership skills sets. The assessments include:

- 1. CAPSIM Individual Examinations:** enables participants to identify their strengths and weakness within an organisation's business units and in turn allows them to blueprint their areas of growth/ improvement towards sharpening their business acumen as C-suite executives.
- 2. CAPSIM Group Presentations:** encourages participants to report on group performance, highlighting challenges and opportunities encountered. The presentations are delivered to a panel of judges comprised of seasoned executives who assess and provide constructive feedback and guidance to the participants on their leadership journey thus far.



## KNOWLEDGE FORUMS

Delivered in a classroom setting, Knowledge Forums provide CAP participants with a unique collaborative space to create a network where they are able to share ideas and data, explore course materials and analyze research texts and course work. The objective of the Knowledge Forums is to inspire future leaders to expand their thought capacity from an operational to a strategic lens.



# CAP COURSE MODULES

## MENTORING AND COACHING ELEMENTS OF THE PROGRAMME

### • Group-based Mentorship Sessions

On a monthly basis CAP participants are given the opportunity to spend an evening with a visionary leader as part of the group-based mentorship sessions. The objective is for the keynote guest speaker to share his or her leadership journey, experience and lessons learned. During the mentorship sessions, speakers will also cover specific leadership themes as part of the participant's leadership development.

### • SBS Personal Development Coaching

SBS offers personalized executive coaching to measure a range of skills that cover personality tests, cognitive abilities and knowledge. The trained coaching staff consist of personnel who have a background in psychology and who focus on an individual's self-awareness and leadership attributes. Based on the CAP participant's psychometric assessment results, SBS coaches are well positioned to identify areas for personal improvement in order to enhance leadership performance.

### • CEO Individual Coaching Sessions

CAP participants are assigned CEO coaches for leadership guidance on career and personal development. The experiences that the CEOs share provide candidates with practical exposure to successes and challenges experienced in such leadership roles, with a focus on professional development.



*"Sound leadership is the foundation and prerequisite for sustainable development"*

*"A future leader could be born with natural leadership traits; yet even divinely bestowed qualities of leadership need nurturing and enhancement to make them relevant to contemporary challenges"*  
- H.E. Benjamin William Mkapa



## SOCIAL ECONOMIC IMPACT PROJECT

For the duration of the 12-month Programme, participants are required to design a project that addresses a socio-economic issue and work to find innovative solutions with high impact. The project must demonstrate elements of sustainability well beyond the end of the Programme and graduation. To monitor progress of the projects, participants are required to submit quarterly updates and upon completion of the Programme, participants present their project proposals to leaders within Government, Private Sector and Development Partners.

# CAP COURSE MODULES

## QUARTERLY REPORTING

Continuous learning is at the core of the CEO Apprenticeship Programme to encourage participants to reach their full potential as they acquire knowledge and competencies to expand their strategic thinking skillset and develop future opportunities. To demonstrate and track their personal leadership growth journeys throughout the Programme, they are required to submit quarterly progress reports.



*"For many years, I have been asked what we are doing as CEOs to shape our next generation of leaders. Endorsed by the CEO Roundtable of Tanzania, CAP aims to identify CEOs in waiting and through capacity building and knowledge transfer, equip them with the necessary skills to lead. With their wealth of knowledge and expertise, I believe CEOs can make a significant impact towards developing the next generation of Tanzanian leaders."*

- Ali A. Mufuruki,

## STRATHMORE UNIVERSITY FACULTY MEMBERS



Dr. George Njenga  
PhD, MGCI, MBA, BSc, CPA  
Executive Dean - Strathmore University, Business School

Dr. Njenga also serves as a senior lecturer in Strategic Governance, Ethics and Leadership holding a PhD (honors') in Political Philosophy from the University of Navarra, Spain and Masters in Governance and Culture of Institutions from the same University. Dr. Njenga also has a Bachelor degree in Accounting, Masters in Business Administration and is a Certified Public Accountant of Kenya.

Dr. Njenga has published journal articles around Political History, Governance and Family Economics. He is also a trained Board Member (Non-governmental Institutions) in Harvard Business School, Business School Professor in IESE Barcelona, Lagos Business School and Gordon Institute of Business Sciences (GIBS), University of Pretoria and INSEAD, France.

Carl Wagner  
MBA, BA  
Academic Director of Strathmore Business School Global Leadership Programme.

Carl Wagner is a qualified Psychologist, with over 20 years of lecturing experience and is the Academic Lead for a number of the Executive Education programmes at Wits Business School in South Africa. Carl is also the Founding Director of BluSkype Psychological Solutions and heads the assessment and development services division.

As well as being a specialist in assessment and development, Carl also works extensively in the areas of change management. He also works as an executive coach. He also consults at project management level on several organizational development and change management projects Carl has lectured on Organizational Development and Management/Leadership for several years and runs management and leadership development programmes for different companies.



Roger Boniface  
MBA, BBA  
Founder of EDISIM

Roger is the Founder of EDISIM, a Capsim preferred partner in Africa, which is a training company that focuses on experiential learning using industry leading business simulations. Graduating from Clayton State University Roger holds a BBA and MBA in Supply Chain Management.

Roger has extensive experience in lecturing, experiential learning and entrepreneurship. Roger has lectured on Executive Education at some of America's and Africa's top Business Schools and corporates. Having been named one of the Most Promising 30 under 30 for 2018 Young Entrepreneurs in Africa by Forbes Africa's 30 – 2018, Roger heads JCB Wholesale, a textile wholesaler specializing in the import and export of textiles in South Africa and is the Managing Director of Artson, a boutique events company.

# CAP EXECUTIVE COMMITTEE



## Zuhura Muro

Ms Muro is currently Managing Director of Lindam Group Limited, a private consulting firm specializing in Advisory, Audit, Training and Recruitment services. Ms. Muro holds over 30 years of HR management experience having delivered Strategic HR and change management trainings to various corporate leaders, public enterprises and civil services at executive and board level. Prior to Lindam Group, Ms Muro practiced as Head of Human Resources at Celtel Tanzania Limited (now Airtel). She has also provided support to Celtel International Group; Mobitel Sudan and Celtel Uganda. Ms. Muro is also one of the founding trustees of the Africa Leadership Initiative –East Africa Foundation and currently serves as its Board Secretary. She also serves as a board member of Mwananchi Communication Limited and Board Secretary of Arusha Modern Schools Limited and Taslim Education Services Limited.

## Jayesh Shah

Mr Shah is the Managing Director and CEO of Sumaria Group. With over 38 years experience Mr Shah is also the co-founder of Nyanza Bottling Company Ltd (NBCL) and CMG Construction Company Limited. He has also been awarded "Top 15 most respected CEOs in East Africa" by PwC Tanzania. As of Part of many Government & Private Boards of Tanzania, Mr. Shah has been the Vice-Chairman of Confederation of Tanzania Industries for the past 10 years. He is also the Chairman of the Board of Mayfair Insurance Tanzania, a Board member of Bank M Tanzania, a Board member of Management & Development for Health (MDH), and the first Vice Chairman of the Confederation of Tanzania Industries.



## David Tarimo

Mr Tarimo is the Tax leader for PwC's Africa East Market Area, and previously for PwC's Africa Central region. Prior to joining PwC, Mr Tarimo worked for 10 years with KPMG, London, where he became a fellow of the Institute of Chartered Accountants in England and Wales and a Member of the Chartered Institute of Taxation. With over 25 years of experience, Mr. Tarimo is well versed in tax compliance, advisory and planning work for many major companies operating in Tanzania, including most of the listed companies spanning a broad range of economic sectors - agriculture, financial services, manufacturing, mining, oil and gas, telecommunications, utilities. He has also had significant involvement in national discussions on tax policy matters – including interactions with the Ministry of Finance (having participated in the Minister for Finance's Think Tank), the Tanzania Revenue Authority, the National Board of Accountants and Auditors and various private sector bodies.



## John Ulanga

Mr. Ulanga is the Country Director of TradeMark East Africa –TMEA. Before joining TMEA Mr. Ulanga was the Vice President of External Affairs and Sustainability for BG East Africa and has previously held the position of Executive Director for the Foundation for Civil Society. Prior to joining the Foundation, Mr. Ulanga also worked with the Economic and Social Research Foundation (ESRF), one of the leading Policy Research Think Tanks in Tanzania. Mr. Ulanga is the Chairman of the University Council of the Hubert Kairuki Memorial University and a member of the Board of Directors of Tanzania Financial Services for the Underserved Settlements (TAFSUS). He is also Vice Chair of the Board of Directors of Tanzania Media Foundation and a member of the Board of Directors of Mwananchi Communications Limited and the Africa Policy Advisory Board ONE Campaign. He is also a Fellow of the African Leadership Initiative, East Africa and the Aspen Global Leadership Network of the Aspen Institute in Colorado, USA and a Fellow of the Centre on Philanthropy and Civil Society Studies at the Graduate Centre of the City University of New York. Civil Society Studies at the Graduate Centre of the City University of New York.



## Kumail Manji

Mr Manji is the Managing Director of Mosaic Global (T) Ltd a consulting firm focused on providing clients within East Africa and the Middle East with advisory services on global business strategy, company valuations and acquisitions, estate and succession planning, corporate restructuring, philanthropy, insurance, and savings as well as investments. Mr. Manji is also the Founder and Director of Emerson Education, a modern education facility catering to young and adult learners. Courses on offer include professional qualification courses for adults - accounting, business management, corporate training, languages, information technology and software training, and revision classes/ exam preps for younger students. Mr Manji is also a Non- Executive Director for Dolson Interiors and Viva Products Ltd.

## Sanjay Rughani

Mr. Rughani is the CEO for Standard Chartered Bank (SCB) in Tanzania. With over 25 years experience in banking and finance, Mr. Rughani is a Chartered Accountant through NBAA Tanzania and an ACCA member. He also serves as the Chair of the IFAC Professional Accountants in Business Advisory Group and is a Fellow of Institute of Information Management Africa (Nigeria). Mr. Rughani's holds various governance representations that include: Chairman of CEO Round Table Tanzania, Vice Chairperson for Tanzania Bankers Association (TBA), Executive Member of Tanzania National Business Council (TNBC), Trustees of UDOM Endowment Fund and Non-Executive Director Association of Tanzanian Employers (ATE). He is also a founding member of the FSSC forum in Kenya, a Non-executive Director Standard Chartered Bank Uganda, past Chairman of Ghana Business Coalition against HIV & AIDS (GBCA) and past President of Lincoln Community School (American International School in Ghana).





### CEO Roundtable of Tanzania Ltd. (CEOrt)

Founded in the year 2000, the CEO Roundtable of Tanzania (CEOrt) brings together 150 Chief Executive Officers (CEOs) of leading companies in Tanzania. Underpinned by the ethos "Ethical Leadership for Growth and Prosperity", the CEOrt was established to foster close cooperation between the public and private sectors in Tanzania, with the view of accelerating expansion and growth of the Tanzanian economy.

Recognizing that human capacity is critical to Tanzania's sustained socio-economic development, the CEOrt partnered with Strathmore University Business School to develop a 12-month programme with the objective of identifying talented individuals to harness their talent to become future leaders in Tanzania.



### Strathmore University Business School (SBS)

Strathmore was established in 1961. Over the years, Strathmore University has grown significantly with a student population of over 5000 and has become one of the most respected private universities in the region. In 2015 the Strathmore Business School (SBS) Tanzanian Leadership Academy was founded with its core objective being the development of leadership in Africa with a focus on transformation through virtue.

In an endeavour to transform leadership in Africa, Strathmore Business School (SBS) seeks to influence leadership within the public and private sectors. This is the overarching mission at SBS; "Service to society through developing virtuous leaders by providing world-class executive management education in a local setting".

Academic and Corporate Partnerships:

1. IESE Business School- University of Navarra in Spain
2. Wharton Business School- University of Pennsylvania
3. Duke University
4. ISB: India School of Business- Hyderabad
5. School of Advanced International Studies, John Hopkins University





For more information  
please visit the website:  
[www.ceo-roundtable.co.tz](http://www.ceo-roundtable.co.tz)  
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