



RESERVE BANK OF MALAWI

**FOR THE ENGAGEMENT OF
IN-HOUSE PROGRAMS FOR THE RESERVE BANK OF MALAWI**

Procurement Reference Number: **RBM/HR/39701/2021**

Submitted by:



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1. CONSULTANT'S ORGANIZATION AND EXPERIENCE

Consultant's organization

The Eastern and Southern African Management Institute (ESAMI) is a Pan-African regional management development Centre owned by 10 governments from the Eastern and Southern African region. The member states are Kenya, Malawi, Mozambique, Namibia, Eswatini, Seychelles, Tanzania, Uganda, Zambia and Zimbabwe. ESAMI has offices in all member countries. The headquarters is located in Arusha, Tanzania. ESAMI is the leading provider of customized training, short courses and management consultancy in the Sub-Saharan Africa. ESAMI has helped many organizations bring positive change to management performance at work in Sub-Saharan African countries for over 40 years. Our clients include government ministries, agencies and departments, parastatals, NGOs, international organizations, private firms, national training Institutions and individuals. In recognizing contribution to organizational development, the UN Economic Commission for Africa officially designated ESAMI as 'The African Centre of Excellence in Management Development' in 1997.

ESAMI has wide and rich experience in the delivery of management development training programmes within and beyond the Eastern and Southern African region. Our competitiveness in the Sub-Saharan region is premised on 40 years of experience in training delivery, which draws on best practices and emerging strategies for organization effectiveness. This is enabled by a high caliber of experienced international consultants drawn from the region with strong academic, industry and research backgrounds. ESAMI has a core team of 28 professional management consultants drawn from the region. These are complimented by over 80 Associate Consultants drawn from various fields who are called in as resource persons/associates to provide input where and when necessary.

1.1 Authorized business activities

ESAMI has three distinct but mutually supportive capacity development initiatives. These include:

- The Open general training programmes
- Management Consultancy
- Customized or Tailor-made Training Programmes

1.2 Open or General Training Programmes

Some of our programmes are open and general to all sectors of government, public, private enterprises, civil societies and are published annually in our training prospectus and wall chart. These programmes are conducted on the basis of demand as indicated through nomination forms submitted direct to the ESAMI headquarters or to the various ESAMI field offices. Over 300 training programmes are conducted annually throughout the continent. The programmes offered in many areas including:

- a) Finance, Budgeting, Banking and Risk Management Programmes
- b) Leadership and Management
- c) Governance, policy and Public Service Management
- d) Human Resource Management and Development
- e) Corporate Intrapreneurship Development
- f) Health Services Management
- g) Energy and Environmental Management
- h) Gender Development and Management
- i) Transport, Infrastructural and Procurement
- j) Information Technology Management

Details of courses in each of the broad categories can be obtained from our website www.esami-africa.org.

1.3 Consultancy activities

ESAMI accomplishes the noble task of enhancing organizational capacity on a consistent basis through Management Consultancy Services whereby

“competency-based consultancy approach” is used to help organizations improve their structural dynamics and thus harness development and shape the skills and efforts of their managers and staff. Consultancy as a management intervention tool is offered by ESAMI for the purposes of institutional development and enhancement of cost-effective management practices and procedures. Enriching ESAMI’s Mandate to improve the performance and management effectiveness of public, private and international organizations, we work with our clients on their most challenging issues to bring about well-researched and practically viable solutions that bring about sustainable business results. We apply deep industry, sector and functional expertise and invest significant time and effort in developing and renewing a knowledge base that offers unique perspectives and insights to our clients.

As professional advisers, ESAMI helps her clients solve complex business problems and aims to enhance their ability to build value, become more client-centric, manage risk and improve performance. We know that the best way is to invent the best practice. We have experience in:

- Transfer pricing
- Computer assisted Financial Management
- Cash flow forecasting and liquidity management
- Model for risk analysis and stress testing
- Financial innovations and market opportunities
- Fiscal space
- Fiscal Analysis
- Business statistics
- Big Data and Data Analytics
- Learning from Big Data
- Enterprise risk management
- Risk Management
- Integrated Financial Management information system

Over the years ESAMI has secured and successfully conducted training for various clients, which include central and local government; public and private sector organisations and NGOs in countries of Eastern and Southern African region and international organizations operating in Africa. The following is an outline reference of some of consulting assignments undertaken in the region relevant to the assignment under consideration.

2. ESAMI EXPERIENCE

Here we provide ESAMI's experience in conducting training programs on Principles of Transfer Pricing.

1. Transfer Pricing and International Taxation for Reserve Bank of Zimbabwe (2020)

BENEFITS OF THE PROGRAM

At the end of the program participants were able to do the following:

- Identify, discuss and understand transfer pricing practices and policies across different groups of companies across borders,
- Understand how specific international payments or transfers pricing challenges are interpreted,
- Understand tax audits and tax investigation reports
- Identifying tax avoidance and tax evasion situations
- Interpret regional Tax treaties




TOPICS TO INCLUDED

For the program to achieve its objectives the following topics will be included:





- Overview of Taxation and transfer pricing in developing Countries
- Approaches to Transfer Pricing and adjustment methods
- Double Taxation Treaties
- Tax Reforms
- Tax avoidance and Tax evasions
- Employment, Business and International Taxation
- Tax Investigation Audits

2. Transfer pricing and contemporary issues in international taxation for The department of Judiciary of Malawi, (2020)

Objectives of the course were to:

-  Identify, discuss and understand transfer pricing practices and policies across different groups of companies across borders;
-  Explain current transfer pricing practices in various jurisdictions and industries;
-  Learn from experience sharing of experts and peers how specific international payments/transfer pricing gray areas are addressed/interpreted.

TOPICS COVERED INCLUDED

-  Arm's length principal (ALP) transfer pricing adjustment methods;
-  Transfer pricing adjustment methods;
-  Cost distribution arrangements;
-  Double taxation.

Selected related programmes that ESAMI conducted for various organisations are in the table below:

NAME OF PROGRAMME	VENUE	START DATE	END DATE
Tax Policy Analysis and Revenue Forecasting for TRA, Tanzania	ARUSHA	4/29/2021	5/3/2021
Accounting and Finance for Non-Finance Managers for Lamu County Assembly, Kenya	ARUSHA	4/15/2021	4/18/2021
Public Financial Management- Cash Management Planning and forecasting and IT Security Management for the National Treasury, Kenya	ESAMI HQ	29-Apr-20	24-May-20
Workshop for Auditing, Risk Management, Institution Management and Government Operations for Teachers Service Commission (TSC), Kenya	ARUSHA	5/20/2020	5/24/2020
Public Financial Management- Cash Management Planning and forecasting and IT Security Management for the National Treasury (Gr3), Kenya	ARUSHA	6/24/2019	7/19/2019
Workshop for Auditing, Risk Management, Institution Management and Government Operations for Teachers Service Commission (TSC), Kenya	ARUSHA	5/20/2019	5/24/2019
Contemporary Issues in Taxation	Kampala	20/May/18	31/May/18
Integrated Financial Management information System (IFMIS) for Min of Devolution and Planning, Kenya	ESAMI HQ	19-Feb-18	16-Mar-18