

**Round Table Africa**  
**Expertise development on sustainable business in Africa**  
Activity no. 14883

**Report 2008**



[www.roundtableafrica.net](http://www.roundtableafrica.net)

by  
**Maastricht School of Management (MSM)**

in partnership with

**the Eastern and Southern African Management Institute (ESAMI)**  
**Expert Centre on Sustainable Business and Development**  
**Cooperation**



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# 1. Overall objectives and strategy 2007 – 2010

The Round Table Africa program has two overarching goals, concretized in three sub-programs, each with objectives, foreseeable results, activities, and means:

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

The strategy is threefold: firstly, to support ESAMI in its development into a regional expert network on sustainable economic development; secondly through integrated, multi-faceted sector-chain programs; and thirdly by an international program of information, advocacy and networking. Additionally, program management is identified.

## **John Hugho**

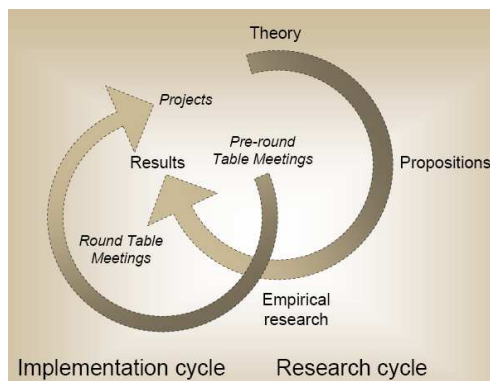
January 3, 1950 – February 28, 2009

Staff and Management of Maastricht School of Management, the Eastern and Southern African Management Institute, and the Expert Centre on Sustainable Business and Development Cooperation want to express their deepest commiseration about the death of Mr. John Hugho, driver – clerk of the Round Table Africa program in Tanzania.

We all sympathize with his family, relatives and closest friends and want to thank him for all his commitment within the Round Table Africa program.

## 2. Summary report 2008

### Round Table Africa: Finding opportunities for sustainable economic development



The goals of the Round Table Africa program are twofold. It aims at capacity building in the field of applied research by supporting African DBA candidates who examine particular economic sectors. Their research focuses on developing sound recommendations for enhancing business opportunities in the sectors studied (research cycle). The second goal of the program, then, is to generate momentum for sustainable business development in Southern and Eastern Africa by launching joint projects with private sector, public sector and civil society (implementation cycle).

Since ownership and local support of projects are essential for their success, RTA-experts involve potential stakeholders in the development and implementation of these projects. Particular attention is given to such national, sub-national and local organizations as trade associations, chambers of commerce, advisory councils, and knowledge institutes. By regularly organizing round table meetings, RTA further aims at sustaining ownership for projects and creating synergy between RTA initiatives and ongoing activities in the selected countries. The projects may instigate the formation of national or local partnership committees, which may play a pivotal role in enhancing and maintaining an enabling business environment. It is anticipated that the project proposals will be ready by mid 2010.

#### Value chain analysis - DBA

2008 was a year of intensive research within the Round Table Africa program. The DBA students presented first results of value chain analysis of several sectors in East African countries. These data are meant to find opportunities and necessity for projects in the area of sustainable economic development in those countries. Six students were able to finish the first part of their study and were rewarded by achieving the degree of a Master of Philosophy.

The DBA program as set up at ESAMI within the framework of Round Table Africa receives a lot of attention in Eastern and Southern Africa and seems to respond to a large demand for academic capacity development. By the end of 2008, over hundred people have expressed interest to join a next intake of the DBA program, the dates of application and admission to be confirmed by the Steering Committee of Round Table Africa.

It should however be noted that the planning of the Round Table process was too optimistic. More time was needed for finalising the value chain analyses. Also the quality of the research varied. As a result, several project activities had to be postponed, like in-depth consultations with stakeholders and distribution of findings (publications). The recruitment of the first Economic Advisor in Tanzania (late 2008) is seen as an important step towards moving into the second phase of Round Table Africa (Implementation cycle) in which priority will be given to furthering actions in Tanzania.

#### Round Table meetings

During the period January to March 2008, four pre-Round Table discussion forums were organized in four selected countries: Kenya, Uganda, Tanzania and Zambia. The primary aim of these discussion forums was to provide a platform and opportunity to start a dialogue process between researchers, business entrepreneurs and policy makers to identify business opportunities, challenges and potential for partnership with European investors. Most of the deliberations were devoted to stakeholders' presentations and discussions of issues arising from them. The (sub-) sectors covered included horticulture, wood industry, tourism, mining, bio-fuel business, and information communication technology.

### Round Table Africa Seminar: Partnering with Africa

On May 21, 2008 MSM and ESAMI organized the seminar 'Partnering with Africa' at Maastricht School of Management as important milestone of Round Table Africa, one of the largest and most important projects of the Sustainable Development Center. The seminar was a unique network opportunity aiming to stimulate sustainable economic development and partnerships between business, NGOs and public sector from European and African countries. In total 138 participants from the public and private sector, civil society organizations, knowledge institutions, and DBA researchers were present.

The day started with Bert Koenders, Dutch Minister for Development Cooperation who made a plea for sustainable economic growth in Africa, public-private partnerships and value chain analyses. He stressed the importance of building-up African research capacities. See for the speech [www.roundtableafrica.net](http://www.roundtableafrica.net).

During several workshops, 28 DBA researchers from Southern and Eastern African countries presented their research ideas and analyses. The objective of the workshops was to discuss the gained insights and explore opportunities for private sector investment in the presented value chains. Next to this, the participants had the opportunity to share their insights with the DBA researchers and give feedback based on research needs of the specific (sub-) sectors.

Students of Hogeschool Utrecht made a brief video impression of the day which is posted on YouTube. In addition, AfricaNews published a special newsletter edition which is distributed widely among its thousands of subscribers globally.

### Selection of sectors and value chains

In the second semester of 2008, the focus started to shift towards the process of exploring concrete business opportunities based on the value chain analyses. As a first step it was needed to become more restrictive in the number of sectors and value chains given the available capacities and complexities. It became clear that this selection was only partially possible on the basis of the executed value chains due to their sometimes general outcomes with limited suggestions for concrete business opportunities. Therefore, it was decided to set up a number of 'criteria', which could lead to the selection of most potential value chains to be translated to concrete economic activities in Southern and Eastern Africa. Based on discussions with MSM staff, the Dutch Ministry of Foreign Affairs and experts, such as trade and agricultural attaches of the Dutch Embassy in Tanzania, Kenya, Uganda and Zambia, it was decided to select value chains which:

- relate to (sub)sectors that are considered as an important (sub)sector by national governments of the corresponding countries;
- are well analysed and contain information on concrete opportunities (referring to performed research quality);
- suggest interventions, which are feasible and are within the scope and capacity of Round Table Africa.

These criteria resulted in the first selection of (sub)sectors and value chains per country on which the Round Table Africa program will focus its activities in 2009 and 2010 as indicated in table 1.

	<b>Agriculture</b>	<b>Mining</b>	<b>Tourism</b>	<b>Timber</b>
Kenya	<ul style="list-style-type: none"><li>• Pineapple →supermarkets</li><li>• Potatoes</li><li>• Flowers</li></ul>		<ul style="list-style-type: none"><li>• Tour operators</li></ul>	
Tanzania	<ul style="list-style-type: none"><li>• Pineapples →supermarkets</li><li>• Mangoes</li><li>• Tomatoes</li><li>• Jathropha</li><li>• Sunflower</li></ul>	<ul style="list-style-type: none"><li>• Gold</li><li>• Tanzanite</li><li>• Diamond</li></ul>	<ul style="list-style-type: none"><li>• Tour operators</li><li>• Wood carvers</li></ul>	<ul style="list-style-type: none"><li>• Timber</li></ul>
Zambia	<ul style="list-style-type: none"><li>• Cotton</li><li>• Jathropha</li></ul>	<ul style="list-style-type: none"><li>• Gold</li><li>• Emerald</li></ul>		

	<ul style="list-style-type: none"> <li>• Biofuel</li> </ul>	<ul style="list-style-type: none"> <li>• Copper</li> </ul>		
Uganda	<ul style="list-style-type: none"> <li>• Potatoes</li> <li>• Tomatoes</li> <li>• Mangoes</li> <li>• Ovacados</li> <li>• Passion fruits</li> </ul>		<ul style="list-style-type: none"> <li>• Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>• Timber</li> </ul>

**Table 1. Selected sectors and value chains per country**

These value chains will be further evaluated, in cooperation with ESAMI and the Economic Advisor, who has been appointed as of 1<sup>st</sup> of January 2009. ESAMI's expertise is crucial in this phase to jointly determine which (sub)sectors have to be taken up to develop project proposals.

#### **Multi-stakeholder dialogue**

Although the overall contours of the multi-stakeholder dialogue were already identified in 2007, it proved necessary to be more specific in detail, taking into account the sector- and country-specific circumstances.

During the 'Partnering with Africa' seminar in May 2008, European stakeholders from public and private sector were able to get insight in the performed studies and indicate their interest in (sub)sectors studied by the DBA candidates. This has provided some insights in the potential willingness of Ducth actors to get involved in future projects. Further identification and screening of relevant investors will be performed in 2009. Based on organisational priorities of relevant parties, dialogue will be initiated to involve European stakeholders in the process of setting up projects.

At the same time, it is crucial to initiate the dialogue with relevant stakeholders in Africa, who are active in the above mentioned (sub)sectors. Involvement of local actors is very important as it will create ownership and ensure sustainability of activities. Therefore, the selected value chains will be discussed with local stakeholders from public and private sector, at national and sub-national levels. Based on consultations with these actors, project ideas will be identified, leading to concrete project proposals. It is envisaged that most of these consultations will take place in the first semester of 2009.

To ensure sustainability, Round Table Africa strives to link proposed projects to ongoing activities in corresponding countries. National or sub-national platforms, which aim to develop certain sectors are existent. By linking projects to such platforms, ownership, commitment and involvement of relevant African parties can be increased. Moreover, it can result in better coordinated projects, corresponding to national needs.

However, if no sector specific platforms are present, than Round Table Africa will look at opportunities to set up 'partnership committees', which can lead (sub)sector specific activities. Such a committee can operate at national or sub-national level, and include actors from public and private sectors, civil society and, where relevant, academia.

Although this phase of the program is one of the most challenging ones, much is dependant on the advise from the field, which will be obtained though consultations with local stakeholders. Moreover, ESAMI will have a leading role in determining the process of setting up sustainable projects and brokering between the stakeholders in Tanzania, Uganda, Kenya, and Zambia.

In this process of multi-actor dialogue and institutionalization, Round Table Africa is planning to work closely with country support agencies like SNV or National Investment Authorities, benefiting from their experience, expertise, reputation and network.

In April 2008, a joint MSM-ESAMI mission in Tanzania and Uganda was a first step in this dialogue process in the sense that it made the most important international donors present in Tanzania and Uganda aware of the process and potential of Round Table Africa. Without exception they wanted to keep informed and involved when deemed necessary.

#### **Institutional development**

Whilst originally the institutionalization of Round Table Africa was focused on the organizational set-up of ESAMI in five countries, the major shift is towards strenghtening existing or setting up new sector specific multi-stakeholder platforms with ESAMI involved as economic expert or broker.

This is a far more sector- and country specific process which will take time to materialize. It is already anticipated that not all of these processes will be fully finalized by the end of the project period (2010).

### **Information and networking**

Regarding information, communication and networking, the online databases with resources, information on stakeholders and competitiveness analyses became operational. However, the actual data entry was delayed due to lack of capacity and technical infrastructure at ESAMI. Beyond the periodic publication of the newsletter, the first article have been presented at the IMBA conference 2008 in Surinam, titled 'BoP and the private sector: a value chain research approach'.

The networking strategy resulted in a full MSM membership of Agri-ProFocus, a multi-stakeholder network aiming at improving the socio-economic situation of producers in developing countries. Relations with Partos, MVO Platform, and PSO have been intensified, but no formal membership is foreseen.

### **Mid-term evaluation**

In autumn 2008, the Round Table Africa partners have executed a mid-term evaluation. The aim of this evaluation was to check whether the realization is in line with the planning towards fulfilling the overall objectives by the end of 2010. The method used was an online questionnaire sent to all people directly involved in the program:

- ESAMI and MSM staff
- All African researchers (DBA) and their supervisors
- Contact persons at the Netherlands Ministry of Foreign Affairs

Out of this group of around 50 people, 28 persons responded. Overall the respondents are reacting positively about the objective and approach of Round Table Africa. Capacity is being created, valuable research executed, the value chain analysis is seen as a useful methodology, and new networks are starting to emerge.

The main challenges for the second phase of the program can be summarized as follows:

1. Ensure formalized commitment (by Terms of References) of market parties in the development of potential business projects.
2. Improve support to and communication with researchers (DBA students) and supervisors to guarantee useful and reliable research findings.
3. Re-assess and agree upon roles and responsibilities between MSM and ESAMI to ensure local ownership and a more effective and efficient management.
4. Adjust the current set of outputs and outcomes into a more realistic one with indicators.

Last, the method of using an online questionnaire seems to be an effective and cost-efficient instrument for collecting feedback and input on an international program like Round Table Africa. As such it is worthwhile to incorporate such a mid-term evaluation in other MSM projects.

### **3. Monitoring protocol 2008**

**Program monitoring overview Round Table Africa, MSM  
Schedule for 2008 (year 2 out of 4)**

<b>Objective</b>	<b>Inputs</b>	<b>Indicators</b>	<b>Target</b>	<b>Verification</b>	<b>Realization</b>
To empower regional and national organizations and stakeholders to make effective use of sustainable economic business opportunities.	<b>ESAMI Capacity development program &amp; the sector-chain program.</b>	Professional and timely implementation of Annual Plan 2008; Action Plan 2009 as result of joint action.	Realization in line with planning.	Annual Report 2008	ESAMI capacity development takes more time than foreseen + will be more integrated with actual implementation of economic projects (2009 and 2010)
To catalyze lessons learned and knowledge sharing.	<b>Information, advocacy and networking program</b>	Professional and timely implementation of Annual Plan 2008; Action Plan 2009 as result of joint action.	Realization in line with planning.	Annual Report 2008	Due to delay in the overall program, some information activities were postponed
	<b>Outputs</b>	<b>Indicators</b>	<b>Target values</b>	<b>Verification</b>	
	<b>Round Table organizational structure set up in ESAMI countries.</b>	Operational manual and action plans 2008 / 2009	Units operational in Kenya, Uganda and Zambia.	Annual Report and Accounts ESAMI.	Whilst originally the institutionalization of Round Table Africa focused on the organizational set-up of ESAMI in 5 countries, the major shift is towards strengthening existing or setting up new sector specific multi-stakeholder platforms with ESAMI as economic expert/broker
	<b>Value chain analyses finalized.</b>	Number of value chain analyses finalized.	20	Annual Report of the project.	29 value chain analyses done + made available
	<b>Round Table Africa meetings organized.</b>	Number of meetings and list of participants.	4 in Africa, 4 in NL.	Annual Report of the project.	4 informative sessions organized in Africa, 1 multi-sector larger meeting organized in NL (in stead of 4 smaller ones)
	<b>Dbase operational.</b>	Online, well-functioning dbase.	Data of value chain analyses online disclosed by mid 2008.	Annual Report of the project.	Database fully operational, but data input delayed. Additional capacity required
	<b>Publications published and distributed.</b>	Number of publications and articles.	2 articles and 2 project publications.	Annual Report of the project.	1 article published in IS, 1 conference paper, 3 e-newsletters published
	<b>Outputs</b>	<b>Indicators</b>	<b>Target</b>	<b>Verification</b>	
	N/a in 2007 and 2008; Outcome will be based on activities 2009 - 2010.				

<b>Sustainability indicator</b>	<b>Risk factor</b>	<b>Gender</b>	<b>Added value for Dutch development policy / cooperation</b>	<b>Intended contribution to MDGs</b>
Sustainability will be based on activities 2009 - 2010. In 2008 focus on involvement broad spectrum of actors + roll-out within partner organization (ESAMI).	Level of trust basis among partners; political 'space' in relation to other, relevant initiatives.	Number of female analysts, team members and participants Round Table Meetings.	Holistic, multi-actor approach.	N/A for 2008.

# Annex I. Activity report 2008

## 1. ESAMI expertise development program

### 1.1 Objectives

The objective of this sub-program is to set-up a sustainable expert network in Eastern and Southern African in the area of sustainable economic development.

### 1.2 Desired results 2007 – 2010

#### Output

1.	A well-functioning organizational set-up for knowledge generation, exchange and facilitation in the area of sustainable economic development and partnerships in 5 African countries: the Round Table Africa network.
2.	An intellectual framework for identifying sustainable economic opportunities and potentials for partnerships within the region has been set-up.
3.	Round Table Africa staff trained (6 workshops).

#### Outcome

1.	A knowledge base on (best) practices on sustainable economic development in Eastern and Southern Africa.
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### 1.3 Realization 2008

#### Activity 1.1 Round Table country offices

Set-up a professional entity by ESAMI for stimulating, advising on, and facilitating sustainable economic development and partnerships, the so-called Round Table Africa country offices.

#### Realization 2008

Whilst originally the institutionalization of Round Table Africa was focused on the organizational set-up of ESAMI in five countries, the major shift is towards strengthening existing or setting up new sector specific multi-stakeholder platforms with ESAMI involved as economic expert or broker. This is a far more sector- and country specific process which will take time to materialize. It is already anticipated that not all of these processes will be fully finalized by the end of the project period (2010).

Activity	Realization	Indicator - source
Establish RT Africa units in 5 selected countries.	Not done, see explanation above	
Formulate ToR RT Country Officer.	Done, but not positioned as Country Officer but as 'Economic Advisor'	ToR
Recruit RT Country Officer(s).	Done, started late 2008 in Tanzania	Contract of employment
Formulate action plan 2009 for RT Africa.	Done	See contract ESAMI – MSM
Calculate income and expenses 2009 for RT Africa and RT Tanzania.	Done	See contract ESAMI – MSM

#### Activity 1.2 Orientation/start-up Round Table country offices

Start-up each Round Table Africa country office: formalizing recruitment and introduction to key stakeholders, among which the Dutch embassy.

#### Realization 2008

In 2008, all ESAMI country coordinators have become more informed and involved in the program. They are becoming ambassadors of Round Table, and have been of help in organizing meetings. The main focus however has been on furthering the activities in Tanzania.

Activity	Realization	Indicator - source
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Prepare start-up meeting 2 <sup>nd</sup> RT office (Kenya?).	Not done, see explanation above	
Start-up meeting 2 <sup>nd</sup> RT office (Kenya?).	Not done, see explanation above	

### Activity 1.3 Analytic framework

Identify the analytical framework with indicators and tools for sector-chain analysis including country selection.

#### Realization 2008

Nor activities were planned nor implemented.

### Activity 1.4 Training

Training in Arusha of Round Table Africa staff on CSR, PPPs, Trade and Development, research methodologies, micro/macro-economic principles, global commodity chains, match-making (5 days per workshop, 12 participants each). Whenever possible and appropriate, external experience and expertise will be incorporated.

*These workshops are seen as investment for the future, to increase the understanding by key people within the African program on relevant economic issues.*

#### Realization 2008

In May, all the African economists came to Maastricht for an intensive 3-weeks capacity development and networking program. Although this long visit to the Netherlands was originally not foreseen, this modification proved to be extremely useful. It allowed for intensive meetings among African and European experts that helped to bring the research further. It culminated in an international networking event on May 21, called 'Round Table Africa - Partnering with Africa'. On this day, the African economists exchanged their findings during ten working groups with business-experts gathered in the area of tourism, agriculture, mining, manufacturing, biofuels, public services and the flower industry.

Activity	Realization	Indicator - source
Execute training workshop 4.	Done, in May 2008	Participants list Training program.

### Activity 1.5 (virtual) Library

Set-up a public (virtual) library at ESAMI with practices on sustainable economic development in the region.

Activity finalized: Summer 2008 (set-up), updating is ongoing.

#### Realization 2008

In line with 2007, focus has been on setting-up the virtual knowledge database. This resulted in three databases among which an online library database. Although fully operational, the actual use was delayed because staff recruitment for data entry was not successful.

Data generated by the program are data on competitiveness and sector-specific economic data.

Activity	Realization	Indicator - source
Formulate implementation plan for set-up (virtual) library at ESAMI.	Focus has been on set-up virtual knowledge database. This will include a virtual library as well.	
Collection building, data gathering.	Staff recruitment for data entry was not successful	-

## 2. Value chains program

### 2.1 Objectives

The objective of the value chain program is to enhance the capacity of civil society organizations, private sector and governmental bodies involved in a total of at most ten economic industries in five Eastern and Southern African countries to identify and develop sustainable economic business opportunities in their industry and to link-up with relevant international actors (investors and donors). This will be done by value chain analyses, by organizing round tables around identified market opportunities, and targeted advice and capacity building.

### 2.2 Results 2007 – 2010

#### Output

1.	Organizational protocol of Round Table meetings.
2.	Round Table participants have access to latest state of the art, relevant information.
3.	Partnership advisers have the expertise and information needed to executive their activities.

#### Outcome

1.	15 value chain analyses of market opportunities, with explicit attention for gender issue (female entrepreneurs).
2.	Database of key stakeholders per value chain.
3.	5 Round Table action plans.
4.	5 Round Tables organized.
5.	Increased capacity of 30 producer organizations.
6.	10 public sector organizations strengthened.
7.	15 successfull matches made between national sustainable economic initiatives and investors.
8.	30 existing producers have enlarged their market, incorporating CSR principles.

### 2.3 Realization 2008

#### Activity 2.1 Value chain analyses

Screening and analysis of most promising market opportunities and respective key stakeholders per industry from a chain perspective (civil society – private sector – governmental bodies – donors – international investors – financing institutes).

Activity finalized: Early 2008

*The outcome of these analyses will lay the foundation of the country specific activities with concrete data, mapping of actors and recommended actions. Explicit attention will be given to the economic situation of and potentials for female entrepreneurs and their associations. Executed by ESAMI; MSM and ECSAD will give senior business support.*

#### Realization 2008

All researchers finalised their value chain analyses. However, quality was diverse and in several cases additional research or information will be required in order to identify real market opportunities and bottlenecks.

Activity	Realization	Indicator - source
Formulate value chain analyses (screen and analyse market opportunities and respective key stakeholders per sector).	Done, a total of 30 researchers	List of DBA students and supervisors.
Supervision of researchers, divided by knowledge cluster / industry.	Done	

### Activity 2.2 Stakeholder database

Set-up and update a database of key stakeholders per sector.

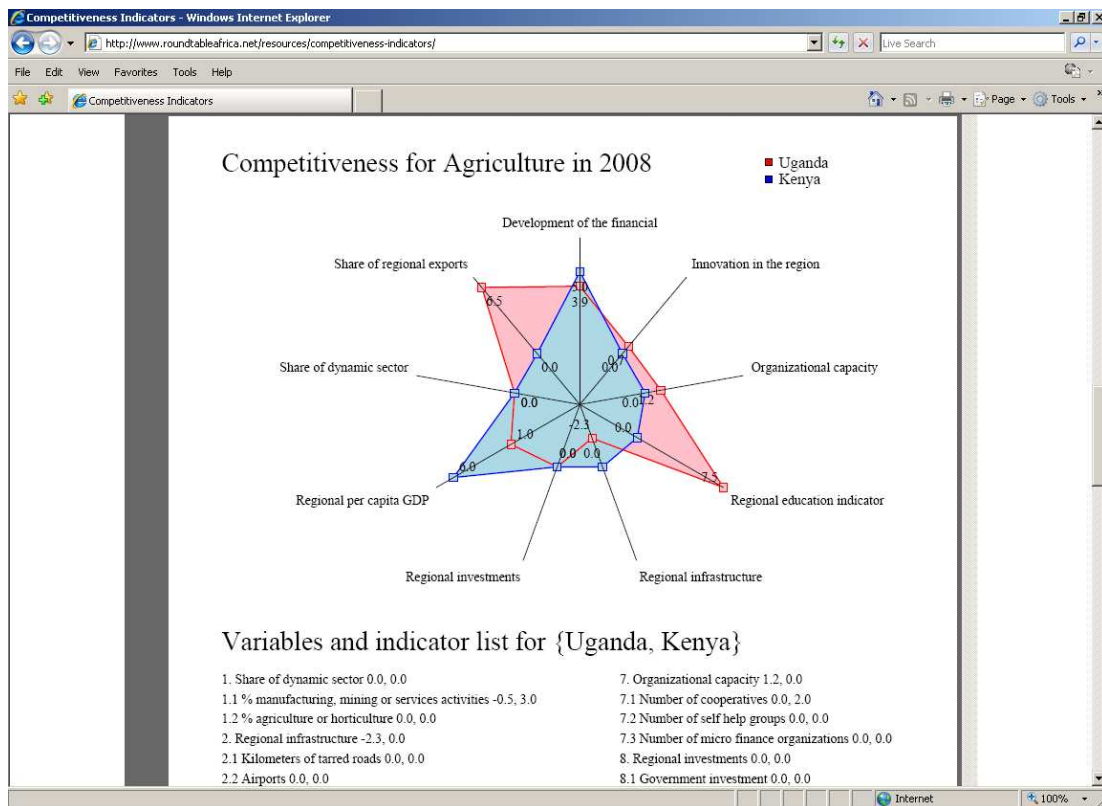
Activity finalized: Summer 2008 (set-up), updating is ongoing

*Mapping of the actors involved is an important instrument for organizing partnerships on national level, as well as to be able to match with international investors. The data are important for the virtual library to create a knowledge platform. Whilst ESAMI will be responsible for data on African actors, MSM and ECSAD will be responsible for the matching data of (potential) international investors and financing institutes.*

### Realization 2008

The organizational database became fully operational in 2008, however the actual use was delayed because staff recruitment for data entry was not successful.

The same is valid for the database on competitiveness indicators. A model developed by MSM has been technically translated enabling visualisation of sector specific competitiveness between countries or regions. See below for an example based on fictive data.



Activity	Realization	Indicator - source
Further technical refinement of database.	Done	Database document
Collect and input data on stakeholders, derived from value chain analyses.	Not done: staff recruitment for data entry was not successful	
Collect and input data on international investors and financing institutes.	Not done: staff recruitment for data entry was not successful	
Collect and input data on competitiveness, derived from value chain analyses.	Some data collected but need further analysis: staff recruitment for data entry was not successful	

### Activity 2.3 National Round Table action plan

This activity is integrated in activity 2.4

### Activity 2.4 Round Table meetings & process

Organize per set of value chains Round Table stakeholder meetings for government officials, business representatives, civil society, and sector-based officers in the region.

#### Realization 2008

Early 2008, preliminary informative sessions were organized in the four priority countries (Kenya, Tanzania, Uganda and Zambia), covering several sub-sectors.

The stakeholder process in the Netherlands started with an international networking event on May 21, called 'Round Table Africa - Partnering with Africa'. On this day, the African economists exchanged their findings during ten working groups with business-experts gathered in the area of tourism, agriculture, mining, manufacturing, biofuels, public services and the flower industry. It was perceived that in this phase of the project – with a focus on information sharing - such a multi sector meeting was more effective and efficient than organizing several smaller sector specific meetings.

Overall we need to say that the planning of the Round Table process was too optimistic. More time was needed for finalising the value chain analyses. In fact, only late 2008, the actual stakeholder processes in Africa could be started with the recruitment of the first Economic Advisor.

Activity	Realization	Indicator - source
Develop an organizational protocol for RT meetings.	Canceled: in stead a tailored approach per sub-sector will be followed	
Organize 1 <sup>st</sup> pre-RT meeting in Africa for industry 1.	Arusha, Tanzania: January 26, 2008	Meeting report
Organize 1 <sup>st</sup> pre-RT meeting in The Netherlands for industry 1.	May 21, 'Round Table Africa - Partnering with Africa' seminar	Meeting report
Formulate action plans for industry 1 based on outcome analyses + pre-round tables.	Direct outcome not yet possible, further research required in Africa	
Organize 1 <sup>st</sup> Round Table meeting in Africa .	Postponed till early 2009	
Organize 2 <sup>nd</sup> pre-RT meeting in Africa for industry 2.	Lusaka, Zambia: February 9, 2008	Meeting report
Organize 2 <sup>nd</sup> pre-RT meeting in The Netherlands for industry 2.	May 21, 'Round Table Africa - Partnering with Africa' seminar	Meeting report
Formulate action plans for industry 2 based on outcome analyses + pre-round tables.	Direct outcome not yet possible, further research required in Africa	
Prepare 2 <sup>nd</sup> Round Table meeting in Africa, to be organized in Jan/Feb 2008.	Postponed	
Organize 3 <sup>rd</sup> pre-RT meeting in Africa for industry 3.	Kampala, Uganda: February 20, 2008	Meeting report
Organize 3 <sup>rd</sup> pre-RT meeting in The Netherlands for industry 3..	May 21, 'Round Table Africa - Partnering with Africa' seminar	Meeting report
Formulate action plans for industry 3 based on outcome analyses + pre-round tables.	Direct outcome not yet possible, further research required in Africa	
Organize 4 <sup>th</sup> pre-RT meeting in Africa for industry 4.	Nairobi, Kenya: March 12, 2008	Meeting report
Organize 4 <sup>th</sup> pre-RT meeting in The Netherlands for industry 4..	May 21, 'Round Table Africa - Partnering with Africa' seminar	Meeting report
Formulate action plans for industry 4 based on outcome	Direct outcome not yet possible, further research required in Africa	

analyses + pre-round tables.		
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**Activity 2.5 Capacity building / Advice**

This activity is integrated in activity 2.6.

**Activity 2.6 Matchmaking (and Capacity building / Advice)**

Stimulate and initiate improved or new sustainable economic initiatives through advise and match-making by:

- a. private-private partnerships;
- b. public-private partnerships;
- c. partnerships between private sector and the NGO community.

Activity planning:

Ongoing, following rollout of country offices (see 1.1 and 1.2)

*Both activity 2.5 and 2.6 are framed within the outcomes of the Round Table country meetings and the opportunities identified. MSM will have the role of senior advisor to each country office, phasing out its role.*

**Realization 2008**

See above. Late 2008, the first Economic Advisor was recruited. The actual matchmaking activities are scheduled for 2009 and 2010.

<b>Activity</b>	<b>Realization</b>	<b>Indicator - source</b>
Formulate ToR RT facilitators – matchmakers – advisors.	Done, see 1.1 Country Officer	ToR
Recruit per industry RT facilitators – matchmakers – advisors (no. + % FTU to be decided).	First Advisor recruited by the end of 2008	Contract of Employment

### 3. Information, advocacy and networking program

#### 3.1 Objectives

The objective of the information, advocacy and networking program is two-fold. First, to provide the international donor and business community with evidence based information on sustainable business opportunities as input for policy development, implementation, and investments. Second, to link people among the value chain programs and international community together in order to more effectively generate and share the knowledge they have.

*Whilst the emphasis in the previous two sub-programs lies in Africa (expertise development and value chain program), this program is primarily executed from the Netherlands.*

#### 3.2 Results 2007 – 2010

##### Output

1.	Interactive web and email platform (English).
2.	Inventory of potential financing institutes.
3.	Agreement with at least 1 financing institute.
4.	6 Policy briefs published (online + hard copy).
5.	1 international conference organized.
6.	10 – 12 lectures given.
7.	5 Business meetings organized.

##### Outcome

1.	Electronic networking and information sharing.
2.	Capital for identified market opportunities.
3.	Agreement with at least 1 financing institute.
4.	6 Policy briefs published (online + hard copy).
5.	1 international conference organized.

#### 3.3 Realization 2008

##### Activity 3.1 E-platform

Set-up and update an electronic platform with value chain information from Africa supplemented with information of (potential) investors, financing institutes, relevant resources and program information, including the possibility for people to upload and download different types of information resources.

Activity finalized: set-up by Winter 2007; updating ongoing during the program period.

*This platform will become the pivot in the information and knowledge sharing part of the program, besides traditional communication instruments used by ESAMI to reach-out to local and national stakeholders.*

##### Realization 2008

In 2008, the databases became fully operational and the website transferred to another platform allowing for easier online updating. RSS feeds of relevant news items have been installed to offer visitors relevant information.

All relevant project outputs have been made available, including profiles of all researchers.

Activity	Realization	Indicator - source
Updating e-platform.	DONE	Web logs <a href="http://www.roundtableafrica.net">www.roundtableafrica.net</a>

### Activity 3.2 Financing institutes

Screening of and negotiating with financing institutes able and willing to support sustainable economic initiatives in Eastern and Southern Africa.

#### Realization 2008

MSM has made an inventory of issues and opportunities of financing in developing countries, resulting in a background note. MSM has been involved in trying to set-up a sustainable investment fund with KIT, Rabobank and SPF. Unfortunately, this fund did not materialize. In addition, MSM has intensified its working relations with the Dutch financing sector in preparation to upcoming requests for investing in new business.

Activity	Realization	Indicator - source
Screening – feasibility	Background note on meso-financing / Intensified working relations with Dutch financing sector	Background note

### Activity 3.3 Publications & publicity

Publication and distribution of policy briefs and other publications (hard copy and by electronic means), translating the African experiences in policy recommendations for the international donor community; as well as other publicity oriented activities.

#### Realization 2008

Due to the delay in the actual research and its diverse quality, it was decided to postpone academic publications. However, a first conference paper has been presented at the IMBA conference 2008 in Surinam, titled 'BoP and the private sector: a value chain research approach' and an article was published in the IS Magazine.

Activity	Realization	Indicator - source
Agree upon subjects for policy briefs, papers, and articles.	Postponed	
Publication and distribution of 3 policy briefs.	Postponed	
Publication and distribution of 4 e-newsletters.	3 e-newsletters published and distributed	E-newsletter
Arrange for free publicity in relevant magazines – newspapers – websites – etc.	Article in IS published	IS article
Publish 2 academic articles on the Round Table approach and results of the value chain analyses.	1 conference paper presented + further publications postponed: quality of data need to be improved	
Publish 1 book composed of 10 best papers submitted by all researchers.	Postponed: book is under preparation, to be published by the end of 2009	

### Activity 3.4 International conferences & seminars

Organization of two international conferences with complementary high-standing publication (one in NL, one in Africa).

#### Realization 2008

No conferences/seminars were planned originally, but in May, an informative seminar has been organized to promote Round Table Africa and to link the African researchers with European practitioners and business men.

Students of Hogeschool Utrecht made a brief video impression of the day which is posted on YouTube. In addition, AfricaNews published a special newsletter edition which is distributed widely among its thousands of subscribers globally.

Activity	Realization	Indicator - source
Organization of international seminar, 'Round Table Africa - Partnering with Africa' seminar	Done	Meeting report, video impression, special e-newsletter

### Activity 3.5 Lectures

Organization of lectures on sustainable business in Africa for Dutch students (universities tbd.)

Activity finalized: start academic year 2008-2009, each year five lectures.

*Through lecturing, staff of MSM and/or Nyenrode will distribute their knowledge to other generations.*

### Realization 2008

The information generated within Round Table Africa is used in lectures and training programs of MSM on sustainable economic development. No series of guest lectures have been set-up with fellow universities.

Activity	Realization	Indicator - source
Organization of at least 5 lectures in study year 2008 – 2009.	Implemented within the regular lectures as given by MSM faculty	

### Activity 3.6 Business sector meetings

Organization of sector specific network meetings for the (Dutch) business community, mirroring the round table meetings in Africa.

Activity planning: one meeting per sector, five meetings in total.

### Realization 2008

See activity 2.4: Round Table meetings and process.

### Activity 3.7 Advocacy, lobby, and networking

Influencing policies and regulations of national, European, and international stakeholders (donor agencies, IFIs, and Northern NGOs) aiming at a stimulating environment for sustainable economic development in (Southern and Eastern) Africa through:

- putting sustainable economic development on the policy and political agenda (agenda-setting);
- pushing for policy coherence in Europe;
- pushing for WTO regulations supportive to African economic opportunities

Activity planning: ongoing.

### Realization 2008

The field of advocacy and lobby is relevant for development, but MSM has nor expertise nor experience in this area. Lobby activities may become relevant in the context of specific economic activities to be set-up in 2009/2010.

Activity	Realization	Indicator - source
Policy and vision development among the project partners on sustainable economic development and partnerships.	Not yet relevant	
Advise to national, European and international donor agencies, NGOs and IFIs.	Not yet relevant	
Development of an advocacy, lobby, and networking strategy and action plan 2008.	Not yet relevant	
Implement action plan 2008.	Not yet relevant	
Active participation in relevant networks.	Joined Agri-Profocus and decided not to join Partos, MVO Nederland, and PSO.	Correspondence

## 4. Program management

### 4.1 Objectives

The objective of the program management is to ensure an effective and efficient implementation of all the program components, and to develop concrete plans for beyond 2010.

### 4.2 Results 2007 – 2010

#### Output

1.	Annual plans, reports, and audited accounts.
2.	Effective and efficient project administration.
3.	Annual steering committee meetings.
4.	External and self-evaluation.
5.	Plan 2011 – 2014.

#### Outcome

1.	Annual plans, reports, and audited accounts.
2.	Annual steering committee meetings.
3.	Self-evaluation.
4.	Plan 2011 – 2014.

### 4.3 Realization 2008

#### Activity 4.1 Coordination

Project coordination, planning and reporting.

Activity planning: Annual plans, reports and accounts, including auditors' report.

#### Realization 2008

Activity	Realization	Indicator - source
Quarterly reporting + adjust planning or confirm planning.	DONE	
Submit Annual and Financial Report 2008, incl. explicit reference to monitoring protocol.	DONE	Protocol + Reports
Request installments based on liquidity planning 2008.	DONE	
Formulate mid-term report 2008 (input for action plan 2009 + reporting to steering committee).	DONE	Report
Formulate action plan 2009.	DONE	Action plan 2009
Calculate budget 2009.	DONE	Budget 2009
External and internal promotion of the RT Africa program and concept	DONE, presentations held for development experts of the KNEs, Common Fund for Commodities, Agri-ProFocus	Powerpoint presentations.
Regular team meetings MSM	DONE	Minutes

#### Activity 4.2 Steering meetings

Organization of annual steering committee meetings, alternating in Maastricht or Arusha

Activity planning: one meeting per year.

#### Realization 2008

Activity	Realization	Indicator - source
Organization of steering committee meeting in Maastricht.	Was to be organized in Arusha, but postponed due to unavailability of both director ESAMI and director MSM	

Agree upon action plan and budget 2009.	DONE via email communication	
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#### **Activity 4.3 Project administration**

Set-up and maintain an effective and efficient project administration.

#### **Realization 2008**

<b>Activity</b>	<b>Realization</b>	<b>Indicator - source</b>
Administrative support.	DONE	

#### **Activity 4.4 Evaluation**

Coordinate external and self-evaluation

Activity planning: mid-term evaluation: Autumn 2008 ; final evaluation Autumn 2010

*Both evaluations will be a combination of self-evaluation and an evaluation by external evaluators. Whilst the mid-term evaluation will be focused on recommended adjustments, the final evaluation will be focusing on lessons learned and recommendations for planning beyond 2010.*

#### **Realization 2008**

As planned, the Round Table Africa partners have executed a mid-term evaluation in 2008. The aim of this evaluation was to check whether the realization is in line with the planning towards fulfilling the overall objectives by the end of 2010. The method used was an online questionnaire sent to all people directly involved in the program:

- ESAMI and MSM staff
- All African researchers (DBA) and their supervisors
- Contact persons at the Netherlands Ministry of Foreign Affairs

Out of this group of around 50 people, 28 persons responded. Overall the respondents are reacting positively about the objective and approach of Round Table Africa. Capacity is being created, valuable research executed, the value chain analysis is seen as a useful methodology, and new networks are starting to emerge.

The main challenges for the second phase of the program can be summarized as follows:

1. Ensure formalized commitment (by Terms of References) of market parties in the development of potential business projects.
2. Improve support to and communication with researchers (DBA students) and supervisors to guarantee useful and reliable research findings.
3. Re-assess and agree upon roles and responsibilities between MSM and ESAMI to ensure local ownership and a more effective and efficient management.
4. Adjust the current set of outputs and outcomes into a more realistic one with indicators.

Last, the method of using an online questionnaire seems to be an effective and cost-efficient instrument for collecting feedback and input on an international program like Round Table Africa. As such it is worthwhile to incorporate such a mid-term evaluation in other MSM projects.

<b>Activity</b>	<b>Realization</b>	<b>Indicator - source</b>
Execute mid-term self evaluation, results to be presented at the Steering Committee meeting of 2008.	DONE, but results could not be discussed by the Steering Committee (see 4.2)	Report (see annex 3)

#### **Activity 4.5 Planning 2011 - 2014**

Nor activities were planned nor implemented.

## Annex 2. The people involved

### Steering Committee members

Name	Function
Prof. Ron Tuninga (chair)	Director – Dean MSM
Prof. Bonard Mwape	Director General ESAMI

### Team members ESAMI

Name	Function
Ven Mvano	ESAMI RT Africa Coordinator
Benard Tayebwa	Research assistant - administrator
Bukaza Chachage	Economic Advisor (Effective January 2009)
John Hugh (+)	Driver – clerk (Deceased March 2009)
Steven Dulle	Driver – clerk (Effective mid-February 2009)

### Team members MSM

Name	Function
Diederik de Boer	Program Director
Robert Goedegebuure	Research / DBA Coordinator
Meine Pieter van Dijk	Professor of Entrepreneurship in Emerging Economies
Huub Mudde	Communication Manager
Mina Noor	Project Consultant
Rob Robeers	Financial Administrator
Johanna Korff	Executive Assistant

### Researchers

Researcher	Research Topic	Research Sector
<a href="#">Alfred Muchai Micheni</a>	Biofuel Value Chain Development in Kenya and Uganda: Organizations, Opportunities and Challenges of Linking Rural Farmers with Biofuel Markets	Bio-fuel
<a href="#">Apollonia Kuktona Kerenge</a>	National positioning in Tourism for wealth generation to the poor. A comparative study of the countries' regulatory framework	Tourism
<a href="#">Bandali Gulamhussein Batchu</a>	The rise of supermarkets: changes in vegetable retailing in East Africa (Kenya and Tanzania)	Supermarkets
<a href="#">Dazydelian Banda</a>	Rural roads and smallholder Mango growers in Tanzania and Zambia	Fruits and Vegetables: Mangoes
<a href="#">Elidaima Paul Mlungwe</a>	Trade Liberalization in the Sugar Sector and its Impact on Economies of Kenya and Tanzania	Sugar
<a href="#">Ellard Barker Limbe</a>	A comparative study of the impact of foreign direct investment (FDI) on economies of Malawi and Zambia: textile manufacturing	Cotton: Textile Manufacturing
<a href="#">Enock Stanley Ugulumu</a>	Agribusiness Value Chain and Poverty Alleviation: A Comparative Study of Sunflower Sub-sector in Tanzania and Kenya	Fruits and Vegetables: Paprika
<a href="#">Eroni Ruth Stella Mulira</a>	Regulating Transfer Pricing within multinational corporations in East African community (EAC) countries	Mining
<a href="#">Evans Makini Osano</a>	From Kaizen to Kaikaku: Factors Distinguishing High Performance	Manufacturing

	Organizations in Manufacturing in Kenya	
<a href="#">Felix Kariuki Kamau</a>	The rise of the supermarkets: changes in the food retailing in Sub-Sahara Africa	Supermarkets
<a href="#">Henry Barnabas Njuguna</a>	A comparative study of the construction industry in Kenya and Tanzania: understanding the mechanisms that promote growth	Construction Industry
<a href="#">Henry Kabiru Waruhiu</a>	The Roles of Public Private Partnerships in Community Based Tourism	Tourism
<a href="#">Ignatius Kashoka</a>	How Can High Performing Zambian Public Sector Organizations Contribute to Service Delivery? A Case of the Health Sector in Zambia	Public services: Health sector
<a href="#">Innocent Mugwagwa</a>	The Influence Leadership Style on Cooperation and Performance in Value Chains: The Case of Lead Firms in the Cotton and Tobacco Value Chains in Zimbabwe	Cotton
<a href="#">Jackson Jonathan Kilimba</a>	A Comparative Study of the Impact of Foreign Direct Investment (FDI) on the Economies of Tanzania and Zambia: Focus on FDI in the Mining Sector	Mining
<a href="#">Joseph Denis Walusimbi</a>	Value Chain Re-organization: How to Leverage the Wood Industries in Uganda and Tanzania for Global Competitiveness and Poverty Reduction	Timber
<a href="#">Joseph Gichuru Wang'ombe</a>	Rural-Urban Dynamics and Agricultural Production: The Case of Potato Value Chain in Kenya and Uganda	Commodity, rural-urban flows of goods and money
<a href="#">Kennedy Faustin Ssejjemba</a>	Business Development Services and the Reduction of Poverty in the Horticulture Sub-sector. A Comparative Study of Uganda and Kenya's Fresh Fruits and Vegetables Sector	Fruits and Vegetables: Mangoes, avocados, passion fruit
<a href="#">Lewis Pumulo Sooli</a>	Mineral Resources and Poverty Reduction – A Comparative Analysis of Zambia and Zimbabwe	Mining
<a href="#">Lucas William Turuka</a>	Factors contributing to High Performance in the paper packaging industry: a case of Kenya and Tanzania	Manufacturing: Packaging Industry (HPOs)
<a href="#">Martin Amani Lyewe</a>	Development of Jathropha as a source of bio-diesel in Tanzania and Zambia	Biofuel
<a href="#">Mathew Lebi Mwakatobe</a>	Poverty alleviation through tourism in Tanzania	Tourism
<a href="#">Mary Maurice Nalwoga Mukokoma</a>	Application of New Public Management Principles in Urban Water Service Delivery in Uganda and Tanzania	Public services: Water
<a href="#">Michael Benson Munkumba</a>	Partnering to Smother Conflicts in the Mining Sector in Sub Sahara Africa – The Case of Zambia and South Africa	Mining
<a href="#">Namaya-Morero Mbikusita-Lewanika</a>	Macro question over microfinance: can Zambian Institutions providing agricultural microfinance services achieve both financial (profit) and human development impact sustainability?	Fruits and Vegetables: Micro credit
<a href="#">Oscar Sibote Kalumiana</a>	Is the Developing Biofuel Industry in the SADC Region Sustainable? An Analysis of the Situation in Zambia	Biofuel
<a href="#">Peter Kalunda Kiuluku</a>	The Impact of Regional Trade Agreements on the Competitiveness of the Leather	Manufacturing

	Manufacturing Industry in Kenya	
<a href="#">Peter Maangi Mitiambo</a>	The Impact of the Macro-economic Policy Framework on National Competitiveness: A Study of the Effect of Fiscal Policy on the Performance of the Floriculture Industry in Kenya and Tanzania	Flowers
<a href="#">Peter Thinwa Warutere</a>	Bridging the Poverty Gap Through Information and Communication Technologies (ICT) - Emerging Challenges and Opportunities in Business Process Outsourcing	Information and Communication Technologies
<a href="#">Robert Peter Akeny</a>	New Public Management in the Utility Sector - Comparative Study of Electricity in Uganda and Zambia	Public Services: Energy/Electricity
<a href="#">Sheila Mboni Mziray</a>	A review of Mining policies and laws in Tanzania and Zambia: Do they facilitate linking small scale gold miners to global markets?	Mining
<a href="#">Zalikh Nabateregga</a>	Contribution of Tourism in Poverty Alleviation in Uganda	Tourism

## Supervisors

### Professor Meine-Pieter van Dijk, PhD

Professor of Entrepreneurship in Emerging Countries, Maastricht School of Management Meine Pieter van Dijk (PhD Economics Free University Amsterdam) is an economist and professor of Water Services Management at UNESCO-IHE Institute for Water Education in Delft, professor of Entrepreneurship at MSM and professor of Urban Management at the Institute of Social Studies and at the Economic Faculty of the Erasmus University in Rotterdam (EUR), all in the Netherlands. He is member of the research schools CERES and SENSE. He worked on and in developing countries since 1973 and as a consultant for NGOs, the Asian Development Bank, the Inter-American Development Bank, the World Bank, different bilateral donors and UN agencies. He recently edited a volume of the International Journal of Water on the role of the private sector in water and sanitation. His recent books are on Managing cities in Ethiopia (eds, with J. Franssen, Delft: Eburon, 2008), Managing cities in developing countries, the theory and practice of urban management (2006, Cheltenham: Edgar Elgar) and with C. Sijbesma (eds., 2006): Water in India (New Delhi: Manohar).

### Robert Goedegebuure, PhD

Associate Professor of International Business, Maastricht School of Management Goedegebuure holds a PhD in International Business (Rotterdam School of Management / Erasmus University, the Netherlands). He has worked in marketing research, and (official) statistics. Goedegebuure has specialized in the impact of internationalization on firm strategies and industrial policy. He has performed research projects for the Dutch Ministry of Economic Affairs, as well as for European and international institutions.

### Professor Eno Inanga, MSc, FAIA (Acad.)

MSM Emeritus Professor of Accounting and Business Finance. Holds B.Sc. (Accountancy) from the University of Nigeria as a Federal Government Scholar and M. Sc. (Accounting and Finance) from the London School of Economics and Political Science, University of London (UK), where he was a Commonwealth Scholar. Was formerly Dean of the Faculty of the Social Sciences and later Head of the Department of Economics in the University of Ibadan, Nigeria. Inanga has over 70 publications to his credit, including books, contributed book chapters, monographs, research and consultancy reports. Served as a member of the Board of Directors of a book merchandising company, an oil company and an insurance company in Nigeria, and a consultant to the UNDP in New York (USA). Current research interests include African capital markets and domestic resource mobilization, accounting research and accounting practice, creative accounting, financial resource base and fiscal decentralisation. He is a member of the European Accounting Association and an Academic Fellow of the Association of International Accountants in the United Kingdom.

### Professor Henri Masson, PhD

**Professor Joseph Mumba, PhD**

Director Consultancy and Customized Training of ESAMI. He has researched, taught and consulted extensively in the area of energy technology systems and corporate environmental management in the Eastern and Southern Africa region. Prof. Mumba holds a PhD from Strathclyde University, Glasgow, Scotland. His current research interests include renewable energy technology systems, value chains and markets; and corporate social accountability and responsibility management in local and MNE business enterprises in Africa.

**Professor Bonard Mwape, PhD**

Professor Mwape is the Director General of ESAMI and a member of the Round Table Africa Steering Committee (its governing body). He is an accomplished Public Sector Consultant. He has consulted internationally on Public Sector reforms. Prof Mwape holds a PhD from the University of Pittsburgh, USA and an MSc. from London School of Economics, United Kingdom.

**Professor Ven Mvano, PhD**

Professor Mvano is a Chief Consultant in Public Service Management, ESAMI. He is the Coordinator of Round Table Africa and the DBA activities at ESAMI. Prof. Mvano holds a PhD in Economics from the University of Pittsburgh, USA and an MBA from the University of Nairobi, Kenya.

**Professor Xu Qin, PhD**

Visiting Professor of accounting & finance, Maastricht School of Management. She holds a PhD in Management from Tongji University in the People's Republic of China. Her rich lecture experiences cover from Asia, Europe, Africa to South America. She gives lectures to both internal and international students of graduate, postgraduate and EMBA programs. She has published extensively in academic and professional journals in both China and Europe. She has also applied her great research results to the government project successfully. She and her working team provided the Shanghai government with practical advice on decision making related with managing multinational companies in China.

**Professor Rob van Tulder, PhD**

Professor of international business-society management at the Erasmus University Rotterdam. In his research and publications he has focused on strategic bargaining relations between actors, the role of governments and of large influential actors with an international, often cross-country and comparative perspective.

**Professor Ron Tuninga, PhD**

Director Dean of Maastricht School of Management, Prof. International Business and Marketing. He is Chair of the Round Table Africa Steering Committee (its governing body). Tuninga holds a PhD in Business Administration, with a major in International Business and Marketing from Temple University in Philadelphia. He has been Associate Dean and Director of the MBA Programs at University Nyenrode. In this position he was a.o. responsible for the MBA program in cooperation with the University of Stellenbosch (South Africa).

**Professor Johan Venter, PhD**

Iringa University, Tanzania. He has extensive experience in teaching International Business and International Marketing on MBA level as well as undergraduate and is a guest lecturing for other universities. His fields of expertise are teaching, research and consulting in international marketing, international business as well as functional areas of management related to internationalisation. Utilization of practical experience and exposure to contribute to the promotion and understanding of international business opportunities (especially as they relate to developing markets and SME's).

**André de Waal, PhD**

Associate Professor Strategic Management at the Maastricht School of Management. De Waal is also the director of the Center for Organizational Performance, an organization which conducts research into high performance organizations. He has been a consultant and a partner with Arthur Andersen Business Consulting and the Holland Consulting Group for 17 years (1986 – 2001). De Waal has published over a hundred sixty articles and twenty-two books. Among his books are: Power of Performance Management, How Leading Companies Create Sustained Value (John Wiley & Sons, 2001), Quest for Balance, the human element in performance management systems (John

Wiley & Sons, 2002) and Strategic Performance Management, A Managerial and Behavioural Approach (Palgrave MacMillan, 2007).

**Jeroen van Wijk, PhD**

Lecturer in Business and Development at RSM - Erasmus University (PhD degree in international relations, University of Amsterdam, 1999). His present research focuses on the linkages between MNEs and local companies, and the bridging of segmented markets in East Africa, particularly in the agro-food and tourism sectors. His main theoretical interests include global value chain analysis, institutionalism, and business networks.

## Annex 3. Mid-term evaluation 2008

In autumn 2008, the Round Table Africa partners have executed a mid-term evaluation. The aim of this evaluation was to check whether the realization is in line with the planning towards fulfilling the overall objectives by the end of 2010. The method used was an online questionnaire sent to all people directly involved in the program:

- ESAMI and MSM staff
- All African researchers (DBA) and their supervisors
- Contact persons at the Netherlands Ministry of Foreign Affairs

Out of this group of around 50 people, 28 persons responded. Below you find the main findings, and quoted response on the following subjects:

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### 1. Capacity building component of Round Table Africa

*"When I look back at myself, I see remarkable change in thinking towards the development process in Africa let alone positioning my ideas in the global context."*

*"The researchers selected present and work in their own countries. The trickle down effect will be tremendous."*

39% of the respondents were of the opinion that research capacity is being created in the area of sustainable business. A critical comment was made about the lack of indicators set for the capacity provided by the program, which makes monitoring difficult.

According to the respondents, the capacity most needed at ESAMI and for a researcher in Africa, is on research methodology and value chain analysis. Other areas mentioned are:

- Entrepreneurship and leadership skills
- Business development support
- Competitiveness analysis
- Writing skills
- Contextual analysis
- Multi-stakeholder analysis and facilitation

*"Understanding sustainability, knowing different roles of public and private actors, having negotiating skills, being aware of international trade agreements and their influence on doing business in Africa."*

When it comes to institutionalization of the research capacity, the respondents opt for either a special department within ESAMI (current situation), or a consultancy firm owned by ESAMI and MSM. However, a private consultancy is perceived not to be financially sustainable. 60% of all respondents think that financial sustainability is possible with a relation to training and graduate programs.

## 2. Value chain analysis

Value chain analysis is an important methodology for Round Table Africa, used to identify gaps and opportunities for sustainable economic development. The researchers were asked whether they consider the value chain analysis a sound tool for identifying potential business projects. The overall response was positive:

Yes	60.7%
Depends	39.3%
No	0.0%

Main comments made are that apart from the value chain analysis, considerable attention should be given to a sound stakeholder analysis, the institutional (business) environment and sector competitiveness.

*"A useful tool but it is not enough; the business environment, the market penetration strategy and positioning and the financial plan must also be developed in a comprehensive way."*

*"Value chain analysis aids in assessing profitability and constraints in processes and movement of products at various stages. These are fundamental requirements for identifying opportunities."*

*"It can be difficult for an actor outside the chain to perform the analysis and obtain relevant data, which is reliable to base the intervention for value chain development."*

## 3. Country and sector diversity

Round Table Africa is spread over several countries and a variety of economic sub-sectors. This resulted in a diversity of value chain analyses. The respondents were asked to give the most important Pro's and Con's of this approach.

### In favor of diversity:

- Comparative
- Broad expertise
- Expertise (researchers) spread over the region
- Development opportunities in many countries
- Identification of regional opportunities – promotes regional integration
- Potential to identify commonalities of value chain development approaches.

*"The diversity in itself is strength. The world is now a global village and there are a lot of synergies in collaborative arrangements cutting across different countries."*

### Against diversity:

- Fragmentation of capacity, knowledge and resources
- Questionable whether comparison between different countries and sectors is possible
- Generalization of information may not be possible due to context specificity
- Costly for students, because 2 regions in different countries need to be analyzed per student
- Selected sectors in some countries were not crucial.

## 4. Round Table meetings

The Round Table meetings are the pivot of Round Table Africa in which all stakeholders relevant for economic development should meet. It has been the intention to organize 5 country specific meetings with each 50 participants. Respondents are asked what they perceive to be the most important aims for these meetings.

Response: Aim of RTA meetings	Number of times selected
-------------------------------	--------------------------

To exchange and distribute information	21x
To get commitment of important stakeholder	18x
To do matchmaking and networking	15x
To identify concrete business opportunities	15x

The respondents were also asked to give their opinion on the idea to become more flexible in the type of Round Table meetings to be organized. These may be sub-sector specific or on district, country or regional level. The large majority of respondents is in favor of small, sub-sector specific meetings, possibly to be followed-up by a big international conference. 30% of the respondents prefers national meetings, covering the most relevant (sub-) sectors.

*“The combination of several sub-sectors in one meeting will stimulate exchange of ideas/approaches. At such national meetings sub-sector workshops can be organized to take concrete steps towards sector development. At the end of the whole trajectory you, obviously, must have one big conference to evaluate the program and look at the future.”*

*“Sector specific meetings would be effective in attracting interested participants who would be able to exchange and deliberate on the sector specific issues and at the end of the meetings, most likely a number of opportunities would be discovered and pursued further through close-knit networks.”*

## 5. “Partnering with Africa” seminar, May 2008

Regarding the “Partnering with Africa” seminar, which Round Table Africa organized in May 2008, the respondents were given the opportunity to describe the most important outcomes for them and make suggestions for improvements.

First of all, the ability to exchange ideas, obtain information and get insight in the views of potential investors and relevant stakeholders from specific sub-sectors was perceived as an important outcome of the seminar for the majority of the respondents. In addition, for the DBA candidates, an important contribution of the seminar was the feedback provided by the participants, related to the content and quality of their research (fine-tuning of the topic, focus of research, suggestions for improvement).

Secondly, networking was perceived as an important outcome of the seminar, i.e. meeting with a wide variety of actors and potential investors, and interacting with African and European professionals.

Finally, a few positive outcomes were related to the awareness created about Round Table Africa program, the valuable insights obtained during the lecture of Prof. C. K. Prahalad and the recognition of the Value Chain Analysis as a tool to identify business and investment opportunities.

*“I came to realize that it is a challenging program: on the one hand students need to produce scientifically sound results, on the other hand, stakeholders look for applied research that helps them to solve problems. Yet, it is exactly this tension that makes RTA unique.”*

Suggestions for improvement were quite diverse. The most important mentioned by the majority of the respondents relates to the type and quality of information presented. This can be explained by the fact that the presentations were based on preliminary results of applied research, which was not yet in an advanced stage. The positive side of this is that it enabled the DBA candidates to fine-tune their research and focus on most relevant aspects. However, several cases were considered as too academic, without a link to practice. Moreover, the comment was made that investors require concrete data on opportunities and financial requirements in a sub-sector, which was lacking in most of the cases.

Another important suggestion made is related to the available time for presentations and individual discussions and the set up of the workshops. As several DBA candidates were grouped per thematic workshop, there was lack of time to discuss presentations individually. Moreover, several DBA candidates suggest that preparation for the seminar was rushed and more time is required in the future to prepare a workshop. Related to this comment, the contact between DBA candidates

and their supervisors requires improvement, i.e. more guidance from supervisors to prepare the presentations.

Next to this, three other areas of improvement mentioned are: a) the speakers, b) presence of invitees (*“potential investors did not show up, perhaps due to lack of being notified on time”*), and *“allocation of time for formal and informal meetings between students and investors”*.

## 6. Information and networking

The respondents are asked to give their opinion on the information and networking component of Round Table Africa. Although 42% agreed that this program is providing the international donor and business community with evidence based information on sustainable business and is creating a network of practitioners, 27% disagreed. The most important comments and suggestions made are:

- More space on the website for summaries of the research work
- Pro-active promotion of expertise, for instance by stimulating researchers to visit a conference in Africa or Europe to present research findings
- Start writing articles for existing practitioners' journals
- (Quarterly) journal.

## 7. Institutionalization

Business development requires a supportive institutional environment. The respondents were asked whether they think that additional networks or platforms in Africa are needed, and more in particular whether Round Table Africa should set-up or strengthen sector-based Partnership Committees in different countries. The idea of these committees is that they are composed out of representatives from public and private organizations and aim to initiate sector-specific projects.

Regarding the need for additional structures, almost 70% of the respondents think that such structures are important. However most of the people stress the need for **strong local / national commitment** from a diversity of stakeholders.

*“Local actors who will lead such platforms have to be committed and see the benefits of such a platform. Therefore, it means that such a network should be initiated in a 'bottom up' manner.”*

A counter comment is also made, stating that *“it is a function of the prevailing government/policy environment in each country and the vision and leadership of the governments.”*

Regarding the idea of setting up Partnership Committees, the respondents are overall positive but stress the need for commitment and make a variety of suggestions:

- Create working groups of the Chamber of Commerce and Industry
- It requires a good administrative body and facilitator/project manager
- Focus only on potential strong sectors, where the actors are committed to contribute actively to a partnership.
- Parties involved need an incentive to participate
- Ensure involvement of DBA students
- Take care of patronization by politicians
- Terms of Reference should be carefully thought out and owned by Africans.
- Start with linking stakeholder groups/committees to individual projects. These could later evolve into sector-based committees.

*“As far as the flower sector in Kenya is concerned, this idea is welcome as it will create a non-partisan and independent organization to support the business sector with information. There are many investors wanting to invest in the sector but it is difficult for them to get the required information as the existing institutions are serving specific interests.”*

## 8. Program Management

The respondents were asked to judge the program management of Round Table Africa, entailing a Steering Committee, a director at MSM, a coordinator at ESAMI, and support staff.

	Totally disagree	Disagree	Neutral	Agree	Fully agree	I do not know	Response Count
The internal communication is well organized.	0.0%	30.8%	15.4%	<b>38.5%</b>	11.5%	3.8%	26
The financial resources are sufficient for a professional implementation of the program.	0.0%	15.4%	19.2%	23.1%	15.4%	<b>26.9%</b>	26
The human resources are sufficient for a professional implementation of the program.	0.0%	<b>30.8%</b>	26.9%	23.1%	11.5%	7.7%	26

Comments made are all related to the work by the researchers (DBA students):

- A more coherent and continuous coaching of the students/researchers is needed. The quality system in place does not respect any standard method, which makes its efficiency and effectiveness doubtful.
- There seems to be a problem in commitments and time-constraints of several supervisors
- Improve communication with the researchers
- More intense communication between DBA students and their supervisors is needed.

“ESAMI needs to be more involved like in the area of taking action on a delay by a supervisor to communicate to his/her student and also to issue progress reports. Research costs are not catered for by the program. This I believe will greatly impact on the ability of the researchers to conduct their fieldwork. The number of supervisors is quite small given their busy schedule.”

Last, regarding the roles and responsibilities, critical comments made refer to the need to:

- Clarify and strengthen the role of ESAMI
- Critically assess the roles and responsibilities within the MSM team: there seems to be too many chains of commands
- Improve the quality management system, to become result based.

## 9. Outputs and Outcomes

In the original project proposal, the outputs and outcomes are described that Round Table Africa should have achieved by the end of 2010. Respondents were asked to assess in how far they expect that these targets will be met, but they found it difficult to do so, resulting in non-informative quantitative results. The qualitative comments however demonstrate that people think that in particular the desired outcomes (income and job creation) may be overoptimistic and not easy to achieve within the project time frame.

From a more principle order is the following statement:

*“The method and the coverage do not cover all the aspects required for successful business launching or re-engineering. The people involved as supervisor have no first hand entrepreneurship experience. The coordinators must be aware that they are confused in setting objectives: most of the realizable ones concern “inputs” to the system (activities, events created, contacts set etc...). The link with the few important output (socio-economic) indicators is not proven. Other external factors interfere in a complex way. This is the missing part of the RTA project.”*

## 10. Conclusions

*“Round Table Africa appears to me a very relevant approach to development in Africa, and hence needs every support to make the idea work.”*

Overall the respondents are reacting positively about the objective and approach of Round Table Africa. Capacity is being created, valuable research executed, the value chain analysis is seen as a useful methodology, and new networks are starting to emerge.

The main challenges for the second phase of the program can be summarized as follows:

1. Ensure formalized commitment (by Terms of References) of market parties in the development of potential business projects.
2. Improve support to and communication with researchers (DBA students) and supervisors to guarantee useful and reliable research findings.
3. Re-assess and agree upon roles and responsibilities between MSM and ESAMI to ensure local ownership and a more effective and efficient management.
4. Adjust the current set of outputs and outcomes into a more realistic one with indicators.

Last, the method of using an online questionnaire seems to be an effective and cost-efficient instrument for collecting feedback and input on an international program like Round Table Africa. As such it is worthwhile to incorporate such a mid-term evaluation in other MSM projects.