

Round Table Africa

Expertise development on sustainable business in Africa

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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.

2. Conclusions & recommendations 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. Realization against targets

Format program monitoring overview RT Africa, MSM

Realization by August 2009

Objectives	Inputs	Indicators	Targets	Verification
To empower regional and national organisations and stakeholders (civil society, government and private sector) to make effective use of sustainable economic business opportunities To catalyse lessons learning and knowledge sharing on sustainable economic business by local, regional and international actors.	ESAMI Capacity development programme & the sectoral-chain programme	Implementation of detailed annual action plans with budgets	Euro 1.300.000 + Euro 790.000	Annual Reports and Accounts 2007 - 2010
	Information, advocacy and networking programme	Implementation of detailed annual action plans with budgets	Euro 465.000	Annual Reports and Accounts 2007 - 2010

Realization against targets	Issues
? Ask Rob Robeers	1) Explanation % underrealisation. 2) Expenditure in relation to costs Programme Management
? Ask Rob Robeers	1) Explanation % underrealisation. 2) Expenditure in relation to costs Programme Management

Outputs	Indicators	Targets	Verification
Institutional structure set-up at partner organisation in 5 countries	Action plans for match-making and business development per country	5 out of 5	Annual Report and Accounts ESAMI
Increased match-making capacity of partner organisation in 5 countries	No. of staff trained	20	Annual Report and Accounts ESAMI

Realization against targets	Issue
1 (Arusha): in 2008 communicated to MoFA that we have shifted from a country base towards a sector/value chain base. More centralized structure at ESAMI HQ is being set-up with sector specialists. Plus a branch office in Kampala (UG)	1) Availability of Action plans for match-making and business development per sector/value chain. 2) Proof of institutional structure able to do the work. 3) Record of progress in ESAMI Annual reports and Accounts
29 people from 7 countries of which ? staff member of ESAMI	1) Proof of the actual involvement by these 29 people in match-making activities. 2) Record of progress in ESAMI Annual reports and Accounts

5 Round Table Africa meetings organised	All stakeholders present	Representatives of civil society, private sector, and government institutes	Participants list Round Table meeting	Number of RTA meetings organized? Overview of type of participants? In 2008: 4 meetings in Africa + 1 meeting in NL (May conference). In 2009 another 4 have been organized in Africa.	Structured availability of participants lists -> advice to use standardized format, network analysis
New information generated distributed among stakeholders in Africa and Europe	No. of publications, lectures and conferences	6 publications, 10-12 lectures, 2 conferences	Annual Reports and Accounts 2007 - 2010	1) 5 e-newsletters published, 1 article in IS, 1 conference paper. 2) 1 conference (May 2008). 3) No comprehensive listing available of relevant lectures given (2009: 1 UM lecture + 4 Clingendael).	1) Publication of policy briefs (as was promised in proposal) -> consultant? 2) Need to list all relevant guest lectures to Dutch students: is important to demonstrate outreach among Dutch citizens
Operational and up to date value chain & stakeholder database	1) Database plan with technical and user requirements + agreement on updating and management; 2) URL accessible in the public domain	1 online accessible database in the public domain, updated by all project partners, with data of at least 5 value chains + related stakeholders	Annual Reports and Accounts 2007 - 2010	Databases are technically available, but not used. Start made with collecting resources. No information on stakeholders available nor put into the system. Competitiveness data gathered by DBA students are not meeting the system requirements (not in line with MPvD's model)	1) Ensure demand-based development and use of the databases. 2) Clarify ownership and management of the systems and act accordingly. 3) Systemized collection/updating of data
Outcome	Indicators	Targets	Verification	Realization against targets	Issue
30,000 members of producer organisations with access to expertise + resources	Number of BDS requests	50	Annual Report ESAMI	5 BDS requests received so far: 1 from the Potatoe Association in Nairobi, 2 from the Tanzania milk association and 2 from the oilseed sector in Tanzania	1) How to work towards more BDS requests by producer organizations? 2) Role ESAMI versus MSM? 3) Availability of structured info per request and how it is handled -> lessons learned 4) Record of progress in ESAMI Annual reports and Accounts

30 organisations with advocacy & lobby activities	No. of concrete activities undertaken towards national government institutes	2	Producer organisation reports	2 lobby activities undertaken (100% on target): so far we received requests for lobby support from the milk and oilseeds sector. Associations are going to get capacity building support	1) Role ESAMI versus MSM? 2) Availability of structured info per request and how it is handled -> lessons learned. 3) Record of progress in producer organizations' reports
10 public sector organisations strengthened	Number of officials involved in Round Table program per country	10	Annual Report and Accounts ESAMI	30 officials involved in RT's from various ministries and regulatory bodies (in particular Ministry of Mines in Zambia & Tanzania)	1) Structured availability of participants lists -> advice to use standardized format, network analysis 2) Record of progress in ESAMI Annual reports and Accounts. 3) Availability of structured info per RT and how public org is strengthened -> lessons learned
30,000 households with improved economic situation	Increase in net income	+ 100 Euro per year	Sector analysis (2007) ; Producer organisations inventory (2010)	? : Together with SNV, RTA produced a guide book for oilseeds processors in Tanzania for the local farmers (distribution 15,000). In Kenya, RTA matched the potato farmers directly with the processor (5,000 farmers)	How to measure / verify impact on income? Questionnaire?
successful 15 matches made	New capital committed or invested	100% (15 matches)	Producer organisations inventory / Business associations / Annual Report ESAMI	1, in the Jatropa sector (country?). In addition, RTA is - together with Match Maker Associates (MMA) and SNV - preparing an instrument for social investors in order to link up with proven entrepreneurs -> structure should be in place by the end of 2009	1) How to come at least nearer to the target? 2) Record progress in ESAMI Annual Reports. 3) Availability of structured info per matchmaking process and how it is handled -> lessons learned

New sustainable economic initiatives in PRSPs	PPPs supportive environment created	Explicit acknowledgement in national government policies of PPPs as important instrument for economic development	New PRSPs, progress reports or reviews	?	1) Justify relation between RTA and this target. 2) Proof in governmental documents of positive action towards PPPs
Improved economic position of women	No. of women entrepreneurs or women working in a business	30% of 450 new jobs	Producer organisations inventory / Business associations / Annual Report ESAMI	? (women are specifically invited for the RT's)	1) How to come at least nearer to the target? How to ensure explicit focus on gender/women in the realization of RTA? 2) Record of progress by business info and in ESAMI Annual reports

Sustainability indicator	Risk factor	Gender	Foreseen contribution to MDGs (EUR and amount)
Income out of business consultancies (civil society), match-making processes (private sector, internationally), and public sector consultancies	No interest in PPPs among national stakeholders	Number of women entrepreneurs or women working in a business: 30% x 450 new jobs.	MDG1: 450 new jobs + 30,000 households with improved economic situations + 15 new economic activities + 30 existing business strengthened ; MDG3: 30% of 450 new jobs + 30% of 30,000 households; MDG8: Explicit acknowledgement of PPPs in PRSPs as important instrument for economic development + 15 new economic activities

4. Action Plan 2009

4.1 Modification in relation to project proposal

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).

4.2 Main lines for 2009

The main lines for 2009 are:

- Increase ESAMI capacity for partnership brokerage and value chain development
- Initiate sub-sector and country specific multi stakeholder processes
- Start setting-up or strengthening multi stakeholder platforms and national or sub-national level
- Identify concrete sustainable business and economic development projects
- Building-up an online resource center on sustainable economic development in Africa
- Publication of first results, among others in a book.

4.3 ESAMI expertise development program

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.

Activity 4.1 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.

Planning 2009

Activity	Realization	Q1	Q2	Q3	Q4
Recruit RT Economic Advisors					
Formulate action plan 2010 for RT Africa.					
Calculate income and expenses 2010 for RT Africa and RT Tanzania.					

Activity 4.4 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). There were possible and appropriate, external experience and expertise will be incorporated.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Advice and coaching to ESAMI economic advisors	DB				

Activity 4.5 (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.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Formulate implementation plan for set-up (virtual) library at ESAMI.					
Collection building, data gathering.					

4.4 Objectives Value chains program

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.

Activity 5.2 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.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Further technical refinement of database.					
Collect and input data on stakeholders					
Collect and input data on international investors and financing institutes					
Collect and input data on competitiveness					

Activity 5.4 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.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Final selection of sub-sectors per country	Ec Advisors				
Exploring existence of multi stakeholder platforms	Ec Advisors				

Initiating multi stakeholder dialogue with first brainstorming meetings	Ec Advisors				
Develop concrete sustainable economic development projects through multi stakeholder dialogue	Ec Advisors				
First concrete projects formulated	Ec Advisors				
Institutionalization (or strengthening) sector-specific multi stakeholder dialogues	Ec Advisors				

Activity 5.5 Capacity building / Advice

This activity is integrated in activity 5.6.

Activity 5.6 Matchmaking

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 5.5 and 5.6 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.

4.5 Objectives Information, advocacy and networking program

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.

Activity 6.1 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.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Updating e-platform					

Activity 6.2 Financing institutes

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

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Negotiating with financing institutes, dependant on identified projects in Africa	MN				

Activity 6.3 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.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Publication and distribution of 10 conference papers.	Researchers				
Publication and distribution of 4 e-newsletters.	JK				
Arrange for free publicity in relevant magazines – newspapers – websites – etc.	HM / DB				
Publish 2 academic articles on the Round Table approach and results of the value chain analyses.	Researchers				
Publish 1 book composed of best papers submitted by all researchers.	JT / DB				

Activity 6.5 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.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Organization of at least 5 lectures in study year 2008 – 2009.					

Activity 6.7 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.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
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Active membership of Agri-profocus					
Execute advocacy, lobby, and networking activities if deemed necessary within the context of the multi stakeholder process in Africa					

4.6 Objectives Program management

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.

Activity 7.1 Coordination

Project coordination, planning and reporting.

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

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Quarterly reporting + adjust planning or confirm planning.					
Submit Annual and Financial Report 2008 incl. explicit reference to monitoring protocol.					
Request 5 th installment based on liquidity planning 2nd semester 2009					
Formulate action plan 2010					
Calculate budget 2010					
External and internal promotion of the RT Africa program and concept.					
Regular team meetings MSM and ESAMI					

Activity 7.2 Steering meetings

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

Activity planning: one meeting per year.

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
Organization of steering committee meeting					
Agree upon action plan and budget 2010					

Activity 7.3 Project administration

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

Planning 2009

Activity	Who	Q1	Q2	Q3	Q4
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Administrative support.	JK / BT				
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4.7. Actions 2010

In 2010, a few additional, large activities are of importance. These are:

1. Organize an international conference in the second semester 2010
2. Organize and facilitate an external evaluation (end 2010)
3. Ensure sustainability beyond 2010 (scenario 1: with new MFS funding; scenario 2: without new MFS funding)

5. Criteria RTA projects

Proposal: A capacity building, matchmaking or policy research project
Contract Authority: Round Table Africa/ ESAMI
ESAMI Coordinator: Dr. Ven Mvano
Project Director: Drs. Diederik de Boer

General

Maastricht School of Management (MSM), the Eastern and Southern Africa Management Institute (ESAMI) in consortium with the Expert Centre for Sustainable Business & Development Cooperation (ECSAD) are involved in a multi-year project titled Round Table Africa (www.roundtableafrica.net).

Overall the objectives of the project are to enhance the research capacity of ESAMI and to initiate a sustainable business environment in selected countries in East and Southern Africa.

Criteria

The project should adhere to the following criteria:

- a. The proposed RTA project should address value chain constraints or opportunities with the aim of generating more sustainable business;
- b. The proposed project should be a result of a round table (indicate which);
- c. The proposed RTA project should contribute to at least one of the desired outcomes of Round Table Africa, see the listing below. Quantify as realistic as possible;
- d. The project should be costing no more than 10.000 USD and the time horizon should not exceed one year;
- e. A RTA expert should be involved in the implementation;
- f. The proposal should include the context, a problem, an analysis, proposed activities, expected outputs and outcomes, proposed experts, a timeframe and a budget;
- g. The proposal should not be more than 10 pages;
- h. Applicants can only be stakeholders from organised (pre) round tables.

RTA desired outcomes

	Desired outcome	Indicator
1	Increased number of members of producer organisations with access to expertise + resources	Number of BDS requests
2	Increased number of organisations with advocacy & lobby activities	No. of concrete activities undertaken towards national government institutes
3	Public sector organisations strengthened	Number of officials involved in Round Table program per country
4	Number of households with improved economic situation	Increase in net income
5	Successful matches made	New capital committed or invested

6	New sustainable economic initiatives in national PRSPs (Poverty Resudction Strategy Plans)	PPPs supportive environment created
7	Improved economic position of women	No. of women entrepreneurs or women working in a business

Procedure

Proposals are to be submitted to the RTA office at ESAMI [CONTACT Details] and will be reviewed by the ESAMI Coordinator for endorsement by the Project Director. The applicant will be informed in writing about the decision within a period of maximum 4 weeks, including details on payments and reporting procedure.

6. RTA Multi-Stakeholder Meetings: procedures etc.

Rationale

One of the main projects of the Sustainable Development Center of Maastricht School of Management is the Round Table Africa program. The goals of the program are twofold. First, it aims at capacity building in the field of applied research by supporting African DBA candidates who examine particular economic sectors in Southern and Eastern Africa. Their research focuses on developing sound recommendations for enhancing business opportunities in the sectors studied. The second goal of the program, then, is to bring these recommendations into practice and thus generate momentum for sustainable business development. In order to explore and gain support for seizing such business, policy and investment opportunities, Multi-Stakeholder Meetings are organized by the concerned DBA student(s).

Goals RTA-Multi-Stakeholder Meetings

- Verify the key issues that hamper sustainable economic development in the sector or value chain under study as identified in the DBA research.
- If applicable, identify alternative issues by workshop participants.
- Verify possible solutions to these issues in terms of technological, institutional or organizational measures as identified in the DBA research.
- If applicable, identify alternative solutions by workshop participants.
- Create commitment and the infrastructure to put these solutions into practice. That is, to set up Issue Working Groups chaired by an industry leader who has the commitment and capacity to instigate change, to engage in fundraising to realize the potential for change & to monitor and report on the progress and impacts of these activities.
- Gain insights into the participants' assessment of the RTA-Multi-Stakeholder Meeting (see Questionnaire Participants, not enclosed).

Tasks DBA student as organizer of RTA-Multi-stakeholder Meeting

- Draft and submit a proposal to organize a RTA-Multi-Stakeholder Meeting to the Project Administrator of RTA (format for such a proposal drafted);
- Once the proposal has been approved, organize the RTA-Multi-Stakeholder Meeting within the budgetary and temporal boundaries;
- Per 2 weeks, report to the RTA Project Administrator on the progress of activities and discuss the precise terms and targets for the upcoming period;
- Draft an internal report of the meeting (both in Word and PdF version);
- Draft an external summary report of the meeting to be send to the participants and other interested parties (both in Word and PdF version);
- Draft a website text on the RTA-Multi-Stakeholder Meeting including pictures;

Please note that the DBA candidate will be under the overall guidance of the Director of Sustainable Development Center (SDC/MSM), and the immediate guidance of the Project Coordinator of the Round Table Africa program.

7. Human capacity

Team members ESAMI

Name	Function	Initials
Prof. Bonard Mwape	Member Steering Committee	BM
Ven Mvano	ESAMI Coordinator	VM
Benard Tayebwa	Research assistant - administrator	BT
Bukasa Chachage	Economic Advisor	BC
Names other Economic Advisors		
Steven Dulle	Driver - clerk	SD

Team members MSM

Name	Function	Initials
Meinhard Gans	Member Steering Committee	RT
Diederik de Boer	Project Director	DB
Robert Goedegebuure	DBA Coordinator	RG
Meine Pieter van Dijk	Professor of Entrepreneurship in Emerging Countries	MP
Huib Mudde	Communication Manager	HM
Jacques Trienekens	Value Chain advisor	JT
Jakomijn van Wijk	Research Coordinator Sustainable Tourism	JW
Rob Robeers	Financial Administrator	RR
Johanna Korff	Executive Assistant	JK

Organogram RTA

Steering Committee		
Project Management: Director (DB) & ESAMI Coordinator (VM)		
Academic Program	Business Program	Bureau
DBA Coordinator (RG) *	Economic Advisors (4)	Project Administrator (BT + JK)
Supervisors		Financial Administration (RR)
		Driver – Clerk (SD)

* Reports for generic DBA issues to MSM's Head of DBA Department