

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

Report 2007



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. Summary report 2007

A good start

Being a completely new program, the first semester of 2007 has been focused around setting up the formal and logistical infrastructure in Tanzania and the Netherlands. A detailed contract between MSM and ESAMI has been signed in which roles and responsibilities are described, to be reviewed annually. This clarity – together with several face-to-face meetings by different staff members on different levels in the organization – started to bear fruits in the second semester: three workshops, a research framework, more than 30 researchers with supervisors, a program website, and a positive Steering Committee.

Round Table process

In 2007, the general notions as outlined in the project proposal have been elaborated, both process and content. Regarding the process, the multi-stakeholder process is further defined, including a roadmap. This is presented in the next chapter.

In essence, we state that this process needs more emphasis and will be tailored according to the specificities per country and chains. The involvement of key stakeholders as early as possible in the dialogue process is crucial. For this reason, involving the diversity of value chain stakeholders will be shaped through the organization per identified cluster of so-called pre-Round Table meetings. These meetings will be the starting point for getting actors involved, based on preliminary outcomes of the analyses. ESAMI will act as neutral facilitator. Per cluster, agreement will need to be sought on when and with whom a high level Round Table Meeting can be organized. Per cluster the process may differ, and result into more or less institutionalized platforms.

In the Netherlands, this process will be mirrored by the organization of about three pre-Round Table meetings with actors in Europe.

Value chain analyses and development

Regarding content, a format has been developed on how to do a value chain analysis, based on existing literature, and experiences within and beyond Africa. This format has been part of one of the training workshops to the African analysts, and is field tested for two value chains (tomato and furniture, Iringa region, Tanzania).

Starting from a business perspective, actors, opportunities and constraints are identified, leading to concrete recommendations on how to add more surplus within the African country. This should lead to economic growth and creation of jobs. See the respective chapter.

In addition, a model has been developed to measure the competitiveness of a geographical area. The model entails nine clusters of indicators like level of education, infrastructure, and GDP-growth, based on extensive field research and publications. The importance of this model lies in its

supportive role to understand why similar economic activities in different areas or countries have different results.

The next challenge will be to transform the analyses into concrete developmental activities. Matchmaking strategies will be developed based on the outcomes of the pre-Round Table meetings and on general experiences of setting-up partnerships. Matchmaking may have a private to private nature, a public to private nature, or a tripartite nature with civil society involved as well. In other situations or parallel to matchmaking, concrete capacity development needs may need to be addressed or improvements of the regulatory and physical infrastructure.

Selected sub-sectors

The above has resulted in the recruitment and training of African researchers, agreements on supervision by senior experts from several universities, and the selection of around thirty (sub-) sectors in which value chains will be analyzed. Selected value chains are from the following industries and countries:

Industry	(Sub-) sector	Country of research
Extractive industries	Mining	Zambia, Zimbabwe, and Tanzania
(Applied) agricultural industries	Fishery	Uganda
	Sugar	Tanzania
	Textiles	Tanzania
	Tea	Kenya
	Timber	Uganda
	Biofuel	Zambia and Kenya
	Horticulture	Tanzania and Zambia
	Supermarkets	Kenya, Tanzania, Uganda, and South Africa
Manufacturing industries	Packaging	Tanzania and Kenya
	Construction	Kenya
Service industries	Telecom	Kenya
	Drinking water	Kenya
	Tourism	Botswana, Kenya, Mauritius, Rwanda, Tanzania, and Uganda
	Banking - micro finance	Burundi, Kenya, Rwanda, Tanzania, and Uganda

Information and communication

Parallel to these exercises, the information, communication and networking program started to get shape. The largest effort has been the set-up of a complete new online, web-based database. User requirements have been formulated for a database, locally tested with data from the furniture and the tomato value chains in the Iringa region (Tanzania).

Furthermore, a communication strategy has been formulated, and implementation started with the creation of a house style, the set-up of a website (www.roundtableafrica.net), the publication of e-newsletters and a flyer, and with linking-up with existing networks like MVO Netherlands, Agri-Profocus and Partos. conference 2008 in Surinam

Networking

A key focus of the activities in 2007 has been to actively seek for cooperation with other organizations and networks. This was the more important, because Round Table Africa is a new program and MSM in its role as development organization was not well known. The result are

intensive bilateral contacts with o.a. MVO Platform, MVO Nederland, IDUT (tourism), OxfamNovib, Hivos, Cordaid, ICCO, SNV, KIT, and Rabobank, and affiliation with Agri-Profocus and Partos (pending).

In Africa, networking is done by organizing stakeholder meetings per country or per cluster of value chains.

Geographical division

Whilst the project proposal and rollout model were based on a country perspective, the realization in 2007 has learned that a value chain centered approach is more logical. These chains may have a national focus, but often have supranational implications and stakeholders. Therefore the strategic decision has been made to shift from an equally shared division among the ten ESAMI countries towards setting-up three to five geographically spread knowledge clusters, each with a different focus. Per cluster, an ESAMI country office will be assigned for coordination, and one supervisor will be tasked to monitor progress and quality of the respective analyses.

This shift has direct implications for the implementation of (1) the ESAMI expertise development program, and (2) the value chain program. It is understood that the available budget can be targeted in a more cost-effective manner, and knowledge management within and beyond ESAMI will be easier.

The choice of the knowledge clusters is based on the first analyses done in 2007, the economic importance of some of the ESAMI country offices and the countries in which research will take place:

Knowledge cluster – industry	ESAMI country office
Overall coordination	HQ, Arusha (TZ)
Manufacturing industries	Nairobi (KE)
(Applied) agricultural industries	Kampala (UG)
Extractive industries	Lusaka (ZM)
Service industries	Arusha (TZ)

3. The Round Table process: from research to sustainable economic development

The Round Table Africa project has two different phases. First, the research phase combined with DBA. Second, the phase in which the results of the research will be used to increase economic activities. The multi-stakeholder approach, with per (set of) value chains a so-called Round Table Meeting that should lead to concrete activities in the area of capacity building, matchmaking or policy support, is at the centre of the second phase. However, the most important and realistic desired outcome is the set-up per industry (or interrelated set of value chains) of a multi-actor platform that will act as a solid basis for future economic development within the region.

In the project five of these processes will be undertaken, one per industry, over a period of 2 years (2008 – 2009). In principle each process will follow the same roadmap, but will be adapted based on the specificities of the respective industry and moment. In addition, the processes that start later in time will incorporate the lessons learned from earlier processes.

The ideal process is as follows:

	Activity	Timing
1	Main stakeholders identified + included in database.	T
2	Basic information on respective value chain available.	T
3	Stakeholder meeting in Africa to start dialogue process (so called Pre-Round Table).	T + 2 months
4	Stakeholder meeting in Europe, taking on board the results of the African meeting (so called Northern Pre-	T + 3 months

	Round Table).	
5	Research analysis ready.	T + 4 months
6	Stakeholder process to identify possible options.	T + 2-6 months
7	Draft plan ready for final negotiation at Round Table meeting.	T + 6 months
8	Round Table meeting in Africa.	T + 7 months
9	Plan ready for follow-up activities:	T + 9 months
	<i>capacity building</i>	
	<i>matchmaking</i>	
	<i>policy support & lobby/advocacy</i>	
10	Implementation of capacity building, matchmaking and policy support/lobby.	T + 10 months

The main difference between this roadmap and the project proposal is a stronger emphasis on stimulating involvement and ownership by the different actors. This is done by the organization of two additional meetings (in Africa and Europe) to kick-start the consultation process. This process should lead to a draft document – a Round Table Declaration on value chains XYZ – identifying concrete actions by different stakeholders. This document will be the input for the actual Round Table meetings with national and international stakeholders.

Preconditions for the start of the Round Table process are:

- an operational database;
- meetings with the respective Dutch embassies – to agree on their involvement in the process.

4. The analytical framework

Format for Value Chains Analysis

The objective of the value chain analysis in the Round Table Africa program is gaining access to, or improving the position of African suppliers in global or regional value chains. By analyzing chains, society actors (civil society actors, public and private sector actors) will get an insight in how society can be assisted in sustainable economic development. By analyzing chains we can understand the opportunities in a chain but also the obstacles in operating (sustainable profitable) chains. Obstacles are for example the lack of adjusted banking products, the non-existence of sound (industrial) policies, the absence of organised farmers, high trade tariffs, lack of technology and knowledge of consumer requirements and market demand, etc.

The Round Table Africa program focuses at the identification of sustainable chains in which the market demand (global or regional) is the leading selecting factor. Hereby, potential selected chains should maintain and generate employment in Africa, be sustainable from a social, environmental and economical point of view and consider the gender aspect within the chains.

As such the value chain development takes a holistic approach, whereby joint action is geared to make the entire chain perform better; i.e. it does not only look at one type of actor in the chain but at the entire chain. Through the value chain approach (preceded by an economic mapping and sub sector selection) one looks from the market perspective: how can the chain actors improve (or join) the most promising chain in order to serve the end-consumers best and benefit from this improved access (and value adding). This implies that within the value chain development one analyses the chain, identifies constraints and opportunities, before one can start thinking about solutions. The understanding of how the chain is governed, i.e. the (power) relations and the dynamics, and how (and with whom) one can start building alliances or partnerships should be present. Only thereafter, joint action can be initiated, and interventions and mobilisation of stakeholders and potential match making can take place.

All the analyses make use of the same framework providing an overview of several steps, which should be considered in order to perform the value chain analysis and to provide input for the round tables of RTA program.

- 1) **Mapping of the value chains in a sub-sector** in order to identify actors, roles, relationships, markets (segments) and channels (product flows). The main line is the flow of the products: how do they go from one to another; from raw materials, through assemblies, sales up to the consumption by the customers:
- 2) **Detailed information on the activities, processes, transactions.** Measure Among others, the relative value accruing to different levels, locations and stakeholders of the chain is measured.
- 3) **Institutional environment.** Factors (and related actors) are described that have an influence on the value chain development from an international, national and local level. It also includes the impact of rules and regulations on the selected chain actors. These factors can be internal (referring to the process directly related to the chain activities) and external (the enabling environment).
- 4) **From Value chains analysis to Value chain development.** Opportunities and constraints are identified for value chain development.

Examples of constraints and opportunities

Based on MSM expertise and input from Value Chain Analysis course by MDF followed by MSM staff, a listing of possible constraints and opportunities for value chain development is composed.

- Technological/ product development
 - o Small-scale farmers lack access to appropriate tools and machinery (technologies) which decreases their yield
 - o Opportunity for equipment manufacturers to offer leasing of tools/machinery to producers and thereby improve product quality
 - o Lack of technical skills of producers to produce to European buyer specifications reduces their income and market access
 - o Certification and higher demand for traceability of products (especially food)
- Market access
 - o Lack of linkages to large buyers decreases sales potential of actors
 - o Lack of information on standards reduces actors ability to produce to buyer specifications (could be also certified products),
 - o Lack of marketing organizations or brokers limits market outlets for actors,
 - o High transportation costs increases the price of actors production
- Organisation and management
 - o Inability of producers to organize for economies of scale limits their opportunities to access higher value markets,
 - o Actors lack ability and time to conduct accounting
 - o Actors lack skills to develop business plans
 - o High rejection rates result in loss of income for producers and buyers
- Regulatory (policy)
 - o Import taxes on inputs penalize small-scale producers and reduce the competitiveness of local production,
 - o Artificial price subsidies prohibit the emergence of SME producers,
 - o Lack of government regulations results in poorly constructed marketplaces
 - o Lack of government contracting procedures that favour SME reduces their opportunity to engage in public sector bids
- Finance
 - o Farmers are unable to pre-finance improved inputs,
 - o Opportunity for exporters to access commercial funding and increase their purchases from small-scale producers
 - o Inability of SMEs to provide adequate collateral decreases their access to working capital loans
- Input supply

- High prices of inputs restricts use by small-scale producers,
- Use of poor quality raw materials by actors results in inferior products unable to meet market demands,
- Producers in remote rural areas lack access to inputs which reduces their productivity
- Infrastructure
 - Poor roads (or electricity, refrigeration facilities, telephones, etc.) increases the price of final products and makes competing with imports more difficult

Competitiveness analysis

Regional development in Southern Africa requires regions and value chains to increase their competitiveness. The challenge is how to get insight into the success indicators. How can we measure competitiveness in such a way that data can be compared and that at the same time be supportive to sustainable economic development?

Measures of competitiveness can be used at the national, the regional, city, the sector or the enterprise level. At the national level, a stable political and economic environment and sound political and legal institutions are the macro-economic and political factors supporting competitiveness.

Regional indicators

At the regional level, the regional per capita GDP would tell you something about the dynamics of that region. In addition, one should look for the share of a dynamic sector in this regional GDP. That could be its share in production, employment or regional exports. Competitiveness is also related to education and innovation in the region. Such variables may be related to the development of the regional infrastructure and of the financial sector. Indicators for the supportive role of the government sector could be the level of organizational capacity and the ability for policy formulation and implementation. The interplay of all these variables would result in regional investments.

Comparison

After selecting a number of key variables, different regions, countries or chains can be compared. Based on extensive literature research and field work in Malaysia and China we have selected 9 variables, presented in the table below. In addition, per variable a set of indicators is defined. Whenever limited – or unreliable – data are available, we suggest using other or alternative indicators for certain variables. This may imply that in the end the scores are not fully comparable. In all cases we consider that an additional, qualitative analysis is necessary to give a more detailed picture of the region.

Table 1. Suggested variables, theoretical justification and possible indicators

Variable	Theoretical justification	Possible indicators
1. Regional per capita GDP	If high a region has already achieved some development Often one sector is leading the regional development process Dynamic sector will have a high share in regional exports	Regional GDP, or indicator of regional GDP growth
2. Share of dynamic sector		% agriculture or horticulture
3. Share of regional exports to regional GDP, or their growth	Educated labour force will be more productive	% manufacturing, mining or services activities
4. Regional education indicator		Regional exports to regional GDP Growth regional exports
5. Innovation in the region	Innovation will contribute to sustainable competitiveness Good infrastructure is a necessary condition for dev.	Primary school attendance % of youth going to school, Expenditures
6. Regional infrastructure		Number of R&D institutions Number of R&D personnel R&D expenditures
7. Development of the financial sector		Kilometres of tarred roads Railways Airports Road density Energy consumption Telecommunication indicators Expenditure on infrastructure

8. Regional investments	Finance is necessary for the investments to be made	Number of international banks could be taken or Remittances going to a region
9. Organizational capacity	The more invested, the better prepared for development Would make a region interesting for investment Institutions and management are important for development. It is not just infrastructure, but also management quality	Government investment Private investments Number of cooperatives Number of self help groups Number of micro finance organizations

In the Round Table Africa program, the African researchers are applying this analytical model in their work, aiming at reliable, comparable data on competitiveness of regions and value chains.

5. Complementarity

Within the funding scheme of the Netherlands Ministry of Foreign Affairs, complementarity of actions co-funded by the ministry is set as an important requirement. This entails as well stimulating synergy with programs of respective embassies and diplomatic missions. In the course of 2007, choices have been made on the specific (sub) sectors and countries on which the Round Table Africa program is focusing.

Sub-sectors:

- bio-fuel
- construction
- cotton
- flowers
- fruits and vegetables
- manufacturing
- mining
- paper packaging
- public services
- sugar
- supermarkets
- timber
- tourism

Countries:

- Botswana
- DR Congo
- Ethiopia
- Equatorial Guinea
- **Kenya**
- Malawi
- South Africa
- **Tanzania**
- **Uganda**
- **Zambia**

The bulk of activities are taking place in Kenya, Tanzania, Uganda, and Zambia. It is for the activities in these four countries that MSM is undertaking steps to maximise complementarity.

1. Increased cooperation in the Netherlands

- a. Affiliation to relevant existing networks aiming at information exchange and cooperation: Agri-Profocus (accepted, March 13, 2008), PARTOS (pending), NABC (Netherlands – African Business Council), PSO (forthcoming)
 - b. Intensive bilateral contacts with relevant platforms and organizations aiming at information exchange and cooperation: MVO Platform, MVO Nederland, IDUT (tourism), OxfamNovib, Hivos, Cordaid, ICCO, SNV, KIT, Rabobank
 - c. Organising stakeholder meetings, generic and per value chain and/or country.
2. Increased cooperation in target countries
- a. Organising stakeholder meetings, generic and per value chain and/or country. Early 2008, per country a meeting was held, focusing on African stakeholders
 - b. Based on the choices for value chains and target countries, explorative meetings with relevant (Dutch) donors and the Netherlands Embassy are taken place. Starting point of these meetings are the following desirable roles for the Netherlands Embassies as presented at a workshop in The Hague (April 2008):
 - Identification of High Performance Organizations and potential value chains
 - Financing value chain analyses
 - Facilitation of multi-stakeholder dialogue, financially and logistically
 - Improvement of the (regulatory) infrastructure, through influencing and supporting the (national) government.
 - c. In 2008, per country and cluster of chains, a multi-stakeholder dialogue will take place. In this process MSM explores how other organizations can be involved, or how the Round Table program could enrich existing activities, like existing consultation mechanisms. In April 2008, a mission with this purpose is undertaken to Kampala and Dar es Salaam.
 - d. Involvement of local expertise on value chain analysis and development, and in process facilitation.

6. Monitoring protocol 2007

Program monitoring overview Round Table Africa, MSM Schedule for 2007 (year 1 out of 4)

Objective	Inputs	Indicators	Targets	Verification	Realisation
A well functioning cooperation among the different project partners	Time + resources MSM, Nyenrode, ESAMI	Professional and timely implementation of Annual Plan 2007 ; Action Plan 2008 as result of joint action	A professional basis of trust and understanding among staff involved and the management of the project partners	Annual Report 2007, report Steering Committee meetings	Positive. Intensive communication, relation of trust, and good personal relations. Nyenrode less involved than originally foreseen due to staff changes at Nyenrode. This is de facto replaced by Erasmus/ ECSAD
	Outputs	Indicators	Targets	Verification	Realisation

Round Table organisational structure set up at ESAMI	Operational manual and action plans 2007 / 2008	Realisation in line with planning	Annual Report and Accounts ESAMI	Team at ESAMI fully operational, car was delayed due to paper work
Analytical framework set-up and agreed upon by all partners	Analytical framework	1 analytical framework	Annual Report of the project	See in this report, chapter X. Resulted in research framework, format for value chain analysis, dialogue process
Sector-chain analyses executed or in process	Number of sector-chain analyses executed or in process	9 in process	Annual Report of the project	30 analyses in process, to be ready Mid 2008; 1 delayed + 1 started but stopped (quality issue)
Outcome	Indicators	Targets	Verification	Realisation
N/A in 2007 and 2008; Outcome will be based on activities 2009 - 2010. In 2007 methodologies on how to measure household incomes in the selected projects				N/A in 2007

Sustainability indicator	Risk factor	Gender	Added value for Dutch policy		Desired MDG contribution (EUR and no.)
Sustainability will be based on activities 2009 - 2010; In 2007: workshops with country offices on future RT activities;	Level of trust basis among partners ; political 'space' in relation to other, relevant initiatives	Number of female analysts and team members	Holistic, multi-factor approach		N/A in 2007

Annex I. Activity report 2007

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 2007

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 2007

Activity	Realization	Indicator - source
Formulate ToR RT Coordinator ESAMI.	Done	ToR
Recruit RT Coordinator ESAMI, parttime.	Done	Contract of employment
Set-up office for RT Team ESAMI, including PC.	Done	Purchase order
Purchase car for RT Team ESAMI.	Done	Purchase order
Formulate an action plan 2007 for RT Coordination ESAMI.	Done	See contract ESAMI – MSM
Calculate income and expenses 2007 for RT Coordination ESAMI.	Done	See contract ESAMI – MSM
Formulate ToR RT Country Officer.	Postponed	
Recruit RT Country Officer TZ.	Postponed / may be combined with research assistant	
Formulate action plan 2008 for RT Africa and RT Tanzania.	Done	See contract ESAMI – MSM + action plan 2008
Calculate income and expenses 2008 for RT Africa and RT Tanzania.	Done	See contract ESAMI – MSM
Formulate ToR RT Administrator/research assistant + driver/clerck ESAMI.	Done	
Recruit RT Administrator/research assistant + driver/clerck ESAMI.	Done	Contract of employment

Prepare recruitment RT Country officers country 2+3.	Postponed: in first instance work through existing ESAMI country coordinators	
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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 2007

Activity	Realization	Indicator - source
Prepare start-up meeting RT Coordination office (Tanzania).	Done	
Start-up meeting RT Coordination office (Tanzania).	Done, in February 2007	MoU MSM - ESAMI

Activity 1.3 Analytic framework

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

The outcome of this activity will lay the analytical foundation for all the other activities. Among other issues, it will take into account information about country and regional economic planning (in particular PRSPs) and the latest thinking on global commodity chains, CSR, PPPs and macro-economics. Explicit attention will be given to the economic situation of and potentials for female entrepreneurs. A first light country screening (all ten ESAMI countries) will result in a choice for the countries in which the Round Table Africa will be implemented during the program period (2007 – 2010).

Realization 2007

Activity	Realization	Indicator - source
Identify outline for analytical framework + required inputs of all 3 project partners.	DONE	See chapter X of this report
Execute light sector-chain screening in all 10 ESAMI countries.	Not done: will be part of value chain analyses.	
Decide on choice for 5 RT country offices.	Done at Steering Cie, Oct 12.: Kenya, Tanzania, Uganda, Zambia	Minutes Steering Cie
Formulate analytical framework with indicators and tools for sector-chain analysis, including gender analysis + measurement of net income. households (to be compared with situation in 2010).	Done: DBA research framework as well as database document.	DBA research framework Database document.

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). There were 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 2007

Activity	Realization	Indicator - source
Agree on training program for RT Africa (potential) staff.	Done.	
Execute training workshop 1.	Done, in February 2007.	Participants list Training program.
Execute training workshop 2.	Done, in October 2007.	Participants list Training program.
Execute training workshop 3	Done, in December 2007.	Participants list

(originally not foreseen).		Training program.
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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 2007

Activity	Realization	Indicator - source
Formulate implementation plan for set-up (virtual) library at ESAMI, start 1/1/2008 by new Administrator.	Focus has been on set-up virtual knowledge database. This will include a virtual library as well.	
Collection building, data gathering .	Ongoing. Development of a list of grey literature that is online available.	Index depository of docs.

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 2007

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 2007

Activity	Realization	Indicator - source
Recruit researchers and supervisors for the 15 analyses.	Done, a total of 32 researchers	List of DBA students and supervisors.
Execute and report on sector-chain analyses in TZ, max. 3 sectors.	In progress, deadline all analyses = second quarter 2008.	
Execute and report on sector-chain analyses in country 2, max. 3 sectors.	In progress, deadline all analyses = second quarter 2008.	
Execute and report on sector-chain analyses in country 3, max. 3 sectors.	In progress, deadline all analyses = second quarter 2008.	
Start sector-chain analyses in country 4, max. 3 sectors.	In progress, deadline all analyses = second quarter 2008.	
Start sector-chain analyses in country 5, max. 3 sectors.	In progress, deadline all analyses = second quarter 2008.	

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 2007

Activity	Realization	Indicator - source
Formulate requirements (contentwise + technically) for database(s):	Done	Database document
Collect and input data on stakeholders, derived from value chain analyses.	Postponed until dbase is operational.	
Collect and input data on international investors and financing institutes.	Postponed until dbase is operational.	
Testing of dbase requirements (<i>originally not foreseen</i>).	DONE: 2 weeks field work in Tanzania.	Report of testing.
Technical development of the database (<i>originally not foreseen</i>).	Online prototype available.	See URL.

Activity 2.3 National Round Table action plan

Develop and implement value chain and country specific Round Table action plans aiming at stimulating and facilitating sustainable economic activities and PPPs and matchmaking among the parties involved.

The Round Table Action Plans are the concrete translations of the value chain analyses, with country and sector specific strategies, planning, and milestones. These multi-annual plans will have annual implementation schemes.

Realization 2007

Activity	Realization	Indicator - source
Develop RT Tanzania action plan 2008 based on outcome analyses, including 1 st RT	Generic approach of Round Table process formulated and agreed upon. Industry specific plans awaiting	Document Round Table process.

Meeting.	results analyses in 2008.	
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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 2007

Activity	Realization	Indicator - source
Develop an organizational protocol for RT meetings.	Postponed: in stead, the generic approach of Round Table process is formulated.	Document Round Table process.

Activity 2.5 Capacity building / Advice

Sub a. Business Development Support services (BDS) to identified sectoral and national producer organizations/associations, among others to increase the counter vailing power in negotiations with the national and international private sector.

Sub b. Business Development Support services to identified actors in the private sector.

Sub c. Policy advise to identified sectoral and national public sector organizations to help creating a partnership supportive environment.

Activity planning:

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

Realization 2007

Activity	Realization	Indicator - source
No actions were foreseen nor executed in 2007.		

Activity 2.6 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 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 2007

Activity	Realization	Indicator - source
No actions were foreseen nor executed in 2007.		

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 2007

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 2007

Activity	Realization	Indicator - source
Formulate information and knowledge sharing strategy, including e-platform.	DONE	Communication strategy document.
Set-up e-platform (www+@), technically, content-wise, domain name).	DONE: www.roundtableafrica.net + several email accounts.	www.roundtableafrica.net
Updating and promoting e-platform.	DONE	Web logs

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 2007

Activity	Realization	Indicator - source
Include data on financing institutes in database.	Postponed: will be integrated element of value chain analyses.	
Prepare for screening of and negotiating with financing institutes, start 1/1/2008.	Will be intrinsic element of industry specific Round Table processes (see activity 2.4).	

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 2007

Activity	Realization	Indicator - source
Formulate publication policy and guidelines.	DONE	Communication strategy document
Identify RT design applicable in all publications.	DONE: logo, letterhead and other house style elements developed and agreed upon.	
Composing and automating mailing lists.	Awaiting operational database, first list of contacts made.	
Development of corporate flyer (<i>originally not foreseen</i>).	DONE, 2000 copies.	Flyer
Publication e-newsletter, issue 1 (<i>originally not foreseen</i>).	DONE, distributed via email + web.	E-newsletter
Production of Round Table Africa T-shirts (<i>originally not foreseen</i>).	In process, will be manufactured in Africa. Took more time than foreseen.	

Activity 3.4 International conferences & seminars

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

Realization 2007

Activity	Realization	Indicator - source
Organization of Expert seminars, every 6 months (supervisors, experts, ESAMI coordinator).	NOT DONE: value added of a generic seminar was too low: postponed to 2008, organizing industry specific meetings ECSAD and supervisors have met bilaterally.	
Organization of international conference (TZ) to be included in 2008 action plan.	Decided Not to organize a large conference in 2008, but focus on organizing a series of pre-Round Table meetings: an industry specific approach in stead of a generic approach.	

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 2007

Activity	Realization	Indicator - source
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Organization of lectures to be included in 2008 action plan.	DONE, included in action plan 2008.	Action plan 2008
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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 2007

Activity	Realization	Indicator - source
Organization of 1 st NL business meeting (on spec. subsector) to be included in 2008 action plan.	DONE, included in action plan 2008.	Action plan 2008.

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 2007

Activity	Realization	Indicator - source
Policy and vision development among the project partners on sustainable economic development and partnerships.	Will be based on results value chain analyses.	
Advise to national, European and international donor agencies, NGOs and IFIs.	Will be based on results value chain analyses. NGOs and Ministry of Foreign Affairs interested in partnering with MSM / ECSAD.	
Development of an advocacy and lobby strategy and action plan 2007.	Will be based on results value chain analyses: strategy will follow content	
Implement advocacy and lobby action plan 2007	Was not yet relevant in 2007	
Explore value added of affiliation with existing networks (<i>originally not foreseen</i>).	Applied for membership Partos, MVO Nederland, Agri-Profocus 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 2007

Activity 4.1 Coordination

Project coordination, planning and reporting.

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

Realization 2007

Activity	Realization	Indicator - source
If still to be done, sign bilateral contracts with ESAMI and Nyenrode.	DONE, Nyenrode replaced by ECSAD.	Contract ESAMI – MSM, minutes ECSAD meeting
Finalize monitoring protocol with donor.	DONE	Protocol
Request 2 nd installment based on liquidity 2nd semester 2007.	Was done in October.	
Formulate mid-term report 2007 (input for action plan 2008 + reporting to steering committee).	DONE	Report made by ESAMI
Formulate action plan 2008.	DONE	Action plan 2008
Calculate budget 2008.	DONE	Budget 2008
Request 3rd installment based on budget and liquidity 1 st semester 2008.	Was not needed.	
External and internal promotion of the RT Africa program and concept.	DONE, presentations held for ESAMI staff (3x), MSM staff (1x) and African leaders of industry.	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 2007

Activity	Realization	Indicator - source
Agree on composition Steering Committee.	DONE	Minutes Steering Cie meeting
Organization of steering committee meeting in Maastricht.	DONE, but in Arusha, October 12.	Minutes
Agree upon action plan and budget 2008.	DONE	Minutes

Activity 4.3 Project administration

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

Realization 2007

Activity	Realization	Indicator - source
Set-up project administration in line with donor requirements (see annex 1, ministerial approval).	DONE	
Administrative support.	DONE: Executive assistance recruited, 0.5 FTU.	Contract of employment and ToR.
Set-up RT Africa / ECSAD office	DONE	

at MSM.		
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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 2007

Activity	Realization	Indicator - source
No activity foreseen in 2007.		

Activity 4.5 Planning 2011 - 2014

Develop a plan for 2011 – 2014

Activity planning: 2010

Activity	Who	Q1	Q2	Q3	Q4
No activity foreseen in 2007.					

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
John Hughon	Driver - clerk

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
Esther Mijnheer	Executive Assistant

Analysts

Supervisors