

Round Table Africa

Expertise development on sustainable business in Africa
Activity no. 14883

Action plan 2008, version October 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 action plan 2008

2.1 Realization 2007

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, and with sharpening the analytical framework. This has resulted in the selection of around thirty (sub-) sectors in which value chains will be analyzed by a group of about thirty African analysts, supervised by senior experts. Selected value chains to be analyzed 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

Parallel to this exercise, 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.

2.2 Modification

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 institutional set-up and activities 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)

2.3 Main lines for 2008

In 2008, the process of involving a 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. On the next pages, this multi-stakeholder process is further defined, including a roadmap.

In 2008, 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.

Regarding information, communication and networking, the online database on value chains (economic data, as well as information on stakeholders) will be fully operational. Beyond the periodic publication of the newsletter, the first publications will be presented at the IMBA conference 2008 in Surinam. Furthermore, the focus will be on strengthening existing networks in the Netherlands and beyond (Partos, Agripro-focus, MVO Netherlands, PSO), and starting to share information to students (lecturing). Due to the choice to focus on value chain clustered meetings in 2008, the international conference will be postponed to early 2009.

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-Round Table).	T + 3 months
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. Monitoring protocol 2008

Program monitoring overview Schedule for 2008 (year 2 out of 4)

Objective	Inputs	Indicators	Target	Verification
To empower regional and national organizations and stakeholders to make effective use of sustainable economic business opportunities.	ESAMI Capacity development program & the sectoral-chain program.	Professional and timely implementation of Annual Plan 2008; Action Plan 2009 as result of joint action.	Realization in line with planning.	Annual Report 2008, report Steering Committee meetings.
To catalyze lessons learned and knowledge sharing.	Information, advocacy and networking program	Professional and timely implementation of Annual Plan 2008; Action Plan 2009 as result of joint action.	Realization in line with planning.	Annual Report 2008, report Steering Committee meetings.
	Outputs	Indicators	Target values	Verification
	Round Table organizational structure set up in ESAMI countries.	Operational manual and action plans 2008 / 2009	Units operational in Kenya, Uganda and Zambia.	Annual Report and Accounts ESAMI.
	Value chain analyses finalized.	Number of value chain analyses finalized.	20	Annual Report of the project.
	Round Table Africa meetings organized.	Number of meetings and list of participants.	4 in Africa, 4 in NL.	Annual Report of the project.
	Dbase operational.	Online, well-functioning dbase.	Data of value chain analyses online disclosed by mid 2008.	Annual Report of the project.
	Publications published and distributed.	Number of publications and articles.	2 articles and 2 project publications.	Annual Report of the project.
	Outputs	Indicators	Target	Verification
	N/a in 2007 and 2008; Outcome will be based on activities 2009 - 2010.			

Sustainability indicator	Risk factor	Gender	Added value for Dutch development policy / cooperation	Intended contribution to MDGs
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.

5. ESAMI expertise development program

5.1 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.

5.2 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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5.3 Realization 2007 and planning 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 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 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.	In process	
Calculate income and expenses 2008 for RT Africa and RT Tanzania.	In process	
Formulate ToR RT Administrator/research assistant + driver/clerk ESAMI.	Done	
Recruit RT Administrator/research assistant + driver/clerk ESAMI.	Done	Contract of employment
Prepare recruitment RT Country officers country 2+3.	Postponed	

Planning 2008

Activity	Realization	Q1	Q2	Q3	Q4
Establish RT Africa units in 5 selected countries.	VM/RG				
Formulate ToR RT Country Officer.	VM/RG				
Recruit RT Country Officer(s).	VM/RG				
Formulate action plan 2009 for RT Africa.	VM/RG				Before 31/10
Calculate income and expenses 2009 for RT Africa and RT Tanzania.	VM/RG				Before 31/10

NB. The Country Officers may be the same persons as the RT facilitators – matchmakers – advisors (see activity 2.6). This will depend on final agreement on the ToR.

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

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Prepare start-up meeting 2 nd RT office (Kenya?).	VM/RG				
Start-up meeting 2 nd RT office (Kenya?).	VM/RG				

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	
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.	Minutes Steering Cie
Formulate analytical framework with indicators and tools for sector-chain analysis, including <u>gender analysis + measurement of net income. households</u> (to be compared with situation in 2010).	Done: DBA research framework as well as database document.	DBA research framework Database document.

Planning 2008

No activities foreseen

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 (originally not foreseen).	Done, in December 2007.	Participants list Training program.

Planning 2008

In 2008, a ten day training course for all analysts will take place in Maastricht, The Netherlands, in conjunction with an expert meeting on value chain analysis and development.

Activity	Who	Q1	Q2	Q3	Q4
Execute training workshop 4.	VM/RG	March			

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 over depository of docs.

Planning 2008

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

6. Value chains program

6.1 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.

6.2 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.

6.3 Realization 2007 and planning 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 2007

Activity	Realization	Indicator - source
Recruit researchers and supervisors for the 15 analyses.	Done	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.	

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Formulate value chain analyses (screen and analyse market opportunities and respective key stakeholders per sector).	VM/MPvD				
Supervision of researchers, divided by knowledge cluster / industry.	VM/MPvD				

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.

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Further technical refinement of database.	MN / VM				
Collect and input data on stakeholders, derived from value chain analyses.	MN / BT				
Collect and input data on international investors and financing institutes.	MN / BT				
Collect and input data on competitiveness, derived from value chain analyses.	MN / BT				

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 Meeting.	Generic approach of Round Table process formulated and agreed upon. Industry specific plans awaiting results analyses in 2008.	Document Round Table process.

Planning 2008

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 2007

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

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Develop an organizational protocol for RT meetings.	VM/HM				
Organize 1 st pre-RT meeting in Africa for industry 1.	VM/HM	February			
Organize 1 st pre-RT meeting in The Netherlands for industry 1.	MN	March			
Formulate action plans for industry 1 based on outcome analyses + pre-round tables.	VM/HM			August	
Organize 1 st Round Table meeting in Africa .	VM/HM				November
Organize 2 nd pre-RT meeting in Africa for industry 2.	VM/HM	March			
Organize 2 nd pre-RT meeting in The Netherlands for industry 2.	MN		April		
Formulate action plans for industry 2 based on outcome analyses + pre-round tables.	VM/HM				November
Prepare 2 nd Round Table meeting in Africa, to be organized in Jan/Feb 2008.	VM/HM				
Organize 3 rd pre-RT meeting in Africa for industry 3.	VM/HM		April		
Organize 3 rd pre-RT meeting in The Netherlands for industry 3..	MN		May		
Formulate action plans for industry 3 based on outcome analyses + pre-round tables.	VM/HM				November
Organize 4 th pre-RT meeting in Africa for industry 4.	VM/HM		May		
Organize 4 th pre-RT meeting in The Netherlands for industry 4..	MN		June		
Formulate action plans for industry 4 based on outcome analyses + pre-round tables.	VM/HM				December

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.		

Planning 2008

This activity is integrated in activity 2.6.

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.		

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Formulate ToR RT facilitators – matchmakers – advisors.	VM / DdB				
Recruit per industry RT facilitators – matchmakers – advisors (no. + % FTU to be decided).	VM				

7. Information, advocacy and networking program

7.1 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.

7.2 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.

7.3 Realization 2007 and planning 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 2007

Activity	Realization	Indicator - source
Formulate information and knowledge sharing strategy, including e-platform.	Done	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	

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Updating e-platform.	EM / BT				

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).	


Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Screening – feasibility	DdB				

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	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.	
Publication e-newsletter, issue 1 (<i>originally not foreseen</i>).	Done, distributed via email + web.	
Production of Round Table Africa T-shirts (<i>originally not foreseen</i>).	Done, in Africa.	

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Agree upon subjects for policy briefs, papers, and articles.	Ddb / VM	January			
Publication and distribution of 3 policy briefs.	Ddb / VM				
Publication and distribution of 4 e-newsletters.	HM / EM				
Arrange for free publicity in relevant magazines – newspapers – websites – etc.	HM				
Publish 2 academic articles on the Round Table approach and results of the value chain analyses.	DdB / VM				
Publish 1 book composed of 10 best papers submitted by all researchers.					

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.	

Planning 2008

See activity 2.4: Round Table meetings and process

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
Organization of lectures to be included in 2008 action plan.	Done, included in action plan 2008.	Action plan 2008

Planning 2008

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

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.

Planning 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 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 – <i>general strategy to be formulated in Nov / de.</i>	
Implement 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

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Policy and vision development among the project partners on sustainable economic development and partnerships.	DdB				
Advise to national, European and international donor agencies, NGOs and IFIs.	DdB				
Development of an advocacy, lobby, and networking strategy and action plan 2008.	DdB				
Implement action plan 2008.	DdB				
Active participation in relevant networks.	DdB				

8. Program management

8.1 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.

8.2 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.

8.3 Realization 2007 and planning 2008

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
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 (this document).	Action plan 2008
Calculate budget 2008.	Done	Budget 2008
Request 3rd installment based on budget and liquidity 1 st semester 2008.	Not yet 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

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Quarterly reporting + adjust planning or confirm planning.	DdB / VM		April	July	Late Sep or early Oct
Submit Annual and Financial Report 2007, incl. explicit reference to monitoring protocol.	DdB / HM		Deadline April 30		
Request 4 th installment based on liquidity planning 2nd semester 2008.	RR				
Formulate mid-term report 2008 (input for action plan 2009 + reporting to steering committee).	DdB / HM			Late Sep or early Oct	
Formulate action plan 2009.	DdB / HM				Before 31/10
Calculate budget 2009.	DdB / RR				Before 31/10
External and internal promotion of the RT Africa program and concept.	DdB				
Regular team meetings MSM.	DdB				

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

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Organization of steering committee meeting in Maastricht.	DdB			Late Sep or early Oct	
Agree upon action plan and budget 2009.	DdB			Late Sep or early Oct	

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 at MSM.	Done	

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Administrative support.	EM / BT				

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.		

Planning 2008

Activity	Who	Q1	Q2	Q3	Q4
Execute mid-term self evaluation, results to be presented at the Steering Committee meeting of 2008.	DdB				

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 2008.					

8.4 Teammembers

Team members ESAMI

Name	Function	Initials
Prof. Bonard Mwape	Member Steering Committee	BM
Ven Mvano	ESAMI RT Africa Coordinator	VM
Benard Tayebwa	Research assistant - administrator	BT
John Hugho	Driver - clerk	JH

Team members MSM

Name	Function	Initials
Prof. Ron Tuninga	Member Steering Committee	RT
Diederik de Boer	Project Director	DdB
Robert Goedegebuure	Research / DBA Coordinator	RG
Meine-Pieter van Dijk	Professor of Entrepreneurship in Emerging Countries	MPvD
Huib Mudde	Communication Manager	HM
Mina Noor	Junior Project Consultant	MN
Stella Pfisterer	Junior Project Consultant	SP
Rob Robeers	Financial Administrator	RR
Esther Mijnheer	Executive Assistant	EM