



## Round Table Africa – Multi-Stakeholder Meetings (RTA)

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### **Rationale**

One of the main projects of the Sustainable Development Center of Maastricht School of Management is the Round Table Africa program. Round Table Africa Programme is executed in partnership with the Eastern and Southern African Management Institute (ESAMI) and the Expert Centre for Sustainable Business and Development Cooperation. 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](#)).

### **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. [This document provides the format for such a proposal](#);
- 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); ([See Questionnaire DBA student](#));
- 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 Administrator of the Round Table Africa program.

## FORMAT PROPOSAL FOR MULTI-STAKEHOLDER MEETING

General information		
Name Round Table Organizers	Laura Tarimo (Junior Researcher), Damian Bell (Director, Honey Guide Foundation), Diederik de Boer (Director, RTA)	
Sector / Value chain	Tourism	
Optional Dates (it is preferable to link the meeting to some kind of national event, for instance the day before an annual trade show)	June 3 <sup>rd</sup> , 2010 (Start of the annual tourism trade fair in Arusha)	
Involvement RTA Team*	Director	Diederik de Boer
	Project Administrator	Benard Tayebwa
	Industry expert	Damian Bell
	Reporter to take minutes	Laura Tarimo, Dr. Anna Spenceley
	Who will take pictures?	Hired photographer

Scope of the meeting	
<i>In order to prepare this table, please take a look at the questions below this table.</i>	
Describe the core issues (3 – 5) that need to be solved to improve the value chain performance / sector's competitiveness.	<ol style="list-style-type: none"> <li>1. Need for more tour operators to prioritize benefits to communities and conservation i.e. integrate responsible practices in their ethos.</li> <li>2. Need for government policy that ensures direct benefits from tourism reach rural communities.</li> <li>3. Build skills and capacity of community members such that they can participate in economic activities linked with tourism which bring them fair earnings.</li> <li>4. Engage communities in conserving wildlife and other natural resources in their area such that economic activities based on tourism are sustainable over time.</li> </ol>
Describe <i>feasible</i> strategies (in terms of opportunities for funding, commitment for change within the industry, interaction culture in the sector etc) to solve/address these issues.	<ol style="list-style-type: none"> <li>1. Form a Responsible Tourism association, which will facilitate tour operators to adopt responsible practices through training, provision of guidelines and eventually through certification.</li> <li>2. Evaluate current practices and come up with a benchmark or standards for responsible tourism practice in Tanzania.</li> <li>3. Develop a certification scheme that will allow tour operators with responsible practices to be recognized in the global tourism market.</li> </ol>



List the stakeholders/stakeholder groups that are necessary to realize this change process.	<ol style="list-style-type: none"><li>1. The private sector (tour operators)</li><li>2. Tanzanian government (Ministry of Natural Resources and Tourism)</li><li>3. Communities in areas with wildlife</li><li>4. NGOs e.g. AWF, SNV</li><li>5. Researchers / academicians</li></ol>

**From Value chains analysis to Value chain development:**

- a. Opportunities and Constraints: identify and list the identified opportunities and constraints for value chain development. See Annex for some examples of generic value chain opportunities/constraints
- b. Identification of most potential value chain and the market segment to be served
  - i. Define and list the critical success factors for the mapped market segments<sup>1</sup>
  - ii. Identify one value chain, which has the highest potential to supply to a selected market segment
- c. Define opportunities for upgrading in order to serve the selected market segment:
  - i. Process upgrading: transforming inputs into outputs more effectively by reorganising the production system or introducing superior technology
  - ii. Product upgrading implies the “making of a product that is of better quality, more sophisticated or simply carries a better price”, with other words more adapted to the market
  - iii. Functional upgrading can be described as “repositioning a given firm at a higher level of the value chain” (including vertical integration)
  - iv. Moving into other value chains (marketing linkages upgrading): refers to “a shift to higher value added chains and lead firms”
- d. An analytical tool to define value chain development strategy:
  - i. Describe the potential constraints to tackle (*for example: lack of linkages to large buyers decreases potential sales*)
  - ii. Describe a commercially viable solution (*example: link suppliers to buyers*)
  - iii. Propose a provider who can provide/facilitate the solution and how this should be performed (*example: actor who can match and the buyers and suppliers*)
  - iv. Define the possible constraints for this provider to provide the facilitation (*example: buyer not interested in suppliers, as the volume and quality of produce is not reliable*)
  - v. Propose a facilitation activity to be undertaken in order to develop the value chain (*example: organise farmers to jointly supply to the buyer, set up quality control systems and facilitate a partnership agreement between the buyer and the suppliers*)
  - vi. Suggest stakeholders to invite to the round tables
  - vii. Suggest specific activities which should be undertaken in order to facilitate the process

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<sup>1</sup> Examples of critical success factors are: Price, Quality, Delivery reliability, Delivery speed, Responsiveness, Production capacity, Production flexibility, and others. These factors indicate the criteria important for a buyer/ end consumer, from a specific market segment, to demand the product.

**ANNEX: Examples of Generic Value Chain Constraints/ Opportunities**

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



<b>Embeddedness of the meeting</b>	
Is your meeting linked with any other (donor) stakeholder consultation process?	It is organized in collaboration with a local tourism NGO and tapping into existing associations e.g. Tanzania Association for Tour Operators. The issue of Responsible Tourism has not yet been a focus for existing tourism associations.
If yes, how does the RTA-MSMeeting differ from the existing consultation fora? Clearly, we do not want to reinvent the wheel! In such instances, it might be better to join forces with ongoing chain facilitating processes. Please clarify.	The meeting will focus on discussing Responsible Tourism issues and will introduce the idea of forming an association for this, which does not yet exist.
Is your meeting linked with any official decision-making? At which level? (national, regional, local)	Ministry officials have been invited and representatives from the office of the Director of Tourism as well as from the Wildlife Division will attend.
If yes, do you want to include officials somehow? Or try to keep them out? Please clarify.	It is good to include officials so they can be informed and be involved in the early stages of discussing the issues at hand. There has been apparent friction between the private sector and the government (Wildlife Division) following recent changes in regulations on conducting tourism activities outside of National Park areas.
Have you established communication links with officials? If not, do you know how officials will perceive your process?	Yes – see previous questions.

<b>Participants</b>		
<i>Please list the participants you intend to invite in the Excel Format and submit it together with this proposal.</i>		
Please indicate how you will identify the participants for this meeting.	Identification based on value chain research by DBA candidate	Yes
	Snowball sampling techniques ('have you consulted with your stakeholders who else should be involved?')	Yes
	Open call for participation	Yes
	Are you keeping the group open in case the need arises for other stakeholders to be involved?	Yes
Please indicate who you intend to invite for this meeting.	Are all relevant stakeholder groups represented?	Yes – though limited community member & hunting company participation
	Have you ensured that there is an equal number of participants from each stakeholder group?	See previous response
	Do you want them to meet balance criteria within their delegations? (gender, region?)	Yes
	Are those you are working with formally representing their groups; are they well connected within their groups? (e.g. farmer organizations)	Yes, for the most part
	Have you ensured that representatives will remain the same persons over the course of the process?	Yes, we will invite select participants to the next stage of the process
Please indicate how you will prepare the stakeholders' participation for this meeting.	Do you know the motives why participants will or will not take part in the meeting?	Yes
	Have you thought of arguments to convince them to participate?	Yes
	Do you know stakeholders' expectations of the meeting?	To find out more about Responsible Tourism practice in Tanzania
	Have you thought of ways to manage these expectations?	Yes
	Do stakeholders need support to be able to participate effectively?	Yes
	If yes, will you send a popular summary of your DBA research findings (2-3 pages)?	Yes – done post-meeting
	Do you have a briefing mechanism in place?	Yes



<b>Agenda</b>	
<p>Please draft the outline of your meeting aimed at realizing the goals of the RTA-Meetings as indicated on page 1 of this document (e.g., word of welcome, presentations, and sub-group sessions to discuss particular issues in more detail). Please take the context (e.g., type of participants) into account when designing your meeting. Also, take some 15 minutes into account at the end of your meeting to allow the participants to answer the questionnaire (see at the end of this document).</p>	<p>Attached in a separate document – see program (rationale &amp;) agenda.</p>

<b>Desired Outcomes</b>	
<p>Number &amp; Names of Issue Working Groups (that address a specific issue to be solved in the value chain).</p>	<ul style="list-style-type: none"> <li>i. Setting up a Responsible Tourism association</li> <li>ii. Evaluation of current practices</li> <li>iii. Developing criteria for a certification scheme for RT</li> </ul>
<p>For each Issue Working Group, please list the name of the potential chair and his/her organizational affiliation (this person will report to you on the developments within the Issue Working Group).</p>	<ul style="list-style-type: none"> <li>i. Damian Bell (Honey Guide Foundation)</li> <li>ii. Richard Rugimbana (Tourism Confederation of Tanzania)</li> <li>iii. Dr. Anna Spenceley</li> </ul> <p>Overall chair: Drs. Diederik de Boer</p>
<p>For each Issue Working Group, please list the deliverables.</p>	<ul style="list-style-type: none"> <li>i. Formation of a RT association or movement, with a core group of people facilitating information sharing about responsible practices, and later: training, evaluation, certification ...</li> <li>ii. A report on current practices wrt RT in Northern Tanzania pointing to existing bottlenecks and opportunities.</li> <li>iii. A list of criteria for evaluating companies on responsible practice</li> </ul>
<p>Please list potential opportunities for funding of the Issue Working Groups' activities</p>	<ul style="list-style-type: none"> <li>- RTA funding</li> <li>- Honey Guide Foundation?</li> </ul>
<p>Set the date/time frame for a next</p>	<p>September 2, 2010 – Tourism Round Table</p>



meeting	
Other.....	

<b>Budget proposal</b> <i>(please specify in detail)</i> <i>Max 5,000 USD all in</i> <i>DSA = Euro 50 (excl lodging)</i> <i>Transportation costs: payment of receipts (public transport or fuel)</i>	
Location (rent of room, use of beamer)	- Attached in a separate document – see budget for June 3 <sup>rd</sup> , 2010 Round Table on Responsible Tourism
Catering	
PR & communication costs	
Travel expenses (?)	
<b>TOTAL</b>	