

The background image shows several people, mostly men wearing white t-shirts and hats, working in a flooded rice field. They are bent over, planting young rice seedlings into the water. The field is surrounded by lush green vegetation, including banana trees. The scene is brightly lit, suggesting a sunny day.

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

Capacity building for
sustainable development







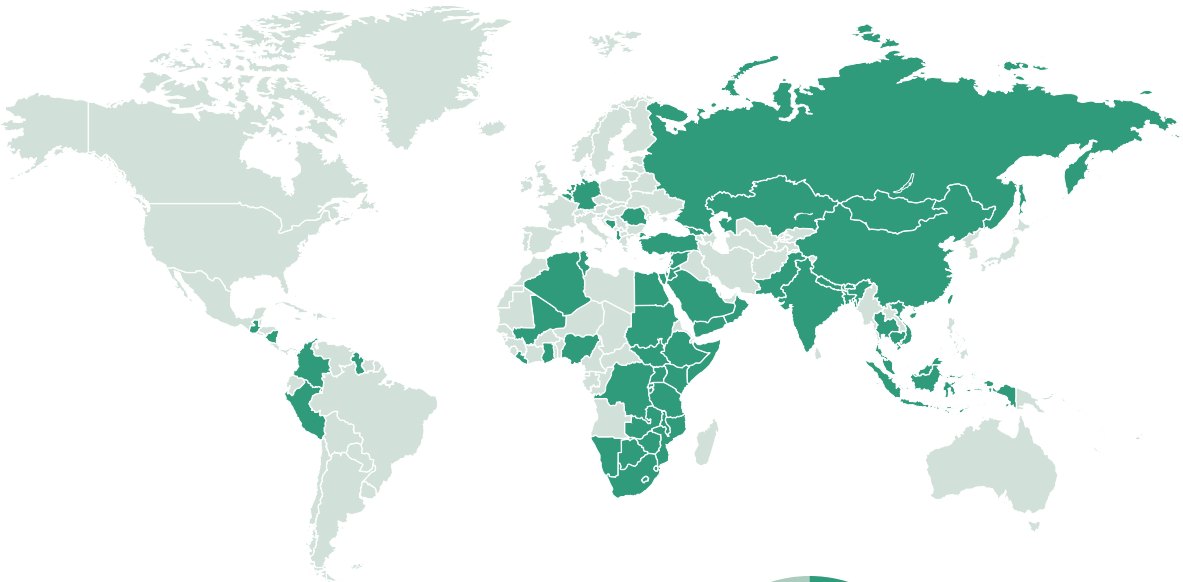
Maastricht School of Management

Advising and supporting organizations and businesses in management development, education, training and research

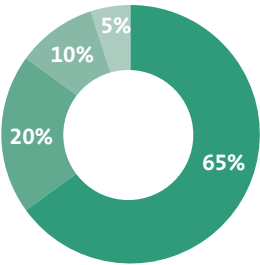
Located in the city of Maastricht, the Netherlands, Maastricht School of Management (MSM) has a highly successful track record of more than 65 years in international development. MSM is both a business school and a management development institute providing capacity building solutions for a multitude of different clients worldwide. As such MSM is unique in being the only business school with such a firm commitment to both development and education. Moreover, MSM is a globally networked organization, with educational partners in more than 50 countries around the world.

In the last three years MSM provided capacity building to:

-  **75 Vocational Training Centers & Universities**
-  **20 Ministries**
-  **15 (Business) Associations**
-  **20.000+ participants**



At MSM we capacitate and link managers and professionals from government, the private sector, NGOs, and post-secondary education in Europe, Africa, Asia, Middle East, and Latin America in key sectors, such as agriculture, water and health. We strive to contribute to the Sustainable Development Goals (SDGs) of the United Nations in all our activities; research, international projects and education.



- Diverse portfolio of clients
- 65% Education sector**
 - 20% Public sector**
 - 10% Private sector**
 - 5% Civil society / NGO**



Our approach

Inclusive economic growth

Taking the strengths of emerging economies as a point of departure, MSM assists stakeholders worldwide in their attempts to enhance inclusive local, regional, and national economic development. Our work is based on the premise that, in conjunction with public and civil society actors, including educational institutions, companies play a pivotal role in the sustainable development process.

Networking through a triple helix approach

MSM highly values a networked triple helix approach in working with academia, business and government. Drawing on both theoretical understanding and practical knowledge of management and governance issues in sustainable development, we apply practical tools to analyze value chains, partnerships and competitiveness in emerging economies. Research results are used to identify opportunities for value chain upgrading and subsequent intervention strategies for different organizational actors using a triple helix approach. Our public and private partnerships play a pivotal role in all our projects and research.

Developing organizations, leadership and professionals

The MSM approach to local economic development focuses on cooperation and partnerships between various kinds of organisations. The performance of partnerships and cooperation relies heavily on effective functioning of the partnering organizations. MSM therefore also supports organizations, managers and professionals based on organizational analysis and needs assessment and through combined interventions both at the organizational level and the level of individuals - leaders, managers and professionals.

Our activities

The international project activities at MSM are centered around three interlinked core themes; applied research, capacity building and consulting, and custom made training. We conduct a large variety of projects within our expertise areas with the concerted goal to enhance sustainable economic development.

Applied Research

MSM, in partnership with local research institutions, carries out applied research in areas such as inclusive economic development, leadership and management, labor market needs, employment, value chain and cluster development.

Capacity Building and Consulting

MSM provides capacity building services to a variety of actors and primarily to higher and vocational education institutions. Our capacity building services take place at individual, organizational and institutional level. Services include curriculum development, training of trainers, strategy development, organizational process re-engineering, leadership development, policy development and multi-stakeholder management.

Custom Made Training

We support our client organizations by means of flexible program design and implementation, tailored to the specific learning needs of each organization. MSM offers a unique one-stop shop approach from problem analysis and needs assessment to program design, implementation and evaluation. In every aspect, we closely interact with the client organization to ensure maximum relevance and quality.

Our Expertise

Local Economic Development

Organizational Development and Leadership

Institutional Governance

Sustainable Business Development

Entrepreneurship and Innovation

Water Management

Sexual and Reproductive Health and Rights

Higher and Vocational Education

Rule of Law and Inclusive Development

Agricultural Business Development

Knowledge Ecosystem Development

International Projects

It is MSM's mission to provide research driven education and advocacy for ethical management, inspiring leadership, innovative entrepreneurship and effective public policy, building on MSM's unique history of partnering with institutions in emerging economies for better global management. In our

capacity building projects, we provide substantive support for today's global development challenges where the SDGs and their related thematic issues are an important reference. Please find below examples of our projects depicted from the SDG illustration.

The SDGs and their related thematic issues



Illustration: Azote Images for Stockholm Resilience Centre 2016

Economy

The economic landscape addresses issues related to decent work, innovation, and responsible production and is linked to economic institutions. As a management school, a large part of our projects takes place in this domain (45%).

Kenya: Building the missing middle - Telephone farmers project

The Telephone farmer¹ project in Kenya created a better understanding of the profile of a Telephone farmer, why it is important to support the growing number of Telephone farmers, and what it will take to make them successful in the

agricultural industry. The project emerged out of the absence of a link between smallholder farmers and large scale professional farmers. Telephone farmers are the link in this as they are better educated, have more capital and have a larger network. However, they are in need of support to become more professional. The project has identified a series of services that are needed to support Telephone farmers. Future efforts should be focused on building an eco-system of these services and a platform to coordinate them.

¹ Telephone farmers are farmers who remotely manage their farming operations and are investors in farming.

Palestine: Women entrepreneurship promotion policies

MSM has trained policymakers from the ministries of National Economy, Education and Trade in Palestine to enhance knowledge transfer and capacity building on the topics of women entrepreneurship and gender equality and to develop a policy framework to stimulate women entrepreneurship in the West Bank.

Colombia: Local economic development in the Cauca Region

This project promotes sustainable peace and economic development in three selected municipalities in the Cauca region of Colombia. This is done by integrating entrepreneurship and peacebuilding knowledge in the curricula of Popayan University and the local training institutions for both the public and the private sector. In addition, the project aims to stimulate business coaching, local government policy and local economic development by developing a triple helix framework, including the university and the training institutions, the local government and selected business associations (such as the coffee association in the Caldono municipality).

Society

The societal layer in the SDG framework addresses issues related to the elimination of poverty, good health and quality education but also issues related to gender equality and affordable and clean energy. About 40% of our portfolio takes place in this domain.

Ethiopia: Establishment of an agricultural management MBA

MSM is contributing to the establishment of an agricultural management MBA in Ethiopia in collaboration with Jimma University. The goals of the Executive MBA in Agribusiness are to increase food security and agricultural growth in Ethiopia, to give better access to Ethiopians to more nutritious food and to increase trade relations between Ethiopia and the Netherlands.

Lebanon: Safe and Sound

Together with the American University of Beirut, MSM manages a project in Lebanon in which local organizations are - through staff development, study programs, and curriculum development - trained to train Lebanese as well as Syrian teachers in primary and secondary schools to leverage community and family-based psychosocial support to traumatized refugee children.



Great Lakes Region Africa: Institutional strengthening of the Regional Training Facility in Uganda (RTF) to deliver training programs for the prevention and mitigation of SGBV (Sexual and Gender Based Violence)

The project contributes to the resolution of regional conflict dynamics and to the achievement of inclusive growth in the Great Lakes Region in Africa through the development and implementation of strengthened evidence-based policy for the prevention and appropriate handling of sexual and gender based violence cases.

Biosphere

Mankind and nature are intertwined and are integrated in the biosphere that provides us unequally with sufficient and clean water and healthy and sufficient food. Foremost MSM has expertise in the field of water, sanitation and hygiene (WASH), adaptive water management, polluted water and the consequences of climate change. We have worked on projects dealing with water for agriculture, urban water management and the issues related to having too much or too little water. About 15% of our portfolio takes place in these domains.

Egypt: Enhancing water efficiency and food security through Egyptian TVETs

This project in Egypt contributes to sustainable water use and agricultural production with a positive effect on nutrition and food security. A thematic working group combining Dutch and Egyptian expertise has been set up to identify issues in the Nile delta and at the edge of the desert. The working group brings together experts in water, agriculture, various social domains and labor markets with the aim to provide tangible and applicable outputs and disseminate these outputs to farmers, small enterprises, agro-industries and exporters.

Sierra Leone: Strengthening WASH expertise

Together with the Government Technical Institute (GTI) in Sierra Leone MSM is working towards improving hygiene and sanitation standards in Sierra Leone. The project works on the development of curricula for selected vocational and technical training institutions targeting the requirements of the private sector, government and NGOs.

The MSM Experts

The staff of the MSM International Projects Department includes both academics and practitioners with experience in the private and public sector and in civil society. We understand the culture of our clients and are able to

find synergies that are beneficial to all actors and enhance sustainable development in emerging economies. We have experts on location and associate offices in Ethiopia and Indonesia.

Our qualified specialists for demanding projects and their expertise area

Diederik P. de Boer, PhD MBA, *Director International Projects and Consultancies*

Rita van Deuren, PhD, *Head Global Custom Programs / Senior Project Consultant*

Huub L.M. Mudde, MSc, *Senior Project Consultant*

Meinhard J. Gans, MSc, *CEO MSM*

Meine Pieter van Dijk, PhD, *Professor of Entrepreneurship in Emerging Economies*

Nora Stel, PhD, *Assistant Professor in Governance and Human Rights*

Julius Gatune Kariuki, PhD, *Senior Project Consultant*

Solomon Mogus Tassie, PhD, *Senior Project Consultant*

Dorus Evekink, *Lecturer / Training Program Manager*

Gigi G.B.J. Limpens, MSc, *Junior Project Consultant*

Jakomijn van Wijk, PhD, *Associate Professor Sustainable Business*

Hans Nijhoff, MSc, *Senior Project Consultant*

André Dellevoet, MSc, *Senior Project Consultant*

Patrick D. Martens, MSc, *Senior Project Consultant*

Sandra Adriaansens, MSc/MMA, *Senior Manager Business Development*

Jeroen van Wijk, PhD, *Associate Professor Business & Development*

Akbar Digdo, MSc, *Consultant*

Astrid ter Wiel, PhD, *Associate Consultant*

René Lenssen, MA, MBA, *Associate Consultant*

Herma Majoor, MSc, *Associate Consultant*

Suhail Sultan, PhD, *Associate Consultant*

Rob Robeers, *Senior Finance Officer*

Ien Bakker, *Manager International Projects and Consultancies*

Veerle Barten, *Communications Officer*

Economic and Sustainable Business Development,
Public-Private Partnerships, Value Chain Analysis
Education and Organizational Development, Leadership
Entrepreneurship Development, Partnerships,
Project Management
Institutional Development, Governance
Water Management, Urban Development,
Competitiveness, Entrepreneurship
Migration, Governance and Human Rights
Triple Helix (Ghana/Kenya)
Agricultural Development Horn of Africa (Ethiopia)
Leadership
Monitoring & Evaluation
Sustainable Development, Institutional Change,
Sustainable Tourism, Stakeholder Perspective
Agricultural Development
Private Sector Development
Trade Development, Project Management
Private Sector
Global Value Chains, Partnerships
Environmental Sustainability, Natural Resources
Management (Indonesia)
Project Management, Sexual Reproductive Health
Technical Vocational Education, Training Higher
Educational Institutions (Kenya)
Gender Development and Nutrition
Economic Development (Middle East)
Financial Management
Administration
Communication

More information

Would you like to know more about International Projects and Consultancies? Please visit www.msm.nl/consultancy
Or contact: **Dr. Diederik de Boer**, Director International Projects & Consultancies | E: ipd@msm.nl

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global management



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