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SESSION REPORT

509

Africa's Growth Engine: Partnerships for Rural Enterprise and Impact at Scale



Photo: Clair MacDougall

Session 509

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Africa's Growth Engine

Partnerships for Rural Enterprise and Impact at Scale

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Abstract

Results from a strategic planning meeting to decipher how to systemically identify innovative and scalable, pro-poor and gender-sensitive ventures and develop a road map for implementation across stakeholders

This report summarizes key conclusions, proceedings and evaluation of the Salzburg Global Seminar's program: *Africa's Growth Engine: Partnerships for Rural Enterprise and Impact at Scale* which took place in Salzburg, Austria on 1-4 December 2013. The program was organized with assistance from the United Nations International Fund for Agricultural Development (IFAD) and was facilitated by Reos Partners (South Africa).

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Executive Summary

Salzburg Global Seminar convened stakeholders in African rural enterprise and agricultural development for constructive and robust dialogue on how to systemically identify innovative and scalable, pro-poor and gender-sensitive ventures and develop a road map for implementation across stakeholders. The *Africa's Growth Engine: Partnerships for Rural Enterprise and Impact at Scale* seminar built on Salzburg Global's 2008 special initiative *Towards an African Green Revolution* and its 2011 programming, *Transforming Agricultural Development and Production in Africa*.

Participants represented 12 countries from four regions of the world and included 28 representatives from government, private sector, civil society, policy and academia. They addressed challenges, gaps and opportunities in identifying, supporting and scaling effective innovations, as well as likely "game changers" such as champions, infrastructure development, accessible technology, expanded financial products, risk management, substantive policy interventions and robust networks.

Schloss Leopoldskron, home to Salzburg Global, provided an advantageous setting for this culminating event and brought about dynamic contributions for the sector as a whole.

Process and Convening Principles

For over half century, Salzburg Global has provided a neutral venue for diverse stakeholders to gather on equal terms, think radically and to then act courageously. This program was designed using Salzburg Global's underlying convening principals of:

- Prioritizing and critically examining catalytic topics;
- Assembling and connecting the right people at the right time;
- Problem solving to overcome barriers to progress and create conditions for transformation;
- Changing the perspectives and lives of participants and those they serve;
- Fostering new leadership and continued collaboration; and
- Leveraging results for maximum impact.



Fatima Bousso

Therefore, the program was structured around three days of participatory interview panels, presentations, and discussions that set the context, identified and outlined a strategy, and provided concrete recommendations. The Reos Partners change framework of Co-understanding of the System, Co-Reflection and Co-Action was woven into the design of the three days. The Seminar's structured yet free and inclusive dialogue process proved unusual for some in the group, and yet most participants voiced their appreciation for the opportunity to engage in a neutral, off-sight venue.

Key Learnings

Rural development, although not a problem faced solely by Africa, is critical for Africa's growth as a disproportionate number of the continent's poor live in rural areas. However, "rural development" has

become incongruous, as development (e.g. infrastructure, capital and investment) does not generally happen in rural areas. Yet pockets of success exist where innovative thinking, partnerships and execution has led to poverty alleviation and economic growth. Participants noted that successes are crosscutting and call for a broader view that encompasses challenges and opportunities of all rural enterprises, along with agricultural development and smallholder farmers.

Participants viewed a rural enterprise as an organization involved in the trade of goods and/or services in rural areas, irrespective of industry, sector, stage in its life cycle or composition.

The need for scaling and its mechanisms was an overarching theme. At present, innovations and best practices in rural enterprise development are not being sufficiently (a) identified and categorized according to content, context, and impact; (b) spread for learning and use; and/or (c) financed to scale “up” the industry competitively. Scaling requires common understanding of its objectives, drivers and pathways as well as agreement on how to assess enterprises or projects for scalability. Any scaling effort should assess how an enterprise creates value (and key characteristics of its value creation), what works, does not work and why, and effects on rural income and investment.



Mame Diene, Diasmer Bloie and Oscar Tollast

Participants provided empirical lessons on how they created value for their organizations, consumers and themselves, what were significant elements, and what, if any, lessons were transferable across contexts.

Presentations from the group show that creating an enabling environment was insufficient for rural enterprise development. Policies must also address substantive and contextual issues that only practitioners recognize. Navigating complex systems and corruption were major hindrances to the rural entrepreneur in particular. In addition, many entrepreneurs struggled, through trial and error, to access existing business networks and supply chains. The session's free and inclusive dialogue was unusual for the group as many private sector participants realized they had significant contributions to public programming and assessed how they could strategically mobilize and participate to bring about transformations.

Participants suggested private sector contribution to public policy could be: to emphasize current problems and costly workarounds; and to problem solve on universal obstacles to rural enterprise growth.

The importance of empowering (rural) women entrepreneurs was an underlying theme of the dialogue. Restrictive gender roles, cultural practices and their subsequent effect on resource access limit the potential of women. They face difficulty in accessing start-up capital due to culturally restrictive (collateral) requirements and like many entrepreneurs, they may have weak networks and understanding of regional and global market dynamics and are ill-informed of the myriad of requirements for bringing products to market. Participants agreed that any scalable innovation should support women entrepreneurs. For example, a recommendation from the 2011 program, Transforming Agricultural Development Revolution, – to create market-based products to support rural women [farmers], such as micro-insurance schemes – would be an innovative, scalable venture if proven effective.

Participants concluded that innovation was a pro-poor, gender-sensitive venture that cleared frontline obstructions (identified by rural entrepreneurs) to growth and that met requirements for transferability and (subsequent) scalability.

Working Groups and Action

During the program, participants also formed working groups to identify current or create new programs that can be innovative, meeting their proposed standards. Following the engagement of the working groups, five initiatives spanning all parts of the system emerged. These were:

1. Public-private forum on agriculture and rural development that informs policy-making bodies;
2. Rural women's enterprise forum for to strengthen the legal capacity of women engaged in rural entrepreneurship;
3. Improve existing local chicken production, certification and retail (Kenya);
4. Support existing indigenous seed production and retail (Kenya); and
5. Study of how strategic and timely public-private networks aided the transformation of agribusiness (Senegal).



Group work

Roadmap for Implementation

Participants agreed that any future agenda should make sure that significant, innovative, market-tested and transferable components are fed back into the system and are scaled. This may include identifying drivers of and information on scaling up and creating a platform for information spread and exchange.

Program recommendations set a multi-year agenda for proactive support to rural enterprise development in Africa. Recommendations also provided a roadmap for implementation among stakeholders in international and regional fora. It should inform future dialogue of senior thought leaders on guidelines, substantive action and implementation.

As such, future agenda should identify, assess and support scalable pro-poor, gender-sensitive ventures that clear frontline obstructions to growth. The agenda should:

- Integrate the realities (detailed case studies and systems mapping) of individual rural entrepreneurs and enterprises and how they make it work;
- Solve problems relevant to rural entrepreneurs;
- Spread learning on what is competitive and working;
- Include likely “game changers” such as infrastructure development, champions, accessible technology, expanded financial products, risk management, substantive policy interventions and robust networks;
- Ensure a “market culture” with competitive, market driven components; and
- Ensure ubiquitous public policy issues such capacity building of entrepreneurs and labor, youth empowerment, market / value chain access, measurement and data, and role of the private sector are addressed.

Testimonial

Having spent so many years working in Africa and having countless meetings of various types in numerous countries on the continent, my initial thought was, “Why are they bringing so many folks from different African countries? Let’s just pick a convenient site on the continent.” By the end of the gathering it was quite clear that hosting in a positive, neutral, out-of-Africa location was key – I would say vital – to the outcomes. Those outcomes were certainly programmatic, personal, and educational and – depending on future actions – could well drive policies and practices that realize scaling of successful partnerships, business activities and projects.



Michael Levett

The setting ... compelled me to think bigger, to get outside the everyday, [and] to see how things might fit together. Certainly ... because of what came before, the people who came before, the beauty of the site, [and] the sense of “need to do something worthwhile.” I certainly cannot quantify any of that but ... the complete “separateness” of the place made a big difference.

It would have been far more difficult to get the outcomes – actual or opportunities – in one specific African nation. While there have been great conferences and gatherings, too often “locally” hosted gatherings allow (or compel) individuals or groups to dominate ...time, energy and discussions and participants from other countries ... get less out of the event.

I have never left a meeting of just a few days where a group of people who did not know one another worked together to plan two very specific market-driven, value chain creating projects, agree to continue to work to realize the plans, and, within one week of leaving ... already have members of the team hard on the specifics.

[This is] the result of bringing terrific people together in a great setting, having excellent staff “prepare the mold” and then be willing to get out of the way when the terrific people were willing to go to work, and creating a remarkable atmosphere that made outcomes...results...opportunities more than possible.

Overview and Context

Why Scaling Up of Rural Enterprises Matters

Instilling rural communities with suitable access to business resources is a ubiquitous challenge, especially in Africa. Although growing slower than its urban counterparts, rural areas contain approximately 65% of the African population and an equally disproportionate amount of the continent's poor. If Africa is to grow sustainably, that growth must include rural areas and populations, and specifically rural enterprises. Else, growth will further intensify spatial and cultural inequalities and lead to social discontent.

There are countless “good practices” addressing rural development on every level of the socioeconomic system. However, these are done piecemeal with disparate planning and programming, dependent on champions and, with a few notable exceptions, are not maintained or delivering sustainable impact at scale. Other issues include the lack of useful information on the implementation environment and ineffective communication on activities and outcomes, which as a result, limits knowledge spread on good practices. The inability to routinely and systemically plan, implement and/or document for spread stems from the field having very different actors with different motivators who are focused on doing rather than gleaning learnings, especially those that are helpful on an industry level.



Randa Filfili

This coupled with limited drive and investment to push competitive and successful innovations to scale and limited access to data and measurements to inform such decisions result in learning loss.

In addition, innovations in rural development are not appropriately identified and categorized by content, context, impact, spread for learning and use, or financed to scale “up” the industry competitively. A new paradigm to establish links between rural innovations, learning and scaling up is required. There must be a systematic and proactive approach to identifying, adapting, financing, replicating, and expanding successful models of interventions in a sustainable manner.

Seminar Context

Program Goals

Salzburg Global Seminar convened a three-day seminar with stakeholders involved in African rural enterprise and agricultural development in order to engage in constructive and robust dialogue on how to systemically identify innovative and scalable, pro-poor and gender-sensitive ventures and develop a road map for implementation across stakeholders. The seminar took place at the Schloss Leopoldskron, home to Salzburg Global, from 1 to 4 December 2013. Participants represented 12 countries and included 28 representatives from government, private sector, civil society, policy, and academia (Appendix I).



Mame Diene



Cheikh Sourang

Seminar Overview

The seminar was entitled *Africa's Growth Engine: Partnerships for Rural Enterprise and Impact at Scale* and built on Salzburg Global's 2008 special initiative *Towards an African Green Revolution* and its 2011 programming, *Transforming Agricultural Development and Production in Africa*. This seminar aimed to support the spread of critical information, knowledge and experience on delivering impact at scale in rural enterprise and agricultural development.

For over half century, Salzburg Global has provided a neutral venue for diverse stakeholders to gather on equal terms, think radically and to then act courageously. This program was designed using Salzburg Global's underlying convening principles of:

- Prioritizing and critically examining catalytic topics;
- Assembling and connecting the right people at the right time;
- Problem solving to overcome barriers to progress and create conditions for transformation;
- Changing the perspectives and lives of participants and those they serve;
- Fostering new leadership and continued collaboration; and
- Leveraging results for maximum impact.

Therefore, the program was structured around participatory interview panels, presentations, and discussions that set the context, identified and outlined a strategy, and provided concrete recommendations. The program included addressing gaps and



Jin-Sang Lee and Damianus Okaka

opportunities in identifying, supporting and scaling effective innovations, as well as identifying likely “game changers” such as infrastructure development, accessible technology, expanded financial products, agricultural risk management, substantive policy interventions and robust networks.

Presentations, critical dialogue, experiential insights, problem solving and proposals from and among participants addressed the following aspects:

- Macro-environmental challenges and opportunities and realized drivers of transformation;
- The micro-environment and the role of the entrepreneur;
- Deeper analysis of the current conditions relating to the current schism between rural development and rural enterprise and what learning can be applied to a multi-year initiative;
- Role(s) of multi-stakeholder strategic partnerships in supporting pro-poor, gender inclusive public and private sector outcomes;
- The scaling up pathway for such an initiative;
- Synthesis of emerging themes and recommendations; and
- Tangible proposals for 2014/2015.

Future objectives

Through *Africa’s Growth Engine: Partnerships for Rural Enterprise and Impact at Scale*, Salzburg Global supported the spread of critical information, knowledge and experience on delivering impact at scale in rural enterprise and agricultural development. Based on session

results, from 2014-2017 Salzburg Global is looking to establish a new platform, supported by research and annual strategic dialogues, to analyze, support and strengthen ventures that combine private-sector, pro-poor and gender-inclusive approaches for scaling. During this project cycle, specific commitments and actions will be agreed upon and implemented by participating institutions. Also, a data platform capturing key lessons learned and providing opportunities for future partnerships will be created. Targeted beneficiaries are rural entrepreneurs, practitioners and, of course, rural communities themselves.



Michael Levett (center) leads a working group discussion

Establishing Baseline

Issue Framing

Currently, rural development narrowly focuses on agricultural development and smallholder's challenges rather than on rural enterprises as a whole. Rural poverty also affects developing and middle income countries as economic growth, unless planned properly, have minimal impact on poverty eradication. Therefore, to sustain gains, one must specifically address rural poverty.

When considering scaling, perspectives must broaden and new ideas, models, programs, projects and businesses that foster a scaling up mindset and support considered. Most importantly, rural entrepreneurs must play a vocal and critical role in moving initiatives forward.

IFAD has a long-standing focus on the rural poor and women. Its current work emphasizes a scaling up mindset within all sectors and spaces. With a hybrid structure, which provides loans and grants to governments and assists in policy and intergovernmental processes at United Nations, IFAD supports rural development.

The private sector endogenously scales up anything competitive, from ideas to industry. The public sector also scales up but this mainly occurs in service provision. In policy and practice for development, scaling does not happen. This may be due to disparate national and international actors in development. Notwithstanding, every "dollar" invested in agriculture has a poverty alleviation-potential two times or more of its nearest sector. Potential needs to be transformed into practice in all sectors in rural development.

Scaling Up – Key Elements

To **DRIVE** scaling up, there must be:

- **Ideas and models** that work at a small, medium or large scale
- **Vision and leadership** to competitively scale said idea or model
- **Incentives and accountability**, primarily **market driven**, that act as drivers to **PULL** for said idea or model, and use at scale

To **FOSTER** scaling up, there must be **pathway** for the idea or model to competitively advance:

- **Learning** for enterprise and industry at scale
- **Finance** to invest in enterprises for and at scale
- **Capacity** to manage scaling and at scale
- **Partnerships** with like enterprises or, preferably, enterprises within the value chain, for scale
- **Policy** that does not hinder enterprises emerging for scale
- **Political networks** that supports policies for scale
- **Cultural environment** that supports all competitive ideas and entrepreneurs for scale
- Account for **costly externalities** (e.g. environment and natural resource impact) when choosing to scale

Perspectives on Rural Enterprise in Africa

Panelists were tasked to focus on integral drivers for change and what they envision as critical, strategic components needed to scale up rural enterprises and their impact. They provided a micro and macro view on current conditions, achievements, and spaces for success for rural enterprises.



Damianus Okaka, Benta Bwana, Jin-Sang Lee and Katrin Kuhlmann during group work

Micro Perspective

Usually in Africa, there is a focus on reducing poverty and women's empowerment. Therefore, the concept of rural enterprise is relatively muted. So what does rural enterprise mean? Rural enterprise, at its basic level, is about a functioning business in a rural area and hopefully, one that makes a profit. It is about how an entrepreneur meets his/her needs and, from the exchange of goods and services, make value for others. In (rural) West Africa, the concept of a "NGO-driven project" is well known. As a result, this has had adverse effects on private sector growth and spread as labor and value chain actors have adulterated expectations. Likewise, cultural expectations have also affected production. For example, in agriculture there is heavy reliance on seasonal yields. This cannot work for a business or an industry.

As an entrepreneur, there is a need to "make your own way in your own way" in the rural areas. This means working directly with upstream (women) suppliers to build a level of resilience within the supply chain, setting market expectations on production and quality, and providing avenues for feedback. It also means advocating for infrastructure and other resources to make doing business worthwhile. Last, it means partnerships with similar businesses, using shared interests and economies of scale, to build and strengthen networks and markets. It is possible, within Africa and without direct non-profit support, to create a line of quality products sourced from rural areas, a brand that directly markets to the Global North, and a viable, maintainable and sustainable business. Of course, a high level of ambidexterity is required; one must navigate both the dynamics and issues of rural communities as well as engage in the value chain. But within the current context of expectations, culture, financial, human and capital resources, competition, and perception from the outside world, it is not easy.

Macro Perspective

In the last 20 years, the Rwandan agricultural sector has been completely rebuilt and is a driving economic force, employing over 70% of the population and providing livelihoods for countless others. As the Rwandan economy continues to experience annual growth of 8% on average, agriculture has accounted for 75% of that growth. However, Rwanda has only 1.4 million hectares of arable land. Therefore, there have been concerted macroeconomic efforts

for profitable and sustainable resource management. This has had lasting effects on both rural (agriculture) and urban enterprises. The government builds an enabling business environment, spreads its investments throughout the country, and promotes secondary cities. The second phase of the Economic Development and Poverty Reduction Strategy will focus on economic transformation, rural development, productivity and youth employment, as well as accountable governance.

Still, the perception remains, and rightfully so, that development is occurring within Kigali. And, as entrepreneurs are entrepreneurial, businesses are moving from rural to urban areas to take advantage of market size, investment, infrastructure and business development resources.

In the near term, it is imperative that the private sector takes the lead in rural enterprise development. Through their experience, they can show governments how public services can best support rural areas, from their established comparative advantages, to become competitive.

Key discussion points from participants in response to presentations

- With regard to the best use of available arable land, should we not think outside the box [i.e. beyond agriculture]?
- The premise that rural development is purely about making money is questionable. Creating an ecosystem for money to be recycled within that rural community and not lost to people buying urban goods and services, is equally important. The need is for markets within those communities themselves to be sustainable.
- The private sector needs to help the government shape [their] way of thinking, to take more advantage of opportunities presented by private sector.
- Private sector needs to mobilize itself and be part of policy decisions and [help] find pragmatic solutions... [this] requires a seat at government forums like presidential investment councils.
- Sometimes you have to talk above [our] governments; [and interact] with other [actors]. Solutions can come from beyond our [borders].

Designing a Multi-Year Initiative

During the program, participants were tasked to not only envisage a multi-year agenda for scaling up innovations in rural enterprise development but also design how that should happen. This process included analysis that gave more information on forming a practical model and effective partnerships for implementation, synthesized action steps, and what is needed to take the proposed model to scale.

Analysis

Panelists provided the components with which participants built thematic models, through cross sectorial, conversational leadership and in a world café forum. Primarily, they considered innovative strategies that may transcend limited environments and how, game changing factors, and south-south and diaspora learning.



(l) Cheik Sourang, (center) Randa Filfili, (r) Katrin Kuhlmann

Multilateral Perspective

Social exclusion need not be intentional. Most often it manifests itself as broad empathy towards one group and broad skepticism towards another. Therefore, it is important to not just “let the market work” but to also take deliberate actions for inclusiveness. This becomes ever more important when working with gender aspects in culturally restrictive environments such as those of rural enterprises. As programs seek to strengthen linkages with the private sector, gender must be at the fore. Women comprise 43% of agricultural labor force; however there remain major gaps in women’s access to land, capital inputs and education. When enterprises do not explicitly support women, they are either sidelined, overlooked and ultimately do not benefit. More explicit, deliberate and purposeful effort must be made to increase the agency and ability of women to choose opportunities that increase incomes. A gender-transformative approach is needed that uses multiple tools, from personal relationships to power to technologies, to spread understanding, and challenge and change social norms.

Country Program Perspective

Yet making programs work is not clear-cut. In Ethiopia, government and development partners have, for over twenty years, worked towards growing rural economies by spreading human capital / expertise (from urban) to rural areas and providing micro financing for new entrepreneurs. However, results show that, even with such interventions, rural microenterprises are neither growing nor creating employment opportunities. Important questions arose on the role of strategy, support, and microfinance in growing micro enterprises. After all, not every idea is entrepreneurial; not every entrepreneur is competitive and/or successful; and not every competitive and/or successful entrepreneurship is scalable. Would the program have benefited from being able to identify scalable enterprises and putting a percentage of its resources towards bringing those to scale? Systems must recognize that aspiration and failure play important roles in market systems.

The World Bank is now funding a Women Entrepreneurship Development Project to increase the earnings and employment of micro and small enterprises partially or fully owned by female entrepreneurs in targeted cities. This project creates new financial products to expand access and develops business and technical skills

of participants. It is hoped that this project builds off lessons learned from previous projects in rural areas by employing a targeted strategy for competitive growth.



Tony Nsanganira

Entrepreneur Perspective

Agriculture and rural development are not synonymous. However, often in practice they are treated as if they are. In Sierra Leone, successive governments have tried to develop rural communities through the agricultural sector, with limited commitment and success. Now the focus has shifted towards the “private sector” as catalysts for change in agriculture. New ways of working include contract farming, partnerships/ventures, out-grower schemes, crop diversification, and expanded financial and technical assistance. But these depend on foreign investment and large-scale plantations and success seems too far away.

Extractive resource players, the few good ones, have been able to create “sticky” environments around their concessions and operating space. Primarily through employment, they have stimulated local markets, fostering environments where people want to invest and grow their investment. To a much lesser extent, they also transferred knowledge and technology. Basically, they brought a market to the

rural areas and this market pulled for and spurred enterprise growth. This market, of course, is difficult to sustain post operations.

Perhaps rural enterprise development is rural enterprises finding ways to competitively and profitably build and take products to a ready (urban) market that pulls for said product. The question then becomes what innovations make doing business in rural areas (fully or including rural spaces in supply and/or value chains) profitable.

The continued demographic shift from rural to urban areas, where goods, services and market scale is available and, irrespective of class, people have access to basic services, cannot be ignored. So it is not rural development we are seeking but development with explicit efforts to include rural areas. Idealism should not stand in the way of progress.



Susan Kaaria (center) leads a round-table discussion

Research Perspective

Companies, especially transnational corporations (TNC) operating in the developing world, have always impacted economic development due to their capital infusion. However, such impact was not part of corporate planning – unless to fulfill contractual requirements, manage risk, or procure goods and services cheaply and expediently. Now, many firms increasingly look to emerging countries as

consuming markets and recognize that it is in their best interest to facilitate active, energized and participatory economies. Leveraging the power, scale and scope of TNC supply chains can offer a variety of benefits to corporate bottom lines. Corruption, a seemingly ubiquitous and everlasting roadblock to growing businesses, may become less important as the consumer becomes more profitable than extracting primary resources. This may be the long-term and significant benefit from active civil societies and good governance.

The nature of “development” financing is changing; with 50% from foreign direct investment and supply chain activities, 30% from remittances, and only 20% from overseas development assistance (ODA). TNC’s supply chain “spend” can often exceed in many cases multiplicatively – spending by donor agencies. Supporting the expansion of local content (locally sourced goods and services utilized by larger businesses) in supply chains is paramount. This is a space where limited development dollars can be leveraged and benefit all stakeholders, including communities, local SMEs, governments, civil societies, and large businesses. To not discover how to manage corporate partners and capture maximum dollars from TNC operations, especially in rural areas, is not only wasteful but, given the needs and opportunities, also damaging. However, there is minimal inter- and intra-sector understanding, capturing and documenting of viable solutions and information on context, impact and scalability.

This convening of thought-and-action leaders from the business and donor communities is timely and can create tangible benefits. Platforms that work to unlock the local content conundrum offer a tremendous opportunity for the future of development, especially during this time of ODA austerity.

Business will spend its investment dollars in the most cost-effective way. However finding and securing alignment between business and donor dollars could maximize donors’ development impact and create resilient communities, businesses, economies and societies.

Participants used a process called World Café, intended to synthesize information and formulate possible actions. Developed by Brown and Isaacs (1995), World Café is a process designed to foster deep, participative high-quality conversations. The room is set up a like a café with people sitting in groups at different tables with a writing “table-cloth” at each table. A question is asked at each table and participants are guided to contribute their thinking and experience; suspend judgment; listen to understand and to draw out deeper themes, insights and questions. After a specified time, participants are guided to move to other tables with one person remaining behind as “host”. The process is then repeated until participants have contributed at most of the tables. The café format – with its ability to weave and build insights, ideas and questions – enables collective intelligence to evolve within the group.

Moving Forward

What are the drivers of scaling rural enterprise and where are significant gaps in propelling those drivers?

Equity in resource distribution is important. Infrastructure is best-resourced in urban areas, making it more feasible and easier to establish and do business there. Equity for rural areas, or lack of it, is also present regarding capital, which is affected both by availability of diverse financial instruments and networks to access such monies. Innovations for these issues are not complex but one must have a willingness to change and employ what is working, not just only increase resources. There should be some understanding of what is scalable and how one judges that in a fair and objective way.



Randa Filfili

Of course, a significant part of enterprise success is the **entrepreneurship**. There may be disagreement on whether entrepreneurship can be learnt and taught or whether some regions have a culture of entrepreneurship. However, there is agreement that establishing an environment that nurtures and rewards proven ambition and value-driven principles (as appose to helping all) is most important. Competition must be seen as a positive, not just to get to better products but also to grow enterprises and subsequently communities. To establish sustainable systems, underrepresented segments of the population (youth, women, and elders) should be leveraged. An example may be an urban-rural



Busi Dlamini and Nancy Smith

job link that addresses rural-urban demographic disparities, youth participation in agriculture, and related issues of unemployment and or underemployment.

It is also important to **account for traditional and religious beliefs** and their impact of gender roles, where these were inhibitors. These forces can often impact and block change in integral areas such as landownership, inheritance, financial participation and literacy and numeracy.

Rural enterprises are businesses and must **provide value-added for consumers**. Like many businesses, most will fail, however, causes may differ. For example, many rural entrepreneurs/service providers do not place high value on quality and standardization. This may be due to concentration on upstream activities, small markets, limited international exposure or inability to break into international markets. But for those who are ready to take a next step, support systems can **target and match services to these enterprises' supply chain needs**. In competitive, advanced markets, SMEs will need assistance for product marketing – (re)branding and differentiation of the made in “Africa” label.

National, regional and international support systems must reach rural areas, enable robust businesses and provide means and space

for scaling up – allowing “graduation” from micro- and small- to medium enterprises. This can be through capital, training, market information, meeting and navigating international standards, import-export regulations and tax-breaks, to name a few. **Support services cannot operate in silos with different approaches or apart from a value chain;** they must work in synergy to empirically gain and showcase successes and lessons and enable scale. Most importantly, these **systems must be placed beyond the political process** to allow for continuance beyond administrations.

Entrepreneurs themselves can also take a lead by sharing success stories, skills, information, networks and markets and lobbying for better regulations. This openness and partnership may be difficult for entrepreneurs in environments with few intellectual property regulations and/or active recourse. In such cases, **vertical partnerships** may be an advantageous starting point that **advances towards horizontal partnerships**. Needless to say, it is inspiring to see others in one’s immediate environment succeed while adhering to value-driven principles.

Strategic Partnerships

Panelists were tasked to provide insight on establishing mutually beneficial multi-stakeholder partnerships and ensuring value-added for all partners. This was based on field work and empirical game changers in partnering efficacy. As a whole, participants were looking toward the ideal of fair, representative, respectful, efficient and effective partnerships in rural enterprise development.

Local Onion Production – Millennium Village Project (Senegal)

An active partnership between the Senegalese government, private sector, non-government organizations and consumers spurred a Millennium Village Project (MVP) to increase market consumption of locally produced onions. This was an uphill battle, as consumers preferred imported onions. This partnership included knowledge and technology transfer and capital support. Most importantly, the government provided an eight-month respite from onion imports, which allowed farmers to raise their production and competitiveness and reliably bring products to market. The share of local products on the market rose from 23% to 35%. In the region where most support



Geert Waelkens

was targeted, production rose from 16,000 tons in 2006 to 46,000 tons in 2011, and the region accounted for 80% of locally produced onions.

However, three years post partnership, gains in quality and reliability were not maintained and onion prices increased. Results show that there were adverse externalities associated with key decisions. For example, halting onion imports gave farmers much needed time. However, it may have reduced competitive zeal required for market competition and success. When they were exposed to market realities, farmers could not maintain standards.

The situation became a bit of an Abilene paradox, where stakeholders with relevant doubts were unable to engage in honest conversations within the group for fear of losing cohesion. In many cases partners were dependent on funding from other partners, which may have contributed to this lack of openness. A more effective partnership would regularly have had open, empathetic dialogue, sharing of specialized knowledge, field measurements, feedback into the system to advise current and future implementation of the program, and the program making timely adjustments to meet market needs. Clearly, this is not a science but a system of continual trial-and-success or error, focused on learning and improvement.

The project's positives certainly far outweighed the negatives, and even those negatives are good lessons to learn. As recently stated by Jeffery Sachs, MVPs show what can be done, how to do it and give confidence and evidence to be bold and targeted in interventions. The next step is to share and scale learnings.

Cocoa Livelihoods Program (Africa)

There are approximately two million cocoa farmers in West Africa. The average farm size is 3-4 hectares, which results in low productivity and is not economically sustainable. The Cocoa Livelihoods Program brings together all stakeholders, including farmers, farm organizations, producing countries, donors, implementing partners, and companies, to increase (double) farmer income while strengthening local service capacity. The program targets 200,000 smallholder, cocoa-growing households in West and Central Africa (Cameroon, Côte d'Ivoire, Ghana, Liberia and Nigeria). It focuses at the farm level – with business hubs providing training on production, farming practices, farming as a business and professionalizing farmer organizations; access to inputs, technology, credit; and market access and diversification. To date, 106,000 farmers have been trained, 36 farmer organizations (with over 12,500 members) have been strengthened, and thirteen Cocoa Business Service Centers have been established.

All stakeholders are involved in program design and continue to play key roles throughout project implementation, assessment and improvement. This was because it was in everyone's best interest for farmers to be more competitive, as that improves overall production, quality and bottom lines and encourages farmers to continue producing cocoa for supply chains.

However one cannot ignore the global trend towards consolidation in agriculture. Can these farmers be truly competitive with large plantations as the positive values of their methods are not known let alone considered by most end users? Based on how society is still weighing its values, bigger is better. Is there room to influence that debate beyond the sometimes-hypocritical "triple bottom line" of corporate social responsibility (CSR)? It is good that, in this line of work, reputation counts, since bad CSR outcomes are magnified and negatively affect a firm's worth. Now it is time to make sure that good reputation counts as well. Ultimately, this work is about the transferable skills that farmers are learning. Their renewed entrepreneurial spirit will hopefully ready them for whatever the future holds.

The Importance of Partnerships

Role of NGOs: Non-government organizations have played an important role as drivers of partnerships and programs. With the cocoa initiative in particular, NGOs have supported and capacitated farmers to enable them to voice their needs and increase productions to meet demand.

Partnerships Changing Overtime: Because configurations of partnerships change over time, there must be fair and continuous communication about programs goals and risk factors. Partnerships should also demonstrate their worth; e.g. by flagging looming problems before they become disastrous.

Future for Smallholding Farmers: The challenge with farming at any level is to keep in business and earn a standard of living. For smallholder farmers in the developing world, they have “time” as attrition is seldom immediate (in Europe this happened primarily in a 10-20 year span, in the USA it was over 100 years of persistent decline). Therefore, these farmers must diversify and increase productivity to ensure that they are ready to enter the next stage of what seems as an inevitable process, unless consumer values change.

Relevance of certification: Examples from IFAD and FAO show that tea and coffee certification contributed to improving incomes and lifting producers out of poverty because favored status and increased prices secured. Yet, certification is looked upon differently in the global north compared to within the producing country or its region. Certification is decided upon by the international market, with little input on feasibility of implementation from producers. Therefore, certification is certainly a tool towards sustainability but is not an end in itself.

Global Value Chains: When entering a global supply chain as an SME, one notices that it tends to be very opaque on the consumer (demand) side. For example, producers seldom interact with the final consumers of their products. A cocoa farmer has no clue who consumes their cocoa, how it is consumed or even what the final product will look like. As entrepreneurs advance, there needs to be a link or connection with consumers or their preferences. At this moment, this is difficult if not impossible.



(l-r) Michael Levett, Sheka Forna, Susan Karria and Getaneh Workineh

Scaling Up

Panelists were tasked to address scaling up from enterprise, legal and multilateral/supporting agency perspectives. The subsequent discussion focused on what scaling up would mean (whether for a program or an idea), how scaling up affects innovation, related partnerships and other key issues (and vice-versa) and concrete examples of scaling up.

Enterprise Perspective

When incorporating scaling up in any context, one must be deliberate in mission, nimble and forward thinking. For Zena Exotic Fruits (ZEF), it was about using local resources, mixing the traditional and modern, employing women and taking the business to the next level. ZEF is a small, family-owned food processing business that has been operating for almost 30 years. ZEF focuses on working with women. Ninety percent of its employees are women. Many are illiterate, presenting a challenge. However, it is easier when you meet people where they are. ZEF has followed this mantra and incorporated visual training and civil education and increased industry and social competence of its employees.

Since 2008, ZEF was rebranded and focused on export markets in the global north. This meant processing foods according to international standards, connecting with and convincing vendors of the products' worth and having confidence in that worth (as an African business, this can be hard to do), understanding and catering to the needs of



Al-Yasha Williams



Cheikh Sourang and Maria Hartl

the consumer, managing hidden costs of doing business in Africa, and delivering products reliably. There have also been efforts to protect its brand at home and abroad, with varying success.

Assistance received from support organizations was also important. This process of receiving support was approached in a diagnostic way: ZEF had an idea of its gaps, sought out assistance in a timely manner, and was able to better manage the resource. Also, as an established business it was easier to attain a level of respect in the collaboration. Major difficulties in scaling businesses come from navigating networks and doing it alone. There are many things individual entrepreneurs do not know or have time to consider. Collaboration between firms of the same size within the same arena may help. Likewise, collaboration with larger firms within the vertical supply chain is essential for international expansion. There is strength in numbers for understanding and applying national and international regulations and laws, networking, and sharing stories of success and failure as entrepreneurs. A neutral space for peer-learning and dialogue is urgently needed. It is also helpful to raise consumers' knowledge or motivations for doing things "differently" so that they may commercially support companies (social enterprises) that share their value.

Regulatory Perspective

Policy permeates every stage in the scaling up process. However, it is hard to a “talk” about policy in a way that leads to real policy changes. In fact, when businesses speak about policy, they more likely mean the compulsory laws and regulations stemming from the policy. It is better to look at specific policy content, see how it affects work at the frontline, and get substantive recommendations from investors and businesses on how to improve that particular content. Therefore, every nation must have a process that allows those most affected to participate in not only policy making, but also in the more difficult process of policy implementation. For the private sector, this means piloting and, through empirical evidence, advancing policy that supports businesses and gives them space to drive growth. Not all policies are equal but if a policy cannot help it should not hinder.

This gets more complicated as one takes a step back and examines the broader multilateral policy context. Starting from the basis of good policy, it is not only about working with investors and businesses on implementation but also feeding information back to the regional and international level, as it is also important for trade agreements. For example, IFAD is assessing legal and regulatory challenges all along value chains – including land, finance, inputs, services, markets and trade. Problems identified and interventions implemented will feed into the broader trade conversations, helping negotiators understand the outcomes of their deliberations.



Ivan Rwakijuma

Building Recommendations and Guidelines on Scaling Up

In the IFAD's scaling up model, there is an inherent tension between its poverty-targeting objective and its scaling up objective. Therefore it calls for more proactive and systematic scaling up, by replicating, adapting and expanding successful value-driven interventions to more people in a sustainable manner. It offers south-south and triangular cooperation as key learning spaces for scaling up. Representatives from the Republic of Korea (South Korea) shared their policy, cultural and business histories and perspectives and wanted to aid such dialogue. Participants agreed north-south business networks were also important.

For its part, IFAD is mainstreaming its scaling up agenda. This includes the following components:

- Proactive support for country level frameworks for scaling up;
- Multi-track approach to corporate level capacity development; and
- Support to partnership building and outreach.

Scaling Up Discussion

What has been most successful in scaling up?

- **Market** pull
- Having a **model**
- **Individual** and the **time scale** up

Therefore, we must identify models that have a strong market pull and provide some assessment of validity, although they may not work everywhere. And, even as markets call for products, in these environments there are still gaps that need to be addressed in order to make the entire value chain more robust and accessible. This also requires a driven entrepreneur at the helm. There needs to be a balance between market, model and the agency of the entrepreneur.

While rural enterprise development focuses on increasing well-being and poverty alleviation, important cross-cutting issues such as environmental concerns, social services, sanitation and peace and conflict are missing from the discussions. There must be consideration to include and deal with these cross-cutting issues across contexts. As the context in each country differs, so will replication, project planning and management. Last, the role of authorities in scaling up rural enterprises is paramount. They establish the business environment in which these enterprises operate.

What to Look for When Scaling Up

On the final day of the program, participants formed working groups around key components for scaling up. These groups identified a theme or issue they wanted to examine and further elaborated on those themes with concrete program, project and/or business proposals.

Scaling Themes

Participants were tasked to select characteristics to be used in preliminary scalability assessments. They expanded the list of drivers identified by IFAD (e.g. champions, incentives, and demand). There were also many challenges to consider. Process challenges include transitioning enterprises to operate at scale, maintaining level of impact throughout the scaling up process and ensuring country-led, business-driven processes. Context challenges include fiscal and financial resources, organizational capacity, policy and implementing laws and regulations, infrastructure, culture, and partnership and learning space. Also, there are choices regarding what pathways should be utilized (e.g. banks/micro-finance institutions, supply chain programs, remittances, governments, donors, communities, and the private sector).

The themes that emerged were:

1. Gender;
2. Capacity building;
3. Market development and value chains;
4. Role of the private sector; and
5. Measurement and data.

Gender

Gender was a cross-cutting issue and was integrated into each of the working group discussions. The Gender working group highlighted some fundamental challenges women entrepreneurs face, including accessing start-up capital to initiate businesses due to restrictive (collateral) requirements. In addition many women have a limited understanding of global market dynamics and requirements for

produce certification. Overall, gender and cultural practices still limit many women entrepreneurs.

In addressing these challenges, a number of action steps were proposed, including:

- Identifying and highlighting female “champions” as examples;
- Developing partnerships that link women entrepreneurs/farmers and women investors;
- Working with men, demonstrating value in integrating women in formal economic activities; and
- Exploring innovative ways financiers could fund women within their current social standing.

Capacity Building

A working model for rural capacity building should strengthen the relationship between endogenous factors such as entrepreneurs, enterprise, and the (business operative) environment, and exogenous factors such as markets, shocks, and policy changes. Advocating for a specific focus of the youth, a working framework should:

- Identify entrepreneurs that demonstrate competitive, value-driven spirit and success in programs and/or privately;
- Assess skill levels and business acumen, based on field;
- Formulate an appropriate technical-cooperative intervention, based on venture-partnership with more advanced entrepreneurs and based on what they need, in the right amount and delivered in a timely fashion; and
- Employ empirical evaluation based on business robustness, growth and social impact.

Market Development and Value Chains

Many small-scale producers or emerging entrepreneurs do not have access to existing value chains and, as result, remain either vulnerable to exploitation or are simply excluded. As such, a range of “power” issues must be addressed including: who are the decision-makers and gatekeepers, as well as shared knowledge on technical issues such as choice of crops, market trends, and level of organization of farmers. There is also a strong need to change the perception of “Brand Africa”. African producers are often haunted by an international perception of unreliability within their supply chains. Even within countries, some

local consumers prefer the assurance of imported goods to local goods. It requires a lot of expertise, time, and capital to rebrand alone. These issues of access, perception and strengthening systems to evidentially debunk such perceptions are critical to address if one wants to shift the scale in favor of small-scale producers and entrepreneurs.

Role of the Private Sector

The private sector brings with it investment finance, access to markets, the opportunity for knowledge transfer and market oriented quality assurance. In amplifying its role of the private sector in developing rural enterprises, the following gaps were identified: leadership, market data and information, and addressing corruption through advocacy for unambiguous regulations.

Measurement and Data

In order to assess scalability, there is an urgent need for accessible, relevant, and comparable data. Much of the data being talked about – market trends, seed yields, and climate and weather information – is available but not very accessible to the people that need it most. There is a critical need to tap into research institutions, UN agencies, and governments that currently hold most of this information and re-package data to be user-friendly to both high-level policy makers and practitioners and rural producers and entrepreneurs. Such information will also assist in the scaling up process as one can then identify commonalities of successful businesses and projects and, subsequently, know what to look for when investing for scale.



Jin Eun Chung

Emerging Initiatives and Recommendations

Program dialogue, discussion, group work and subsequent recommendations set a multi-year agenda for proactive support to rural enterprise development in Africa. Recommendations also provided a roadmap for implementation of prospective projects among stakeholders in international and regional fora.

As such, any future agenda should identify, assess and support scalable pro-poor, gender-sensitive ventures that clear frontline obstructions to growth. The agenda should:

- Integrate the realities (current stories) of individual rural entrepreneurs and enterprises and how they make it work;
- Solve problems relevant to rural entrepreneurs;
- Spread learning on what is competitive and working;
- Include likely “game changers” such as infrastructure development, accessible technology, expanded financial products, (agricultural) risk management, substantive policy interventions and robust networks;
- Ensure a “market culture” with competitive, market driven components; and
- Ensure ubiquitous public policy issues such capacity building of entrepreneurs and labor, youth empowerment, market / value chain access, measurement and data, and role of the private sector are addressed.

Any future agenda should make sure that significant, innovative, market-tested and transferable components are fed back into the system and are scaled. This may include identifying drivers of and information on scaling up and creating a platform for information spread and exchange.

In addition to recommendations, participants were tasked with either identifying or building initiatives that could attract investment and policy buy-in and foster a scaling up mindset. Initiatives should also meet their proposed standards. This resulted in six projects that may connect with and build on the current body of work on rural enterprise development in particular.

Scaling Projects

Initiative	Region	Description	Partners
Support to Rural Women Entrepreneur	Regional	<p>Creation of Forum of Business women engaged with pro-poor/women value-chain development. A regional multi-stakeholder workshop is set to take place in Cape Town, South Africa, 5-7 March 2014. A follow-up event was proposed for Francophone Africa. IFAD will identify women entrepreneurs to be invited to the Forum.</p> <p>The Forum will look specifically at topics including:</p> <ul style="list-style-type: none"> • Corporate Social Responsibility that promotes gender equality and women's empowerment; and • How to improve business development services for rural women. <p>Strengthen the legal capacity of women entrepreneurs through a project, under the joint leadership of New Markets Lab and IFAD, which will include field consultations to identify the legal needs of women entrepreneurs and legal capacity building sessions with women entrepreneurs operating in rural areas. The project will work closely with the UN Committee on the Elimination of Discrimination against Women (CEDAW).</p>	IFAD, FAO, other partners
Public-private forum on Agriculture and Rural Development	Rwanda	<p>Establish a Private-Public Sector Forum on agricultural and rural development. The focus will be on developing horticulture value chains as these are being developed at the moment in Rwanda. A case study will document how the Government of Rwanda (Rural Development Board) created an enabling environment and which incentives were provided for the private sector.</p> <p>Government of Rwanda (Rural Development Board), IFAD Case study of using PPP relationship Senegal In-depth assessment of what is involved in transformation of agribusiness products into international food and cosmetics operation, and what is required for scaling. Define the scope and parameters of the case study while looking at models and examples from across the continent.</p>	IFAD, Randa Filfili, Fatima Zahra Bousso, Mame Diene

Initiative	Region	Description	Partners
Indigenous seed production and retail	Kenya	Support existing indigenous seed production businesses. Meet large local demand for seed. Understand all issues related to seed production, wholesale and retail, including standardization, regulation and certification, storage and markets. Goal is 100 well-developed businesses in producing and selling seeds at project's end.	JKUAT and New Market Lab working with AGRA. Support from IFAD
Support to local chicken system	Kenya*	Improve existing local chicken production, certification, whole sale and retail. Look to leverage the scaling opportunities which exist in the current chicken value chain.	Kenyan Ministry of Agriculture, CIDA, Technoserve, Masinde Muliro University, FAO
Replicating capacity building and youth apprenticeship training program	Ghana*	Training and apprenticeship program for youth. Youth with potential to be entrepreneurs are identified and linked to institutions for further capacity-building. Already in practice in Ghana. Initiative to be monitored so as to see possibility of replication on other countries.	National Board for Small-scale Industries, Private Enterprise Foundation, NGOs and private-sector service providers

**More detailed description of this project is available upon request.*

Summary and Next Steps

In rural enterprise development, there is an identified need for a more systematic response to the following challenges: what works, what does not and why; what are the possible pathways to support scaling up of successful or promising modes of interventions; and how to address issues of coherence, complementarities and coordination.

Overall, innovative and best practices in African rural development are not being sufficiently identified and categorized (by content, context and impact), spread for learning and use, or financed to scale up industry competitively. This is due to disparate project planning and programming, lack of effective partnerships, communication and knowledge spread, and information asymmetry. The importance of effective partnerships and its efficacy is often overlooked as it incorporates different motivations and different actors. This coupled with a lack of market culture within support systems and programs, stifles innovation, growth and scale. Generally speaking, successful applications and lessons learned are not competitively flagged and repurposed into the larger system.

However, there is shared impetus for change. Africa's Growth Engine: Partnerships for Rural Enterprise and Impact at Scale was able to assemble a representative group for interactive dialogue and debate; facilitate identification of key drivers, gaps and opportunities within systems; address systems both at macro and micro levels; and problem solve through working groups and innovation teams. Concurrently, there is a need for more localized (regional) seminars, which could build momentum for moving from idea to action. From discussions, several points of convergence emerged:

- A rural enterprise is an organization involved in the trade of goods and/or services in rural areas, irrespective of industry, sector, stage in its life cycle or composition;

- Innovation is a pro-poor, gender-sensitive venture that cleared frontline obstructions (identified by rural entrepreneurs) to growth that met requirements for transferability and (subsequent) scalability;
- To strengthen rural enterprise development, private sector must contribute to public policy by emphasizing current problems and costly workarounds and problem solving on universal obstacles to rural enterprise growth; and
- Private sector should continue to provide empirical lessons on how they create value for their organizations, consumers and themselves, what were significant elements, and what, if any, lessons were transferable across contexts.

As such, Salzburg Global aims to maximize its networks to inform advisory groups and co-host sessions in Salzburg and various countries in Africa based on program results that explore specific regional drivers, gaps and possible interventions. Program results also pull for an independent data platform to showcase and provide easily searchable program context, content, outputs and outcomes, meeting the business case for action in scaling enterprises. This may help identify and deliver value-driven impact at scale and influence global dialogue – and action – on how market-driven/private sector-led development can integrate pro-poor and gender-sensitive and inclusive approaches that emphasize equity and efficiency in equal measure.

Creating such a platform to spread effective innovation may be commenced with in-depth interviews of practitioners on innovation, scaling up, and environments affecting their work, industry and networks. As such, it may:

- Identify innovative products, programs, processes and policies getting the most out of current opportunities and environments, game changing factors, opportunities missed, and lessons learned;
- Examine these frameworks or innovations for how stakeholders worked together to make value, the environmental elements/ characteristics of this interaction (size, components, spatial, sector, effects on growth and investment patterns and income); and
- Match innovation with markets that can get best value, decide if innovations can move into market place, and if so, identify the sweet spots for success.

Appendix I

Session Participants

All positions correct at time of session (December 2013)

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International Fund for Agricultural Development

The International Fund for Agricultural Development (IFAD), a specialized agency of the United Nations, was established as an international financial institution in 1977 and is one of the major outcomes of the 1974 World Food Conference. IFAD focuses on rural poverty reduction and working with poor rural populations in developing countries to raise their productivity and incomes, and improve the quality of their lives.

Reos Partners

Reos Partners is a social innovation consultancy that addresses complex, high stakes challenges around the world. They design and facilitate processes that enable teams of stakeholders—even those who don't understand or trust one another—to work together to make progress on their toughest problems. They work on issues such as education, employment, health, food, energy, the environment, security, and peace. They partner with governments, corporations, and civil society organizations. Their approach is systemic, creative, and participative. Reos Partners facilitated the seminar.

Appendix II

Interviews

Interviews were conducted with the following session participants:

Cheikh Sourang

"We have a clearer understanding"

IFAD program manager reviews session on rural enterprise

www.salzburgglobal.org/news-media/article/cheikh-sourang-we-have-a-clearer-understanding

Daniel Amponsah

"This could go a long way"

Advisor advocates new policies to help rural businesses scale up

www.salzburgglobal.org/news-media/article/daniel-amponsah-this-could-go-a-long-way

Susan Kaaria

"You can have a really rich discussion"

UN FAO officer calls for targeted interventions to strengthen capacity of women

www.salzburgglobal.org/news-media/article/susan-kaaria-you-can-have-a-really-rich-discussion

Ji Eun Chung

"Here at Salzburg there was active participation"

Policy analyst heavily influenced by Salzburg Global session on rural enterprise

www.salzburgglobal.org/news-media/article/ji-eun-chung-here-at-salzburg-there-was-active-participation

Mame Dien

"I want to go back to basics"

Entrepreneur keen to create value and growth in Africa

www.salzburgglobal.org/news-media/article/mame-dien-i-want-to-go-back-to-basics

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A more detailed bibliography and reading list for this session is available upon request.

Appendix IV

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Salzburg Global Seminar

Salzburg Global Seminar was founded in 1947 by Austrian and American students from Harvard University. Convinced that former enemies must talk and learn from each other in order to create more stable and secure societies, they set out to create a neutral international forum for those seeking to regenerate Europe and shape a better world. Guided by this vision, we have brought over 31,000 participants together from 160 countries for more than 500 sessions and student academies across cultural and ideological barriers to address common challenges. Our track record is unique – connecting young and established leaders, and supporting regions, institutions and sectors in transition.

Salzburg Global's program strategy is driven by our Mission to challenge present and future leaders to solve issues of global concern. We work with partners to help people, organizations and governments bridge divides and forge paths for peace, empowerment and equitable growth.

Our three Program Clusters - Imagination, Sustainability and Justice - are guided by our commitment to tackle systems challenges critical for next generation leaders and engage new voices to 're-imagine the possible'. We believe that advances in education, science, culture, business, law and policy must be pursued together to reshape the landscape for lasting results. Our strategic convening is designed to address gaps and faultlines in global dialogue and policy making and to translate knowledge into action.

Our programs target new issues ripe for engagement and 'wicked' problems where progress has stalled. Building on our deep experience and international reputation, we provide a platform where participants can analyze blockages, identify shared goals, test ideas, and create new strategies. Our recruitment targets key stakeholders, innovators and young leaders on their way to influence and ensures dynamic perspectives on a given topic.

Our exclusive setting enables our participants to detach from their working lives, immerse themselves in the issues at hand and form new networks and connections. Participants come together on equal terms, regardless of age, affiliation, region or sector.

We maintain this energy and engagement through the Salzburg Global Network, which connects our Fellows across the world. It provides a vibrant hub to crowd-source new ideas, exchange best practice, and nurture emerging leaders through mentoring and support. The Network leverages our extraordinary human capital to advise on critical trends, future programs and in-region implementation.

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