



MSM

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SCHOOL OF
MANAGEMENT

ACADEMIC
CONFERENCE
1 DECEMBER 2021





ACADEMIC CONFERENCE

1 DECEMBER 2021

Private sector development in emerging economies, contributing to a climate smart and inclusive society

Dear participants,

I am glad to welcome you at our Academic Conference on Private sector development in emerging economies, contributing to a climate smart and inclusive society.

Challenges in the field of environment but also the raising gap between the rich and the poor let us realize that we need new ways on private sector development. We need to rethink on how economies can prosper and at the same time can also be inclusive. The covid-19 pandemic has made us even more aware that we cannot work in isolation. More than ever the government and the industry do need each other - but again looking for new industrial policies to be inclusive and innovative.

During this conference new insights will come to the forefront. We will look at best practices on industrial policies from South Korea by Prof. Kwan. We will hear about industrial policy and the growing role of government in tackling inclusive private sector development from Prof. Chang. Finally, this cannot take place without giving chance and space to innovation. Prof. Etzkowitz will further provide insights on the role of the different actors focusing on innovation looking at best practices from the USA and how it could

be applied for emerging economies.

I am happy that we can announce that we have 30 valuable papers selected divided over five different themes:

- Triple helix constructs for local and industrial development
- Value chain development for countries in transition
- Climate smart agriculture & water efficiency and ecosystem development
- Inclusive development (focus on gender and youth)
- Enabling impact and sustainable finance

I am looking forward to an interesting and fruitful conference.



Dr. Diederik de Boer

Associate Professor Sustainable Business Development / Director Expert Center for Emerging Economies

About Maastricht School of Management

Working together for better global management

Located in the city of Maastricht, Maastricht School of Management (MSM) has a successful track record of 70 years in international development.

MSM is both a business school, offering management education on a global scale and a management development institute, providing capacity-building solutions for a multitude of clients worldwide. Being the only institute with such a firm commitment to both management development and management education makes MSM unique in the world. Moreover, MSM is a globally networked organization, with partners in more than 50 countries around the world and a network of more than 21,500 alumni with active alumni chapters in 30 countries.

It is MSM's mission to contribute to sustainable local economic development by building a knowledge ecosystem. This is achieved by the creation of durable and sustainable relationships between developed markets and emerging economies, and through the exchange of management knowledge and learning within the context of global responsibility.

Expert Center for Emerging Economies

MSM's Expert Center for Emerging Economies (ECEE) focuses on the role of international and local business in promoting economic growth and sustainable development in the Global South. We bring together experts and partners from around the world with backgrounds in international business, economics, agriculture, social development, and sustainability. Together, these experts have extensive consulting and research experience on a wide range of interrelated issues, including corporate social responsibility, multinational enterprises, private sector development, development cooperation,

sustainable development, competitiveness, leadership, regional integration, government-business-university-stakeholder interactions, entrepreneurship, and value chain analysis.

Management education

MSM's international management education programs are conducted both in Maastricht and globally. In Maastricht, MSM offers a range of internationally accredited Master in Management and MBA degree programs, as well as short executive courses (open enrollment and custom made) and summer school courses. In addition, MSM offers its degree programs worldwide through longstanding global partnerships.



MSM in a nutshell

- One of the oldest business schools in the Netherlands
- The business school with a footprint in emerging and developing economies
- Educational and Project partnerships in 50 countries in the Global South
- Vast experience in developing and implementing complex long- and short-term projects, with currently 38 active projects in emerging economies
- 21.500 alumni around the world
- Over 400 students graduate each year in more than 20 countries

The MSM Academic Conference

To celebrate MSM's 70 years of contributing to global management we are organizing this Academic Conference where we intend to bring together people to share knowledge and experiences on private sector development in emerging economies.

MSM is proud to announce that Dr. Kwan S. Kim, Emeritus Professor of Economics at Kellogg Institute for International Studies, Prof. Ha-Joon Chang, Professor of Political Economy of Development at Cambridge University, and Prof. Henry Etzkowitz, President & Co-Founder of the International Triple Helix Institute will contribute to our plenary sessions. During parallel sessions author(s) will present their paper on location or virtually on the research theme topics of:

- Triple helix constructs for local development and industrial development
- Value chain development for countries in transition
- Climate smart agriculture & water efficiency and ecosystem development
- Inclusive development (focus on gender and youth)
- Enabling impact and sustainable finance

Conference themes

The Academic Conference focuses on five different research themes that are closely intertwined with MSM's expertise areas linking towards promoting economic growth and sustainable development in the Global South.

Triple helix constructs for local and industrial development

Economic development is driven by innovations and their commercialization into goods and services. This requires, research and development systems to create innovations, a vibrant industry to commercialize innovation and a well-functioning government to facilitate. The deliberate and purposeful bringing the three spheres together so that they can act in the concept known as the Triple Helix Partnership (THP) approach. Central to the Triple Helix Model (THM) is the blurring of boundaries between government-industry-research/knowledge institutions with each actor assuming some roles of "the other". The key is

to clearly understand how the element in the triple helix link formally and informally to support the innovation system and then seek to design policies that will strengthen the links that are valuable to the relationship (Smith and Bagci-Sen 2010). Though the Triple Helix (TH) model can be applied at the national level, perhaps this model is most apt at local development level. Innovation occurs in an institutional, political and social context. Innovation occurs more easily when geographical concentration and proximity are present, and therefore a regional cluster takes a crucial dimension in such processes. The ultimate objective of a regional economic development policy is really to create a "Commons". The "Commons" include the shared resources that companies and communities rely on in order to be productive. Every successful company and every region begins with certain foundations-an educated populace, pools of skilled labor, vibrant networks of suppliers, strong infrastructure, basic research that can be commercialized (Fulkner et.al. 2017). The "Commons" is crucial for shared prosperity that is at the heart of a successful economic development strategy. The commons forms the basis for emergence of clusters, the engines of local economic development through upskilling and creation of industries. Clusters enhance firms' competitiveness through agglomeration economies. This is due to presence of high skills, specialized suppliers and service provides, improved market access and circulation of information.

Value chain development for countries in transition

Value chains are networks of companies that are crucial for economic development. In close cooperation with governmental and non-governmental public organizations, value chains serve as the economic vehicles that develop goods and services, and that bring them to domestic markets, to foreign markets in the region, or to distant foreign markets. The massive attention for value chain development that we have witnessed in the past decade on the side of international development organizations is to be explained by the many opportunities value chains offer, such as business development, knowledge transfer, foreign direct investment, job creation, and



The MSM Academic Conference

export. However, the extent to which value chains positively contribute to domestic development goals depends on the conditions under which domestic industry and farm sectors participate in value chains. Among the many factors that play a role here, three stand out:

First, it is a priority for any emerging economy to enhance local value addition, particular in global value chains. Traditionally, mineral and agricultural commodities are exported in unprocessed or semi-processed form to foreign markets. In specialized global value chains, emerging economies typically take care of the manufacturing or assembling stages. In both chain types, the value addition is limited. What could governments do to help the local industry expand their value addition by moving into either the design or the marketing stages of the chain?

Second, a major issue in agri-food value chains in emerging economies is the fragmentation of the chain. Due to the multiple middlemen, the low level of organization among primary producers, and the supply-driven character of the chain, the level of coordination within the value chain is low. This situation hinders the development of efficient and more competitive domestic food supply. The emergence of a local lead firm that can 'govern' the value chain is often seen as a remedy and also as a condition for upgrading at various levels in the value chain. What is the nature of these local lead firms? When do they help food supply and retail

become more competitive? When not? What is the role of the newly emerging e-commerce grocery platforms in this context.

Third, to meet the 12th Sustainable Development Goal of responsible consumption and production, economic growth needs to be sustainable, and based on a low carbon and climate resilient development. This requires value chains to contribute to a circular economy, which promotes the elimination of waste and the continual safe use of natural resources. What opportunities does the circularity of value chains hold for businesses in emerging economies?

Climate smart agriculture & water efficiency and ecosystem development

During a successful internal seminar at MSM in March 2021, we identified the roles of a business school in the field of Climate Smart Agriculture & Water Efficiency (CSA&W). We concluded that for MSM, one important role to play is to help build local ecosystems that support farmers in adopting and managing CSA innovations. These ecosystems can consist of a series of different (existing) partnerships and should preferably be driven by the Triple Helix platform approach. Based on our expertise and track record, we are now particularly interested in how management of CSA-focused ecosystems can contribute to private sector development in rural areas. We wish to further extent our knowledge in the area of the governance structures and business models that can realize this.

We feel that a business school is in the best position to support ecosystem development, through:

- Evaluating and strengthening agribusiness partnerships
- Stimulating Triple Helix constructions
- Facilitating CSA ecosystem development & management
- Evaluating agricultural innovations
- Calculating cost-benefit ratios of agricultural innovations
- Developing agribusiness entrepreneurship
- Supporting TVET colleges and universities in playing a role in ecosystem coordination.

Inclusive Development

Working towards 'the inclusive organization' requires proactiveness because inclusiveness is about making sure that no groups or individuals are excluded. This applies to participation and representation in (public) services, businesses, trainings, social activities and society in general. People that are or may feel excluded are often from historically disadvantaged groups and/or minorities, for example youth, women, certain ethnic groups, or people with mental health problems. Sometimes, concrete barriers prevent such groups from being part of any form of organization (including labor processes or even family life). An example is that survivors (men, women, boys and girls) of sexual and gender-based violence (SGBV) do not get adequate help in dealing with their trauma to improve their psychosocial wellbeing. Help may not be available, too expensive, or rejected, and survivors

of SGBV are often stigmatized - even by health care providers. Challenging attitudes and perceptions of people through gender transformative training benefits inclusive organization. Another important topic relates to Youth Unemployment. A growing number of youths is seeking for employment. Economic development plans to provide answers to this growing number of unemployed youths which has its impact on organizations. An important question relates to how organizations can absorb as many youths as possible on the one hand and on the other also further industrialize?

Enabling impact and sustainable finance

An important enabling factor for private sector development in emerging economies is the availability of and access to capital. Increasingly, and with the support of development finance institutions across the world, the focus is no longer on just any form of foreign direct investments. Stimulating the development of business in the global South more and more requires capital that contributes to a more sustainable, just and inclusive society. Economic development that widens the gap between the have and have nots or that usurps nature for the benefit of (just a small segment of) the current generation, will not make a meaningful contribution to the Sustainable Development Goals that were adopted unanimously by all nations of the world in 2015. The UN Declaration contains a promise to all citizens of the world to leave no one behind when it comes to her or his development.



Conference keynote speakers



Professor Ha-Joon Chang
Economist & Author

Keynote: Industrial Policy - best practices for emerging economies

Ha-Joon Chang teaches economics at the University of Cambridge. In addition to numerous journal articles and book chapters, he has published 16 authored books (five co-authored) and 11 edited books. His main books include *The Political Economy of Industrial Policy*, *Kicking Away the Ladder*, *Bad Samaritans*, *23 Things They Don't Tell You About Capitalism*, and *Economics: The User's Guide*. His writings have been translated and published in 42 languages and 44 countries. Worldwide, his books have sold over 2 million copies. He is the winner of the 2003 Gunnar Myrdal Prize and the 2005 Wassily Leontief Prize.



Dr. Kwan S. Kim
Emeritus Professor at Kellogg Institute for International Studies

Keynote: Industrial Policy - the case of South Korea

Kwan S. Kim is professor emeritus of economics and fellow of the Kellogg International Studies Institute and Liu Institute for Asian Studies at the University of Notre Dame, USA. His teaching and research experiences span both development economics and global political economy. His areas of specialization for teaching at both the undergraduate and graduate levels included economic development (with area focus on East Asia, Africa, and Latin America); micro- and macroeconomics; international trade and finance; income distribution and poverty; economic growth, political economy of development; econometrics; and statistical analyses. He has served as an economic

consultant for governments of developing countries and for international agencies and has been a visiting scholar at academic and research institutions outside his home institution.



Prof. Henry Etzkowitz
President & Co-Founder of the International Triple Helix Institute

Keynote: Triple Helix

Professor Henry Etzkowitz is a scholar of international reputation in innovation studies as the originator of the "Entrepreneurial University" and "Triple Helix" concepts that link universities with industry and government at national and regional levels. He is founding President of the Triple Helix Association (a unique international network of several hundred scholars and practitioners of university-industry-government relations) and is the cofounder of the Triple Helix International Conference Series, which has produced a series of books, special journal issues, and policy analyses since it started in Amsterdam in 1996.

Etzkowitz is currently CEO of the Triple Helix Institute in Silicon Valley. He was a Senior Researcher at the H-STAR Institute and Lecturer in STS at Stanford University. Prior to coming to Stanford, he held the Chair in Management of Innovation, Creativity and Enterprise at Newcastle University Business School in the UK and served as Visiting Professor in the Department of Technology and Society at Stony Brook University. Etzkowitz has authored numerous articles and books, including *Triple Helix: University-Industry-Government Innovation* in MIT and the *Rise of Entrepreneurial Science*. He also coauthored *Athena Unbound: The Advancement of Women in Science and Technology and Public Venture Capital*.

Conference program

09.30 Opening, Plenary room

Dr. Diederik de Boer, Associate Professor Sustainable Business Development and Director Expert Centre for Emerging Economies at MSM

09.40 Keynote address: Industrial policy - best practices for Emerging Economies, Plenary room

Prof. Ha-Joon Chang, Professor of Political Economy of Development at Cambridge University

10.15 Questions and Aswers, Plenary room

10.30 Break

10.40 Parallel session 1 - Paper presentations, Breakout room

- Triple helix constructs for local and industrial development
- Climate smart agriculture & water efficiency and ecosystem development
- Inclusive development (focus on gender and youth)

12.15 Lunch break

13.15 Presentation on the Emerging New Global Economy, Plenary room

Prof. Dr. Harald Sander, Professor of Economics at MSM

13.30 Keynote address: Industrial policy - the case of South Korea, Plenary room

Dr. Kwan S. Kim, Emeritus Professor at Kellogg Institute for International Studies

14.00 Questions and Aswers, Plenary room

14.10 Break

14.15 Parallel session 2 - Paper presentations, Breakout room

- Value chain development for countries in transition
- Climate smart agriculture & water efficiency and ecosystem development
- Enabling impact and sustainable finance

15.45 Break

15.55 Keynote address: Triple Helix, Plenary room

Prof. Henry Etzkowitz, President & Co-Founder of the International Triple Helix Institute

16.30 Questions and Aswers, Plenary room

16.40 Closing remarks, Plenary room

Prof. Meine Pieter van Dijk, Senior Project Consultant at MSM



Paper presentations

Parallel session 1 – 10.40

Session: Triple helix constructs for local and industrial development

Facilitator: Ms. Mirjana Stanisic

China's entry in the foreign aid game

Dr. Tobias Broich, Dr. Kaj Thomsson

Foreign aid and state capacity in Africa

Dr. Tobias Broich, Prof. Dr. Szirmai, Dr. Kaj Thomsson

The Triple Helix in Zhejiang and Yunnan provinces

Dr. Lu Zhen

Applying Triple Helix Concepts for Sectoral and Local Development - Problems, Prospects and Possibilities: The Case of the Water Sector in Sierra Leone

Mr. Patrick Martens, Mr. John Day

Fabrication of rubber tile from waste tires

J. Byiringiro, P. Muhayimana, M. Ndamukunda, D. Ingabire, P. Umukunzi*

Session: Climate smart agriculture & water efficiency and ecosystem development

Facilitator: Prof. Meine Pieter van Dijk

Triple Helix Ecosystems to support innovation uptake in CSA: theory & practical testing

Mr. Hans Nijhoff, Prof. Meine Pieter van Dijk

Research on precision agriculture; what a business school has to contribute

Mr. Hans Nijhoff, Prof. Meine Pieter van Dijk

Climate Impacts & vulnerabilities in Egyptian agriculture & water

Prof. Dr. Farouk El-Aidy

Horticulture Rwanda, a technology driven chain

Prof. Meine Pieter van Dijk

Triple Helix in the rice value chain in Kenya

Dr. Julius Gatune

Session: Inclusive development (focus on gender and youth)

Facilitator: Dr. Diederik de Boer

What drives competitiveness?

Ms. Antonella Anastasi, Dr. Diederik de Boer

TVET and skill training systems in India: Review, Analysis of institutional issues, learner engagement model and cases of green sector skills

Chandrasekar, B., Rajiv Ranjan Thakur, Daru Setyorini

The challenge of inclusive development in the private sector

Mr. André Dellevoet, Dr. Stephanie Jones

Impact of agrofood interventions through TVETs

Ms. Gigi Limpens, Dr. Diederik de Boer

Universities, youth employment and entrepreneurship in Ethiopia, Indonesia and Palestine

Dr. Huub Mudde

Prioritizing Context in order to Understand, Explain and Support Women's Entrepreneurship in Developing Economies: An Agenda for Research and Practice

Dr. Caren Crowley, Dr. Huub Mudde, Alemfrie Derese

Parallel session 2 – 14.15

Session: Value chain development for countries in transition

Facilitator: Dr. Jeroen van Wijk

Parallel value chains, promoting poultry in Rwanda

Prof. Meine Pieter van Dijk

A government supported value chain: developing dairy in Rwanda

Prof. Meine Pieter van Dijk

Made in Ghana, the chocolate value chain

Dr. Jeroen van Wijk, George Boateng, Dr. Diederik de Boer

A collaborative work to improve added value of cashew nut in East Nusa Tenggara, Indonesia

Nampa, Adar, Bano, Widinugraheni, Labo, Bili

Impact of local e-grocery on food value chains, Rwanda

Mr. Bram Dijkman, Dr. Jeroen van Wijk, Prof. Dr. Ir. Bart Vos

Session: Climate smart agriculture & water efficiency and ecosystem development

Facilitator: Mr. Hans Nijhoff

The contribution of soil nutrient management practices to smart agriculture

Zerssa, D-G Kim, P. Koal, B. Eichler-Lobermann

The coffee bean intercropping system in Rwanda

Harelimana, A., T.D. Rukazumbuga, G. Le Goff, T. Hance

Economic study of citrus in the valley and the Delta in Egypt

Prof. Aida Allam

Water efficiency, CSA & ecosystem

Dr. Gualbert Oude Essink

Precolonial centralization and state capacity in Africa

Dr. Tobias Broich, Szirmai, Dr. Kaj Thomsson

Session: Enabling impact and sustainable finance

Facilitator: Prof. Dr. Harry Hummels

Impact and sustainability of regional transport infrastructure development in Africa: Policies and investment opportunities

Robert Tama Lisinge

Tracking Investment into a Low-carbon, Resilient Economy: A case of Kenya's Landscape of Climate Finance

Edward M. Mungai, S. Wagura Ndiritu, Izael Da Silva

Can remittances be used to improve funding and to supply finance for small enterprise development in West Africa in a sustainable way?

Bongwa, Van Dijk and Em Ekong

Inclusive finance by using electronic platforms: some African and Asian examples of platform banks trying to reach the poor

Prof. Meine Pieter van Dijk, Lukas Wellen

MSM Facts and Figures - Academic Conference

Triple helix constructs for local and industrial development

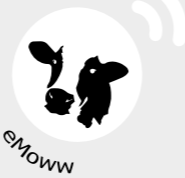
The Triple Helix (3H) approach aims at linking academia, government and industry players to find local solutions for local problems. One key aspect of MSM's 3H approach is to narrow the skills gap of graduates and the industry and strengthening entrepreneurial skills of students, graduates and teachers to stimulate self-employment in the sector.

Bako Horticulture Triple Helix Platform: setting up a vegetable seedling production and expert center

The aim of this Triple Helix Platform is to ensure high quality vegetable seedlings and stimulate TVET students to become seedling entrepreneurs. A greenhouse will be constructed to demonstrate modern seedling production of fruit and vegetable crops for public organizations, staff, private farmers, and academic institutions. The greenhouse will be used as a training site for seedling propagation of horticultural crops and training of TVET students.

Applying the triple helix approach in our projects, training and research:

- **Education and Training:** 5-day Executive Training on Building [Triple Helix Partnerships](#)
- **Projects:** 126 organizations partner in 13 active Triple Helix Platforms
- **Projects:** 13 Triple Helix Platforms have been launched among others in:
 - Setting up a vegetable seedling production and expert center (Ethiopia)
 - Improvement of (post)harvest handling of tropical fruits in Southern Ethiopia
 - Agricultural Services Hub (Uganda and Kenya)
 - Providing local solutions to local challenges of climate-smart horticulture farmers (South Africa, Tanzania, Jordan)
 - Development of a dairy business application (eMoww) for smallholder farmers (Indonesia)



Value chain development for countries in transition

Global Value Chains (GVC) are the network vehicles through which most of international trade takes place. GVC adds value, creates employment and offers effective opportunities for achieving higher levels of sustainability in the economy. Insertion into these GVCs is, especially for low economy countries, a condition for development.

Value Chain Analysis for Business Development and Local Value Addition

During MSM's executive training on Value Chain Analysis, Dr. Jeroen van Wijk, Associate Professor Global Value Chain (GVC) and Partnerships, discusses a variety of opportunities and challenges for emerging countries and their companies to link-up to value chains and how to 'upgrade' individual companies or local industry clusters. Value chain analysis is a useful tool to detect the obstacles that prevent local companies to link up to global and to domestic value chains. Through different hands-on assignments, participants gain an in-depth understanding on how connected consumers are with producers worldwide and how we as consumers can help to make production chains more fair and sustainable.

Applying VC analysis in our projects, training and research:

- **Education and Training:** MSM collaborates with the Islamic Development Bank to provide training on GVC capacity building, operationalization and joint publications
- **Education and Training:** MBA specialization on "[International Business and Sustainable Development](#)" with a special focus on GVC.
- **Education and Training:** 5-day Executive Training on [Value Chain Analysis for Business Development and Local Value Addition](#)
- **Projects:** GVC's are incorporated in MSM's projects of which value chain analysis have been undertaken in among others; horticulture, cacao, cashew nuts, cabbage, corn, kettle, dairy and poultry.





MSM Facts and Figures - Academic Conference

Climate smart agriculture & water efficiency and ecosystem development

Agriculture and its productivity are at the heart of feeding and sustaining the ever-growing world's population. The Food and Agriculture Organization (FAO) estimates a 9.7 billion world population by 2050, which will require a 70% increase in agriculture production to feed. A key adaptation and mitigation mechanism is Climate-Smart Agriculture (CSA). CSA is defined as agricultural practices that sustainably increase productivity and system resilience while reducing greenhouse gas emissions. It is not a single specific agricultural technology or practice that can be universally applied; it is a combination of policy, technology, and finance options that involves the direct incorporation of climate change adaptation and mitigation into agricultural development planning and implementation.

Implementing CSA in Egypt, South Africa and Ethiopia

CSA is a prominent topic in several of MSM's projects. For example, in Egypt, MSM together with its consortium partners intends to enhance water efficiency and food security by means of efficient water management for CSA. In South Africa MSM manages a project named "Strengthening skills of TVET staff and students for optimizing water usage and climate smart agriculture". This project combines the promotion of agriculture growth and sustainable and equitable water use and concentrates on educating young people in the field of optimizing water usage and climate smart agriculture. At Arba Minch University in Ethiopia, MSM together with Acacia Water facilitates the setting-up of an Expert Center on CSA and Water Management.

Applying CSA in our projects, training and research:

- **Research:** Climate Smart Agriculture and Water in the Global South seminar and [published book](#).
- **Research:** At the start of the Covid-19 pandemic, MSM started an article series about [food security](#) in emerging economies, where the effects of the pandemic were mapped out and explained.

- **Research:** [Climate Smart Agriculture in Eastern Africa - perceptions and practices](#)
- **Education & Training:** 5-day Executive Training on [Small Agribusiness Development in Emerging Economies](#)
- **Projects:** 58 curricula developed linked to CSA & Water
- **Projects:** 674 Students trained in South Africa and Tanzania.

Inclusive development

MSM contributes to realizing the Sustainable Development Goals (SDG) through responsible management education and applied research. MSM helps addressing migration by improving the economic development in countries of origin. Within this field, MSM works on governance and policy development, labor market development, triple helix ecosystems, organizational development, leadership and management and entrepreneurship. In addition, MSM focuses on overcoming gender inequalities and SGBV in education, business and public service (SDG 5). The focus is on strategy development and -implementation, female talent development, women entrepreneurship, and gender mainstreaming in education, research and service delivery.

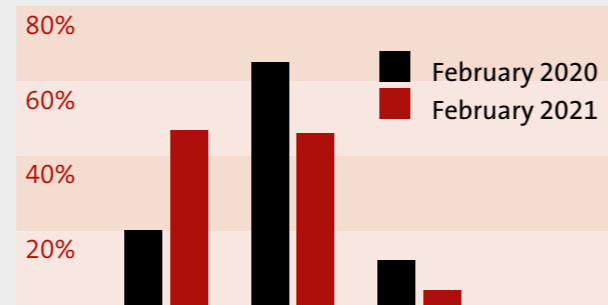
Action Based Research on Gender Aspects of Covid-19 in Bangladesh Engaging Female Health Staff

In February 2021, MSM has been engaged in an "Action Based Research on Gender Aspects of Covid-19 in Bangladesh, working with people from various hospitals in Dhaka, funded by [the Elisabeth Strouven Foundation](#). The study was valuable in collecting data on this topic and helped build the capacity of health staff to design and conduct gender-based research. The team interviewed 511 respondents (343 housewives, 64 heads of households and the remainder was medical staff). The respondents were badly affected by Covid; 31% had lost their income due to the pandemic and many others earned less than before.

MSM Facts and Figures - Academic Conference

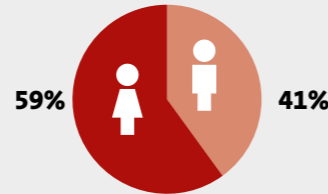
As the chart shows, the average number of cooked meals per day declined rapidly. Apart from the quantity, households also had to severely save on the quality of food. The women reportedly often got to eat after everyone else had finished, the leftovers usually being of even lower quantity and quality. As a result, there was a sharp increase of women who reported feeling less energetic and unwell now as compared to before Covid. Additionally, it was often not possible for them to visit a health facility, due to Covid protocol and because they could not spend the money. Women also were constrained by the lack of female doctors and separate facilities for women. Also, 35% of women reported to have been exposed to physical violence, against 17% before Covid, mostly by the husband, the son or the parents-in-law. Women attributed this to financial problems and the insufficiency of food. Female health staff reported to have faced violence more often, but less than the housewives, potentially helped by their income having remained stable. It seems therefore, that housewives without an income have faced the worst consequences from Covid in terms of food consumption and physical violence, without gender sensitive health services being at their disposal. After the research, various rounds of virtual meetings have been held with management of health facilities, to underline the importance of gender sensitive health service and the particular constraints that vulnerable women face under Covid.

Number of cooked meals/day



Inclusive facts of our organization, projects and training:

- **Scholarship:** MSM offers the Women Ambassador Scholarship to women who want to grow their ambitions, respond to gender inequality in a constructive way and seek to inspire other women.
- **Education & Training:** 5-day Executive Training on [Gender Equality and Women Empowerment](#)
- **Education & Training:** 5-day Executive Training on [Women Entrepreneurship Policy](#)
- 59% of MSM's staff and faculty is female



Projects: In the past two years

- **215 women trained**
- **5 curricula were developed on gender inclusivity and gender awareness**
- **431 students took part in apprenticeship/internship**





Enabling impact and sustainable finance

Stimulating the development of business in the global South more and more requires capital that contributes to a more sustainable, just and inclusive society.

Financing sustainability: CSR for financial inclusiveness

As part of a refresher course for MSM and other Dutch Scholarship alumni, MSM organized a 10-day training course on “Financing sustainability: CSR for financial inclusiveness” in Bhutan. The course enhanced the participants’ knowledge on innovation and Corporate Social Responsibility (CSR) policy development, and how to build a sustainable business strategy in their countries.

Applying sustainable finance in our projects, training and research:

- Education and Training: 5-day Executive Training on [Project Finance](#)
- Education & Training: MBA specialization on [Accounting and Finance](#)
- Projects: Financial Literacy training for a women investment club in Burundi

Thank you for joining our Academic Conference

MSM would like to thank you for your participation in and contribution to our Academic Conference on Private sector development in emerging economies, contributing to a climate smart and inclusive society. We hope to meet you again soon in one of our events or programs.

Expert Center for Emerging Economies

T: +31 43 387 08 08 | E: ipd@msm.nl

Management Education

T: +31 43 387 08 08 | E: info@msm.nl

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The logo for Maastricht School of Management (MSM), consisting of the letters 'MSM' in a bold, white, sans-serif font.

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Endepolsdomein 150, 6229 EP Maastricht, The Netherlands
T: +31 43 387 08 08 | E: info@msm.nl

www.msm.nl



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