

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

GLOBAL NETWORK
CONFERENCE
2022



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Welcome to the MSM Global Network Conference

It is my pleasure to welcome you to the MSM Global Network Conference, either online or at the MSM campus in Maastricht. This special conference is bringing together MSM's global network of educational and capacity development partners, alumni, students, consultants, faculty and staff.

The conference marks MSM's rich history of 70 years contributing to global management. In the past decades we have, together with our partners, developed and strengthened the leadership and management skills of many professionals, organizations and businesses around the world. All with the aim to promote economic and sustainable development in these regions.

We do this through knowledge generation and by facilitating the sharing of knowledge and experience within our network. And this is exactly what you are here for at the Global Network Conference.

The conference will address the impact of today's challenges and crises on emerging economies, and in particular on vulnerable groups in these economies. More specifically the conference will focus on three major areas in which MSM, and its partners are active: youth employment in the digital era, climate-smart agriculture, inclusive organizations and approaches. During the conference we aim to create deeper insights into how MSM and its global network of partners can jointly contribute with knowledge, networks, education, and research to an inclusive and economically viable society.

We have put together an exciting program of key-note presentations and hands-on workshop sessions, complemented with valuable network opportunities. I hope that you will have an inspiring and fruitful time at this very special conference.



Meinhard Gans
CEO/Dean a.i.

03



Program

Conference program 14 September 2022

- 09:30 Registration & coffee**
- 10:00 Opening**
Dr. Ir. Huub Mudde, Senior Project Consultant MSM
- 10:10 Welcome**
Meinhard Gans, MSM CEO
- 10:20 Partnership message**
Prof. Dr. An Tongliang, Dean Nanjing University Business School
- 10:25 The power of Africa: inclusivity in business and governance (incl Q&A)**
H.E. Meaza Ashenafi, President of the Supreme Court, Ethiopia
- 11:00 Break**
- 11:25 A business perspective on greening the global economy**
Marhijn Visser, Deputy Director International Affairs VNO-NCW
- 11:40 A policy perspective on the digitalized economy**
Dr. Rose Ngugi, Executive Director Kenya Institute Public Policy Research and Analysis
- 11:55 Introducing working groups**
Dr. Ir. Huub Mudde
- 12:00 Parallel working groups, session I**
- 13:00 Lunch break**
- 14:00 Parallel working groups, session II**
- 15:15 Break**
- 15:45 Climate change and the impact of private capital flows**
Julián Cardona, Sustainable Finance and Innovation Coordinator, The Nature Conservancy
- 16:00 Main recommendations from the working groups**
Presentation by the three working group moderators
- 16:15 Closing remarks**
Dr. Diederik de Boer, Director Expert Centre on Emerging Economies MSM
- 16:30 Looking back at 70 years MSM and a glance into the future**
- 17:00 Network Dinner**



Shaping the economy



The Global Network Conference is organized at a time that we are faced with huge challenges. For the first time ever, more than 100 million people are on the run due to conflicts and violence (UNHCR, 2022). Human-induced climate change has caused widespread adverse impacts and related losses and damages to nature and people (IPCC, 2022). The (geo-) political landscape has changed drastically in 2022, which has impacted highly on the global economy. And the Covid-19 pandemic has disrupted our normal way of living, accelerating the use of digital technology and impacting global value chains.

These are challenges that affect all of us. The conference will zoom in on how these challenges have an impact on emerging economies, and especially the impact on women, children and marginalized groups in these economies. This asks for reflection on and rethinking of economic issues.

Two megatrends can be identified in how economies are organized. On the one hand, the drive for sustainability has seen a shift towards a Green Economy (and also Circular Economy and Bioeconomy). On the other hand, developments in Information and Communication Technologies (ICT) are steering a digitalization era, the so-called 4th Industrial Revolution or Industry 4.0. These two trends are creating new challenges and new opportunities, especially in emerging economies. These regions tend to be less technologically savvy and often have relatively weak ICT infrastructures. The paradigm shift may leave them further behind. On top of that, large global technology providers could capture disproportionate shares in these emerging economies.

MSM, through its educational programs and its Expert Centre on Emerging Economies (ECEE), focuses on the role of international and local businesses in promoting economic and sustainable development in the Global South.

Within this context, the conference wishes to generate recommendations on how we, MSM and its global network of partners, could further sharpen our strategies to jointly contribute to an inclusive and economically viable society that benefits all. During the conference we will be concentrating on how these megatrends will impact on three areas in which MSM and its partner network are active.

We wish to create deeper insights in how we can contribute with knowledge, networks, education and research to:

- 1 Stimulate youth employment, in particular in emerging economies which are characterized by a predominant young population and high youth unemployment**
- 2 Innovate agricultural practices to become more climate-smart and sustainable, from the context that the agricultural sector in most emerging economies is the foundation of the economy**
- 3 Strengthen inclusivity in organizations and approaches, because every person can contribute to economic development and should not be left aside**



Conference speakers

Professor An Tongliang

Dean of the Business School of Nanjing University



Professor An Tongliang, holding PhD in Management, is PhD Supervisor, Changjiang Scholar Professor (2014) and a recipient of State Council Government Special Allowance (2015). He has been selected into National High-level Talent Special Support Program (Ten Thousand Talents Plan) in philosophy and social sciences (2018); Cultural Masters Talent Project (2018); New Century Excellent Talent Support Program by the Ministry of Education (2005), the second-level training target of the 333 High-level Talent Cultivation Project in Jiangsu Province (2013). He also serves as an anonymous reviewer of Economic Research.

He concentrates on study on industrial economics and tracks academic trends with international vision and method in long term. He has published more than 50 papers in SSCI journals, such as Pacific Economic Review, Contemporary Asia, Industry and Innovation and Economic Research. His paper, published in SSCI Journal of Pacific Economic Review in 2005, has been listed as one of Homepage Highlights Theses in recent years. Since 2002, Professor An has published 8 academic papers in top-ranked economic journal Economic Research in China. Many papers have been reproduced in full by People's Congress. His views have been reported by the People's Daily theoretical page. He has also provided consultation for government and enterprises, and has successfully hosted nearly 30 consulting projects, mainly including IPOs, mergers and acquisitions, compensation systems, industrial planning and corporate development strategies. In addition, Professor An is deeply devoted to public service, and has been awarded Advanced Donation Individuals by Hebei Province.

H.E. Meaza Ashenafi

President of the Supreme Court of Ethiopia



Meaza Ashenafi is the first federal female Chief Justice of Ethiopia. Under her leadership, the Federal Supreme Court has embarked on a comprehensive judicial reform program supported by different international organizations. She also spearheaded the development of a common agenda for other Justice Sector Institutions which will be implemented in coordination with her new appointment as Chief Justice, where she envisions to restore public trust on the judiciary and ensure judicial independence.

Before her appointment as Chief Justice, Meaza was engaged in the promotion of human rights, advocacy on violence against women and ensuring women's access to finance as well as in resource mobilization for various aspects of development. Meaza is the co-founder of the Ethiopian Women Lawyers Association (EWLA) where she served as the Executive Directress for eight years and vocalized the needs of women marginalized in the economic and social structure. With the cause close to her heart, she co-founded Enat Bank, the first women's bank in Ethiopia with the goal of ensuring financial independence of women while providing all clients with exemplary service. She chaired the Bank's Board of Directors for six years. Furthermore, Meaza has contributed to the promotion of African women's rights in her capacity as Gender Advisor at the United Nations Economic Commission for Africa over several years.

Her work has received international recognition including the African Leadership Prize, Hunger Project Award and Women of Courage for Ethiopia Award by the US Government in 2008 among many others.

Meaza's formal education includes an L.L.B from Addis Ababa University and an M.A in International Relations and Gender Studies from the University of Connecticut in the United States.



Marhijn Visser

*Deputy Director International Affairs
at VNO-NCW/MKB Nederland*



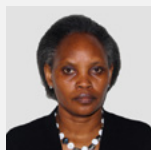
In April 1996 Marhijn Visser became (part time) personal assistant of a Member of the Dutch Parliament. In October 1998 he started his career in the Dutch Civil Services in the Ministry of Justice as legal advisor, responsible for games of chance and integrity checks.

From April 2001 on, he worked in the Competition Department of the Ministry of Economic Affairs as senior policy advisor and project leader. His main tasks were competition law and casinos. As project leader he was responsible for the new Dutch law on consumer protection, and he negotiated for the Netherlands in Brussels the European framework for consumer protection for several years.

In September 2005 he was appointed private secretary to the Dutch Minister for Foreign Trade and served two Ministers: Ms Karien van Gennip (Christian-Democrats) and Frank Heemskerk (Labour). As private secretary he was the first advisor for the Minister on political/parliamentary issues and was the liaison between Minister and Ministry. In March 2009, Marhijn Visser was appointed deputy head (deputy director) of the Executive Office of the Dutch Ministry of Economic Affairs and combined this with his duties as private secretary. In September 2010, Mr Visser started as deputy permanent representative to the WTO and head of the economic and development department of the Permanent Representation of the Kingdom of the Netherlands to the UN and other International Organizations in Geneva. After a short period back at the Ministry of Economic Affairs late 2014, Mr Visser started in February 2015 at VNO-NCW and MKB-Nederland (the two largest industry and employer associations in the Netherlands) as deputy director international affairs. He is responsible for trade and investment policy. Currently he is also project leader responsible business conduct. As project leader he and his team wrote the Dutch private sector strategy on Africa.

Dr. Rose Ngugi

*Executive Director
at KIPPRA*



Dr. Rose Ngugi is the Executive Director of the Kenya Institute for Public Policy Research and Analysis (KIPPRA). She is involved

in providing technical guidance in public policy research and analysis as well as capacity building in promoting evidence-based policy making process, with the overall aim of contributing to the achievement of the national development goals. Before then, she was a Senior Advisor in the Office of Executive Director, Africa Group 1, International Monetary Fund, Washington D.C. Dr. Ngugi has been a member of Central Bank of Kenya, Monetary Policy Committee and has vast teaching experience from the University of Nairobi, School of Economics. She has published widely with research interests in public policy, financial sector, investments, public sector reform agenda and institutional issues. She holds a PhD from Business School Birmingham University, UK, Masters and Bachelor's degree in Economics from the University of Nairobi, Kenya.

Julián Cardona

*Conservation Finance and Sustainability
Coordinator, The Nature Conservancy
Colombia*



In the beginning of his professional career, Julian Cardona was part of technical teams in the public sector dedicated to the design and implementation of public policies to reduce poverty at regional and national levels. Later in his career, he moved to the non-profit sector where he had the opportunity to work for two important environmental NGOs (Fondo Acción and Conservation International Colombia). As Operations Manager at both organizations, he participated in structuring long-term financial mechanisms for project funding related to biodiversity conservation. Following this position, he moved to the corporate sector and worked for a leading sugar cane producer in Colombia as the corporate foundation's Executive Director. In this role, he was responsible for managing social investment programs and became an active member of the team implementing the company's sustainability strategy.

Currently, Julián works for The Nature Conservancy - Colombia, as Conservation Finance and Sustainability Coordinator, collaborating in building up a vision for conservation finance products associated with scaling up conservation strategies. Prior to this, he was Water Security Coordinator for the Northern Andes and South-Central America Conservation Program. In that position, he contributed to strengthening water funds' governance and financing strategies in Ecuador, Perú, Colombia, Guatemala, Costa Rica and Panamá.

Background information on the working group topics

Youth employment in the digital era

A growing number of youths is seeking for employment: 50.3 million unemployed young people live in Africa, the Middle East, Asia and Latin America, which is 85 per cent of all unemployed young people globally (ILO, 2017). Further, the informal economy seems to be the only sector that provides employment opportunities. However, these tend to cater for low productivity jobs, essentially leaving many as working poor. One important question is how organizations and companies can absorb as many youths as possible while also being able to further innovate. Another is how the informal economy can be upgraded to be able to provide decent jobs.

This employment challenge takes place in a context of new capabilities and fundamental changes in the nature of work through digitalization. Increasingly, technology is available to replace or complement workers at all levels. Economic models are being disrupted, creating new industries and business models that are based on emerging platform economies. This technological revolution is being referred to as the 4th Industrial Revolution (4IR) (WEF 2017). Relevant these days is to know how the pandemic and its resulting accelerated digitalization, as well as other global trends, have impacted on emerging economies and inclusivity. Are there lessons to be learned?

As an educational institution, MSM addresses these and other challenges by strengthening linkages between university and industry. Pivotal in MSM's approach is the Triple Helix Model (THM) in which industry, academia and government are brought



together and collaborate towards local economic development. Central to the Triple Helix Model is the blurring of boundaries between government-industry-research/knowledge institutions with each actor assuming some roles of “the other” (Etzkowitz and Leydesdorff, 2000; Etzkowitz, 2003). This working group session will showcase practices of stimulating youth employment in the digital era. It looks at examples from different countries and will seek to formulate recommendations on the role of management education and research.

Climate smart agriculture and climate change

Agriculture is critical to the growth and development of many emerging economies. Now more than ever, climate change brings a great risk. It could destabilize local markets, slow down economic growth and employment, and increase risks for investors in the sector. Rural areas that now feed the cities can become less reliable. Rising climate hazards might cause such systems to fail, for example if key production hubs are affected (McKinsey, January 2020).

The Sixth Assessment of the Intergovernmental Panel on Climate Change (IPCC) has shown climate-related extremes have affected the productivity of all agricultural sectors. Droughts and floods contribute to reduced food availability and increased food prices, threatening food security, nutrition, and livelihoods of millions (IPCC, 2022). The 2020 World Population Data Sheet (SDG Knowledge Hub, 2020) shows that the world population is projected to increase from 7.8 billion in 2020 to nearly 10 billion by 2050.



Societies need to adapt to this changing climate with an increasing pace and scale, soon. Agriculture now finds itself at a technological crossroad.

Success of climate-smart production may well depend on a technology transformation, using digital connectivity technologies. It is expected that those that embrace these technologies may be best positioned to prosper in a climate-smart agriculture future. For example, irrigation and nutrient distribution equipment, using connected-sensor data and imagery analysis, can substantially optimize resource usage and crop growth.

Successful Climate Smart Agriculture (CSA) application by farmers depends on their ability to uptake climate adaptation and mitigation technologies. As a management school, MSM works with agricultural stakeholders in the Global South to help develop CSA Triple Helix ecosystems that support farmers in transitioning from traditional to climate-smart farming.



This working group session will look at some examples from different countries. How can such CSA support structures be designed, developed, and managed? What should be the focus, and what are the do's and don'ts in this processes? We will seek to formulate recommendations on the role of management education and research in this domain.

Inclusive organizations and approaches

Working towards 'the inclusive organization' requires proactiveness because inclusiveness is about making sure that no groups or individuals are excluded. This includes participation and representation in (public) services, businesses, training, social activities and society in general. People that are or may feel excluded are often from historically disadvantaged groups and/or minorities. This could include, for example, youth, women, ethnic groups, people with disabilities, or people with mental health problems. Sometimes, concrete barriers prevent such groups from being part of any form of economic or social activity (including labor processes or even family life). To ensure maximum inclusiveness, it is not sufficient to just identify the specific excluded groups and allow them to participate. For them to truly and equally benefit, tailored approaches need to be developed and implemented.

Challenging the attitudes and perceptions of people, through training on and social inclusion and gender transformative approaches, will benefit organizations in becoming more inclusive. By working on a parallel trail on improving policy and strategies in these organizations (for example in education or government) enables such changes to be put into practice and embedded, both within the organizations and in its surrounding society. This brings about sustainable change. Private sector organizations too can play a crucial role by shifting from a Corporate Social Responsibility (CSRs) approach towards a more Inclusive Business (IB) model that seeks to include the 'excluded' in their value chains.

This working group session will showcase practices of strengthening such inclusive approaches, using examples of organizations from different countries. It will specifically focus on gender and female empowerment and will seek to formulate recommendations on the role for and potential of management by education institutes in this domain.



MSM's Global Impact



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 offers management education on a global scale and provides 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 Centre on Emerging Economies

MSM's Expert Centre on 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.



It is MSM's mission to contribute to sustainable local economic development by building a knowledge ecosystem.

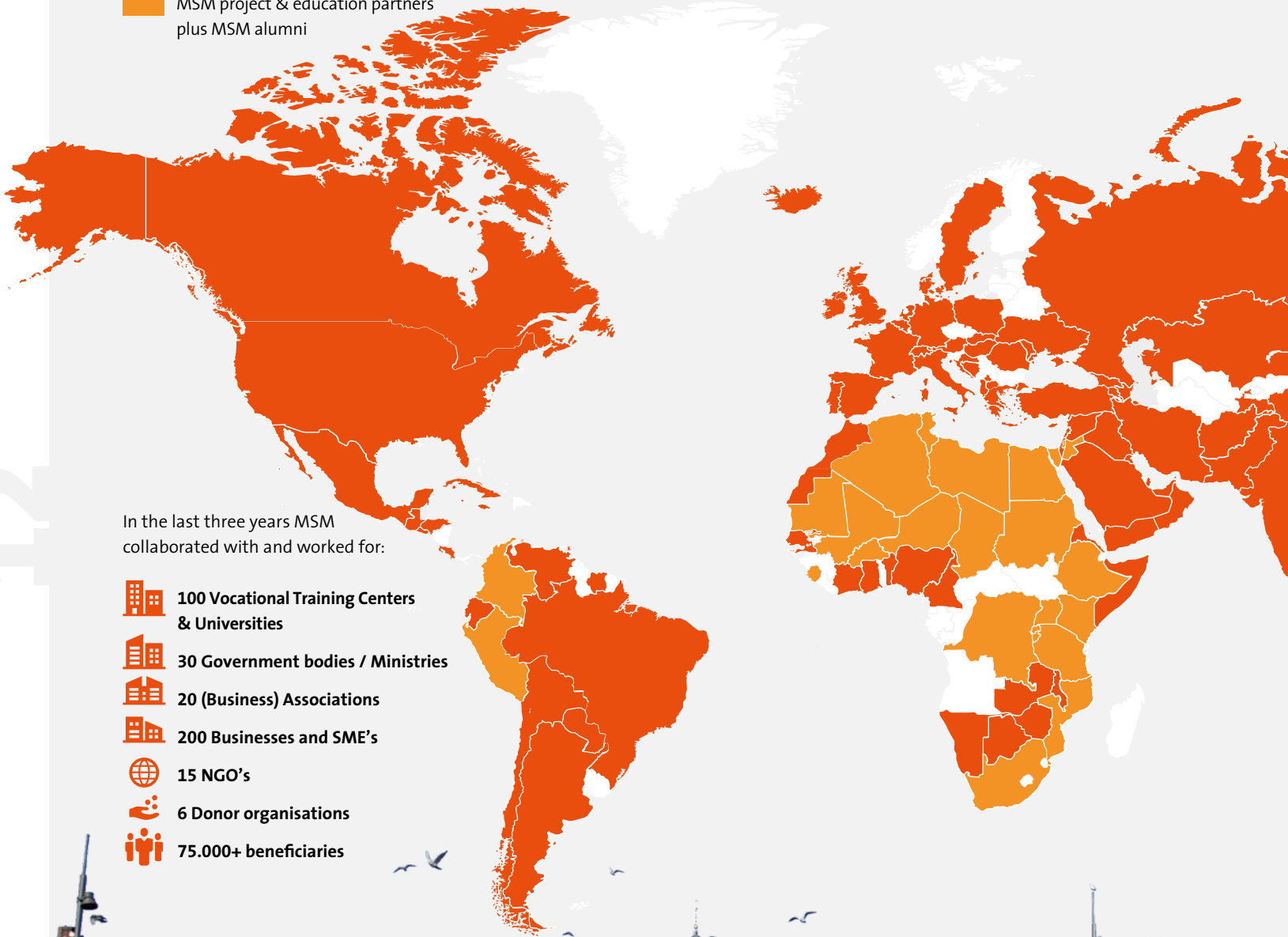
MSM in a nutshell

- Successful track record of 70 years contributing to global management
- 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
- More than 21.500 alumni around the world
- Over 400 students graduate each year in more than 20 countries



Our global presence

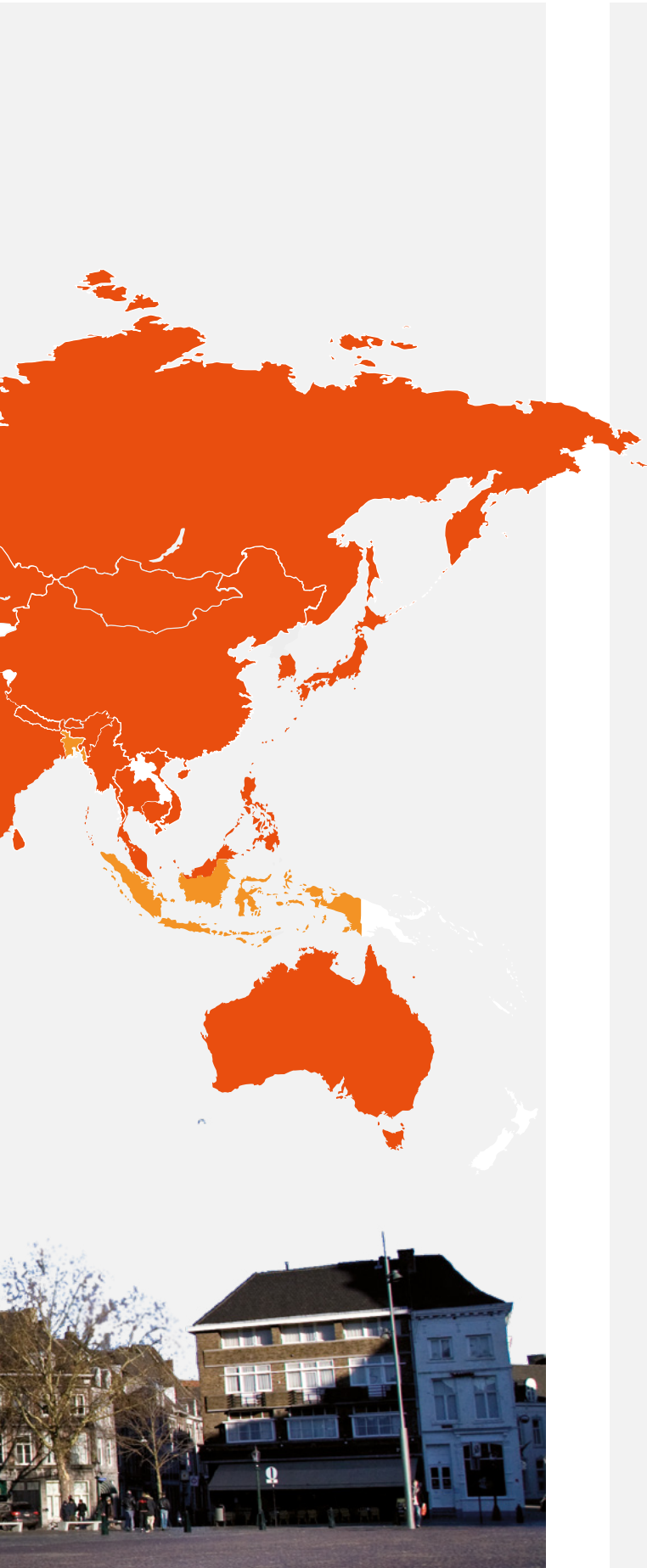
-  MSM alumni
-  MSM project & education partners plus MSM alumni



In the last three years MSM collaborated with and worked for:

-  **100 Vocational Training Centers & Universities**
-  **30 Government bodies / Ministries**
-  **20 (Business) Associations**
-  **200 Businesses and SME's**
-  **15 NGO's**
-  **6 Donor organisations**
-  **75.000+ beneficiaries**





Our global reach

The numbers below reflect MSM's global reach of the past 5 years



Residential and global MBA programs



59%



41%



Residential and global Master in Management programs



54%



46%



Short Executive Programs



60%



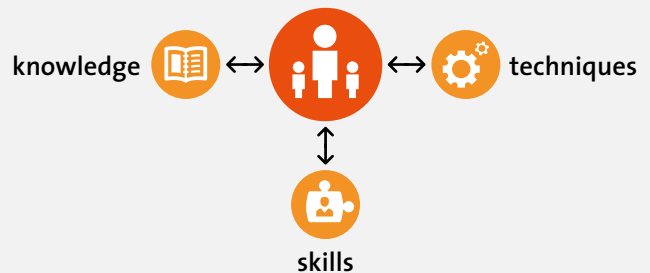
40%



Expert Centre on Emerging Economies (ECEE)



75 K+ beneficiaries reached with



Our impact in the expertise areas

Entrepreneurship, Innovation and Digitalization

The essence of entrepreneurship is creating and capturing new value. MSM supports the set-up of incubators, entrepreneurship centres, advises on entrepreneurial-ecosystems, entrepreneurship education and entrepreneurial transformation of organizations, and offers entrepreneurial skills development training programs. In addition, MSM offers support, training and advice on knowledge valorization and the role of technology and innovation for (local) economic development.

The data below reflect MSM's global impact of the past 5 years.



Capacity strengthening



400+
people trained on entrepreneurship and innovation



100+
people trained on online learning programs



30+
trainings provided on:

- Entrepreneurship and business start-up skills
- Female entrepreneurship skills
- Triple helix for innovation, entrepreneurship and investment



10+
policy papers written on:

- Enhancing youth employment through improving entrepreneurship programs at TVET colleges in Ethiopia
- Entrepreneurship, consultancy and incubation policy
- Outreach and extension services policy



Education

Degree programs



140+
MBA students followed the Entrepreneurship expertise track



160+
MBA students followed the Digital Transformation expertise track



140+
MBA students participated in the Innovation Week



1800+
MBA students followed the MBA courses on Entrepreneurship, and Digital Transformation



150+
Master in Management students followed Master courses on

- Entrepreneurship and Innovation
- Digital Transformation of Business



80+
Master in Management students participated in group company projects on Digital Economy

Executive programs



In 2022, MSM launched new programs

- Women Entrepreneurship Policy
- Building Triple Helix Partnerships

Leadership, Change and Organizational Development

MSM provides essential leadership and management skills specifically tailored to meet the needs of clients in a range of culturally contrasting environments. Our internationally experienced trainers, familiar with both public and private sector contexts, offer problem-based learning approaches to client leadership and management challenges. In pre-course consulting we identify client leadership and management issues, through assessing the context for appropriate solutions, identifying existing leadership styles, analysing current behavioural preferences, selecting potential future leaders as change agents. On this basis we promote the use of tools to develop basic supervisory skills, leading to entrepreneurial leadership practice with other relevant leadership options, in order to lead change and transformation.

The data below reflect MSM's global impact of the past 5 years.



Capacity strengthening

Leadership



15+ training sessions provided on leadership topics, strengthening over **250** people in emerging economies' their leadership capabilities

Change management



Over **120** people have gained new knowledge and skills on how to successfully lead a change within their organization or institute

Organizational development



20+ training sessions provided to over **200** people on topics such as strategic marketing, customer service and human resource management and problem solving



Education

Degree programs



1800+ MBA students followed the MBA courses on Leadership and Organizational Behavior Global Corporate Strategy and Change Management



150+ Master in Management students followed Master courses on Organizational Behavior, Strategy and Planning

Executive programs



89 professionals trained in Change Management



101 professionals trained in Strategic Leadership



39 professionals developed their Personal Leadership skills



42 professionals strengthened their Effective Team Leadership skills

Inclusive and sustainable business

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 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 and research.

The data below reflect MSM's global impact of the past 5 years.



Capacity strengthening

Gender inclusiveness



Gender inclusiveness is essential for economic prosperity. Societies that value women and men as equal are safer and healthier



400+ professionals trained on gender inclusiveness



Deepening trainees' knowledge on gender and building their skills towards gender sensitive and responsive institutions



20+ gender assessments carried out



Education

Degree programs



120+ MBA students followed the expertise track in International Business and Sustainable Development



1800+ MBA students followed the MBA course on Corporate Responsibility and Ethics



70+ Master in Management students participated in group company projects on Sustainable Development



MSM's residential Full-time MBA and Master in Management students participate yearly in the regional and national SDG Challenges - working together with companies on a sustainable business solution

Executive programs



33 professionals trained in Corporate Social Responsibility



In 2022 MSM launched new programs Gender Equality and Women Empowerment Small Business Development in Emerging Markets

Globalization, Value Chains and Industrial Policy

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.

The data below reflect MSM's global impact of the past 5 years.



Capacity strengthening



100+
people trained on global value chain analysis



350+
TVETs, Universities, Government Bodies, Business Associations and NGOs are linked from the North and South through MSM ECEE's collaboration and interventions



20+
policy papers written on:
• Private sector development
• Global value chains en industrial policy



Education

Degree programs



120+
MBA students followed the course Fair Trade & Global Value Chains as part of the International Business & Sustainable Development MBA expertise track



1800+
MBA students followed the MBA courses on Global Supply Chain Management



Since 2020 MSM offers the MBA expertise track on Supply Chain Management with **40+** students trained so far in this track



150+
Master in Management students participated in the Supply Chain Management project

Executive programs



35
professionals trained in Value Chain Analysis for business development and local value addition



In 2022 MSM launched the new programs:
• Industrial Policy
• Sustainable & Impact Finance

MSM and the Sustainable Development Goals

Our contribution to the SDG's

MSM takes up an active role in addressing the 17 Sustainable Development Goals (SDGs) of the United Nations in all its activities and achievements; education, international projects, tailor-made trainings, research, collaborations, achievements by MSM students & alumni, accreditations and rankings. In this overview a selection of our activities contributing to the 17 SDG's.





Project on strengthening innovation processes through Higher and Professional Education in Food Security, Agriculture and Rural Development to give Palestinian people access to sufficient, safe and nutritious food. (also link to SDG 2, 8 and 12)

Project on promoting resource smart green technologies in technical professional and higher education to increase Mozambique's food production and nutrition security. (also linked to SDG 2, 3 and 8)

Project Bright Future in Agriculture South focuses on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture. (also linked to SDG 2, 4, 8 and 17)

MSM Online MBA student Florisa de Leo Magambi is founder of Kibébé. At Kibébé, ethical, eco-inclusive, highly curated products are designed for the international market to provide employment for refugees and Malawian artisans. (also linked to SDG 1, 2, 3, 4, 8, 10, 12 & 13)



Project on Agricultural Technical and Vocational Education and Training in Ghana by integrating Farm institutions in the wider agricultural education system with public agricultural colleges and universities. (also linked to SDG 4)

Setting up a blended learning program for sustainable inclusive agricultural value chain development in Indonesia. (also linked to SDG)

Project on strengthen education for agricultural development (SEAD) in the western province of Rwanda. (also linked to SDG 1 and SDG 4)

Project Bright Future in Agriculture focusing on enhancing employability and food security in Ethiopia through quality ATVETs in horticulture and dairy. (also linked to SDG 1, 4 and 8)

Project to support the sub-sector of technical and professional training for the community-building of resilience to food and nutrition security in regions of Mopti in Mali. (also linked to SDG 4)



Book chapter by Prof. Dr. Josette Dijkhuizen, Honorary Professor in Entrepreneurship Development, on exploring of wellbeing of women entrepreneurs in refugee settlements in the Middle East. (also linked to SDG 11 and SDG 5).



Our mission is to provide education and advocacy for ethical management, inspiring leadership, innovative entrepreneurship and effective public policy.

Project on strengthening skills, ethics, and integrity in Indonesian legal education (TVET) in collaboration with The Faculties of Law of Airlangga University in Surabaya and Maastricht University. (also linked to SDG 17)

Duc. A Hoang, MSM MM alumnus, was listed as game changer in the Forbes 30 under 30, recognizing his NGO EdLab Asia which focuses on educational research and development activities.

Project on strengthening the vocational teacher training on national and regional level by enhancing the educational and organizational capacities of the Ministry of Agriculture Polbngtan education system (also linked to SDG 8 and 17).

Launch of the MSM SDG Change-maker Scholarship. This scholarship recognizes candidates who showcase their contribution to the achievement of the SDG's.

Ranking by CEO magazine: MSM's full time MBA maintains the Global Tier One MBA ranking, MSM's Executive MBA is the 5th best Executive MBA program in the world, making it the best Executive MBA program in the Netherlands. MSM's Online MBA is ranked as the #11 Online MBA in the world, making it the second best in the Netherlands.

International accreditations by AMBA, IACBE, ACBSP and ATHEA. NVAO accreditation for MSM's residential MM and MBA programs.

Ranking by Eduniversal: MSM retained the first position as top business school with significant international influence.



Project on women empowerment in health sector in developing countries in collaboration with the Elisabeth Strouven Foundation.

Project on institutional strengthening of the Regional Training Facility (RTF) in the prevention and mitigations of Sexual & Gender Based Violence (SGBV) in the Great Lakes region. (also linked to SDG 10)

Journal article co-authored by Caren Crowley, Assistant Professor in Research Methods and Skills, on Digital girl: cyberfeminism and the emancipatory potential of digital entrepreneurship in emerging economies. Published in Small Business Economics.

MSM has created the Women Ambassadorship Scholarship, a scholarship to motivate women who - in their own unique way - are working towards gender equality to support other women.

Launch of a short executive program on Gender Equality and Women Empowerment and on Women Entrepreneurship Policy



Project on enhancing water efficiency and food security through Egyptian Technical Vocational Education and Training (TVET's). (also linked to SDG 2 and 4)

Tailor-made training for technical and vocational training in Water, Sanitation and Hygiene (WASH) in Sierra Leone in cooperation with the Government Technical Institute (GTI). (also linked to SDG 4)

Tailor-made training on fostering cross-sector collaboration between government and academia to promote innovation in the Palestinian Water Sector. (also linked to SDG 12 and SDG 3)

Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Managing water demand by contract: a survey of conservation outsourcing China.



Participation of MSM's full-time MBA and Master in Management students in the National SDG Challenge. In this challenge, they teamed up with Renewi, a leading waste-to-product business working on solutions like waste reduction, avoiding pollution and renewable energy. (also linked to SDG 13 and SDG 15)

Publication of SDG blog on Renewable Energy "Deploying Renewable Energy - What are Higher Learning Institutions Doing?"



Project on the development of an executive MBA strengthening Agribusiness in Ethiopia. (also linked to SDG 2, 4 and 17)

Project on strengthening the Livestock Value Chain (LVC) for the Egerton University in Kenya. (also linked to SDG 4)

Project on strengthening skills and training capacity in horticulture to increase the quality of TVET of three Kenyan institutions. (also linked to SDG 4)

Project to provide capacity building through a Triple Helix training program in Kenya to support economic growth in Eastern Africa. (also linked to SDG 4)

Project Industry and Entrepreneurship (KIEP) in collaboration with Linking Industry with Academia (LIWA) and The Kenya Private Sector Alliance (KEPSA) to increase productivity and innovation in selected private sector firms. (also linked to SDG 4)

Project on strengthening skills and training capacity in the horticulture sector in Tanzania to improve the quality and employability of ATVET graduates based on the needs of the labour market. (also linked to SDG 12 and SDG 4)

Tailor made training on strengthening youth entrepreneurship in cooperation with the Faculty of Engineering and Architecture of the University of Sierra Leone. (also linked to SDG 4)



Project on improving online learning in Tanzania as part of the project Strengthening skills and training capacity in the horticulture sector.



End Impunity of SGBV (EIS) project to end impunity of sexual and gender-based violence in Uganda (also linked to SDG 4 and 5)

Project on optimizing the contribution of universities to strengthen the resilience of communities in the Sahel region (also linked to SDG 16 and SDG 5)

Journal article co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Emergence and development of low-tech clusters: an empirical study of five Palestinian clusters.



MSM's membership of the Principles for Responsible Management Education (PRME). With this MSM integrates universal values into its program curricula and research with the aim to contribute to a more stable and inclusive global market and to help build prosperous and thriving societies. (linked to all SDG's)

Specific open enrollment course on Corporate Social Responsibility and ethics to find solutions for complex and societal and ecological challenges.

MSM MBA summer school specialization course in International Business and Sustainable Development. (also linked to SDG 4, 8 and 13)



Project on setting up a blended learning program for sustainable inclusive agricultural value chain development in Indonesia. (also linked to SDG 4)

Project on strengthening skills of TVET staff and students for optimizing water usage & climate smart agriculture in South Africa and Tanzania. (also linked to SDG 4)

Project on strengthening the educational situation at A-TVET level to improve the horticultural situation in Uganda. (also linked to SDG 2 and SDG 4)

Project on strengthen the capacity of TVET teaching and management staff to enhance development and provision of curricula and programs in the Jordanian horticulture sector. (also linked to SDG 12)



Research co-authored by Meine-Pieter van Dijk, Senior Project Consultant, on Measuring Urban Resilience to Climate change in Three Chinese Cities.



No activities with a direct link to this SDG.



Project on improving demand-driven vocational training & education in poultry and dairy in Indonesia with AERES University of Applied Sciences. (also linked to SDG 4 and 8)

As part of MSM's annual SDG Challenge, MSM's MBA students worked together with Cefetra Group (NL) on a solution that addresses the issues of traceability to establish proof of products that are Deforestation Free.



Project on a Triple Helix+ approach towards inclusive and conflict-sensitive development in the Cauca region in Columbia. (also linked to SDG 17)

Tailor-made training to contribute to the objective of the ministry to ensure a sustainable, prosperous and safe Sudan. For this process a high level of leadership and management skills is required. (also linked to SDG 4)



Project together with MSM's consortium partners on the institutional strengthening of national bodies for technical and vocational education in Ghana. (also linked to SDG 4)

Project on strengthening educational institutes in providing capacity building services for sustainable agricultural development designed for the National Capacity Building Secretariat in a consortium with University of Rwanda. (also linked to SDG 8 and 4).

Research (co-authored) by Jeroen van Wijk, Associate Professor of Global Value Chain and Partnerships, on Governing Collaborative Value Creation in the Context of Grand Challenges: A Case Study of a Cross-Sectoral Collaboration in the Textile Industry.

MSM is a globally networked organization with educational partners in more than 50 countries around the world, who partner with MSM to offer joint degree programs or to collaborate in MSM's international capacity building projects.

Opinion column by André Dellevoet, Senior Project Consultant, on how to proceed with private sector development and the importance of successful partnerships in this matter.

Launch of MSM's short executive program on Building Triple Helix Partnerships and Small Business Development.

Book chapter by Jeroen van Wijk, Associate Professor of Global Value Chain and Partnerships, on 'Ethiopia and the Belt and Road Initiative: The impact of Chinese investments on the industrialization of Ethiopia.' Chapter in the book 'The China-led Belt and Road Initiative and its Reflections.'

And the story continues



MSM as part of Maastricht University

From 1 September 2022 onwards, Maastricht School of Management is continuing its activities in the fields of education, research, and capacity building as part of the School of Business and Economics (SBE), one of six faculties of Maastricht University.



Maastricht School of Management and Maastricht University are complementary institutions that have the potential to strengthen one another. By joining forces, both institutes contribute to the strengthening of international (post) academic economic and management education. It allows the Maastricht University to broaden its internationalization agenda in emerging economies and offers opportunities for new forms of international engagement in education and research, making use of the significant global network that MSM has built over the years.

Within the high-quality research and education environment of SBE, a broader foundation is created to further develop and strengthen MSM's activities in a sustainable way and to create societal impact.

MSM will now start to write the next chapters in its history, still driven by our mission and mandate as international education and expertise center on leadership development in a global setting. This all with the same characteristic focus and drive, but from now on based on a true partnership with SBE, being part of the extensive expertise base of Maastricht University.

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 **Maastricht University**



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