

An outline map of the African continent is centered in the background. The map shows the borders of all African countries. Overlaid on the map is the title text in a large, bold, blue serif font.

East Africa Training Consortium (EATC)

Workbook

May 2013

NOTE:

Because we value your trust, and respect your ability to share ideas freely and safely, be assured your responses made in this workbook will be held with strict confidentiality, and will only be used for the purposes of facilitating discussion and the production of documentation. At no time will your identity be associated with your opinions stated herein.

Introduction

Welcome to our East Africa Training Consortium concept development workshop. The outcome from the 1-day introduction to the consortium concept last February 2013 resulted in agreement and willingness to pursue this concept. Over the next three days, we will be exploring the consortium concept further. Some of the questions we developed in February were related to identifying roles within the consortium, how the consortium would be managed, and understanding who the stakeholders are. We spent time identifying what training needs the region may need and have a fairly good understanding of the bio risk management topics needed to build this concept. We also see the basic bio risk management topics embedded into trade schools, colleges, and universities. From February we reached consensus that additional exploration was necessary to best articulate the consortium concept with additional stakeholders. This workshop is designed to give us the opportunity to explore this concept further and to bring additional perspectives to the table.

Over the next several months we will use information garnered from our discussions to begin the process of creating a strategic plan for an East Africa Training Consortium. You have been asked to participate in this process because your expertise and knowledge is essential to the development of this consortium.

In this workshop we would like to work with you to achieve the following outcomes:

- Identify the stakeholders that the Consortium needs to operate and function successfully.
- Identify the activities and the key roles that these stakeholders will undertake to insure success of the Consortium.
- Ensure that necessary legal and/or governmental requirements are met so that the Consortium has an impact on the regional success of bio risk management.
- Explore the strengths, weaknesses, opportunities and threats of the various organizational structures that can be used to build the Consortium.
- Reach consensus on roles, resources and key stakeholders, including how the group will work to convince others of the importance of this endeavor.

- Produce a document that captures the decisions made by the group, including further activities to move the idea forward.

Workshop Process

The following information will help facilitate this process. Please use the workbook to write notes or to serve as the basis for contributing to the exercises we will do. Any exercise will have a limited amount of time, and consequently, you may not have the opportunity to express every idea you feel may contribute to this consortium. Because we value your opinion, please use this workbook to organize your ideas. We will collect the exercise sheets each evening to document and consolidate responses. Information will be used to help refine the information we have gathered in person. A summary of the group's work will be compiled and shared.

This workshop is a step towards garnering support for the consortium concept. It will build a solid foundation for future work that will lead to developing a strategic plan for the Consortium. The strategic plan for the Consortium will include tasks such as:

- Defining the Environment in which the consortium will operate
- Presenting Information on the Internal and External Environment – understanding stakeholders and their relationship to one another
- Environmental Scanning – Understanding political, economic, social, and technological events that influence the environment in which the Consortium will operate.
- Defining the vision, mission and objectives of the consortium
- Identifying the programs, policies, procedures, resources and evaluation systems to be able to define strategies, operations and a budget.
- Building a strategic plan

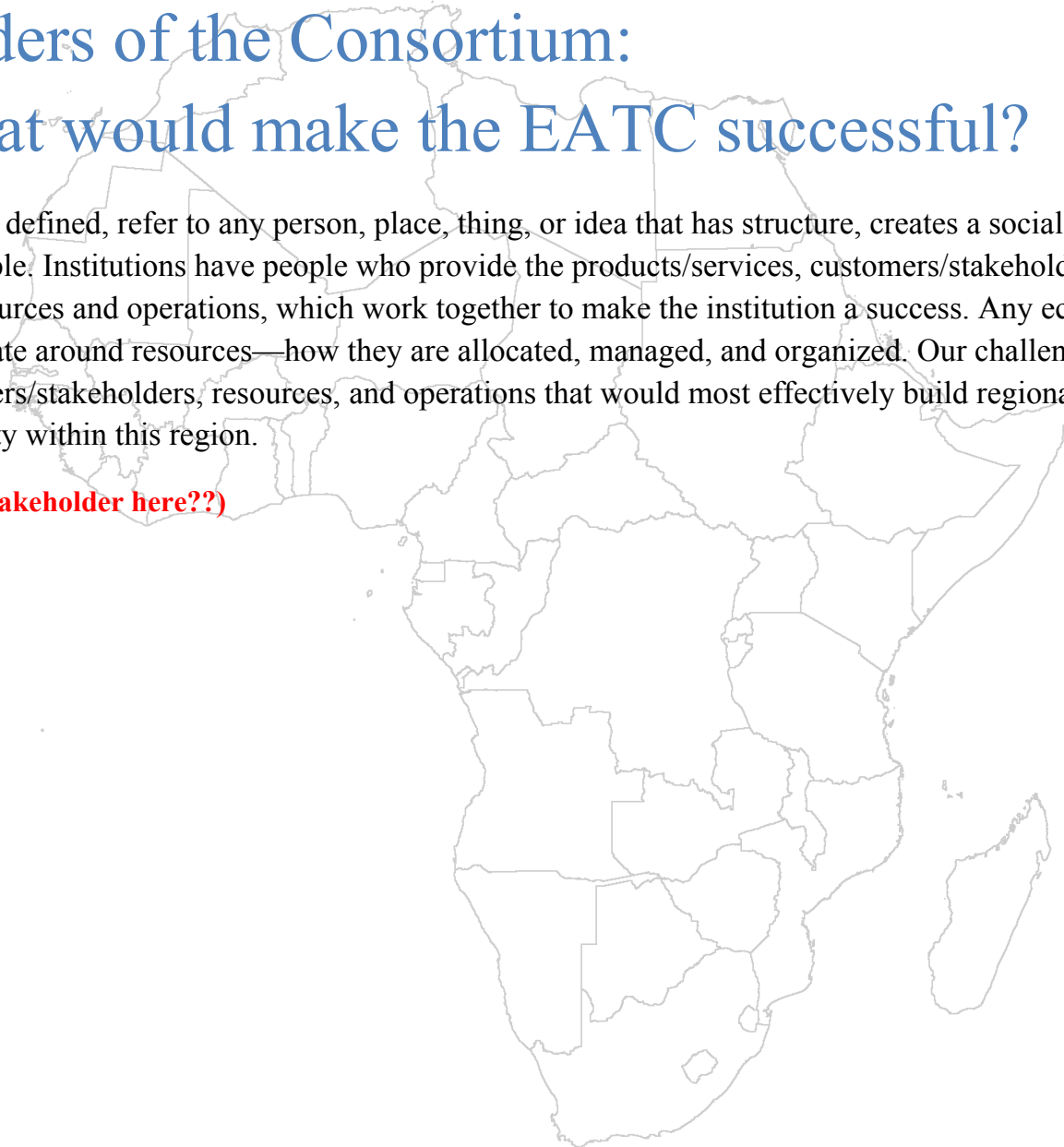


Stakeholders of the Consortium:

What would make the EATC successful?

Institutions, broadly defined, refer to any person, place, thing, or idea that has structure, creates a social order, and governs the behavior of people. Institutions have people who provide the products/services, customers/stakeholders that require the goods/services, resources and operations, which work together to make the institution a success. Any economic and political behavior will circulate around resources—how they are allocated, managed, and organized. Our challenge is to define the institutions, customers/stakeholders, resources, and operations that would most effectively build regional biorisk management capacity within this region.

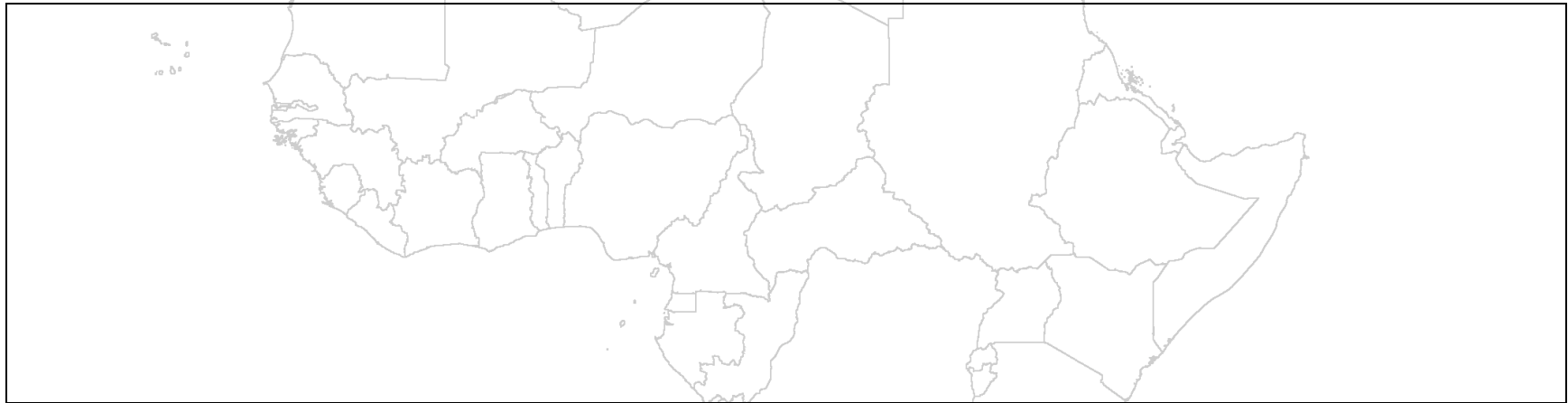
(Add definition of Stakeholder here??)



Institutions

When you think about building biorisk management capacity, try to list a few different institutions that can contribute to building this capacity in the spaces below.

International Institutions

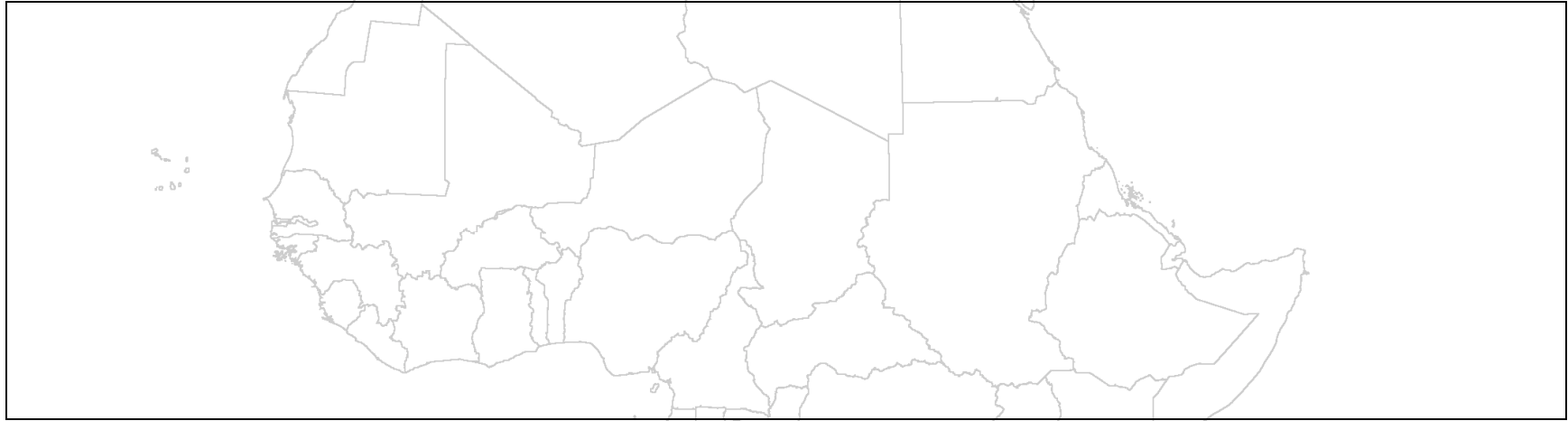


National Institutions



Institutions (continued)

Regional Institutions

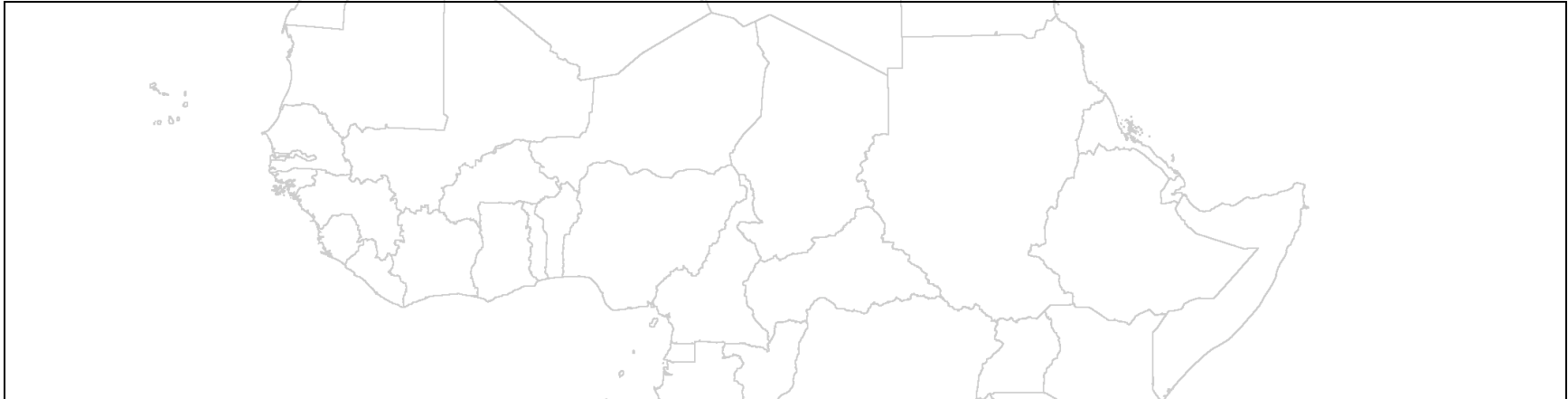


Local (Urban or Rural) Institutions



Institutions (continued)

Institution Compatibility: Now list some things that you think these institutions have in common. What do they have that makes them compatible?



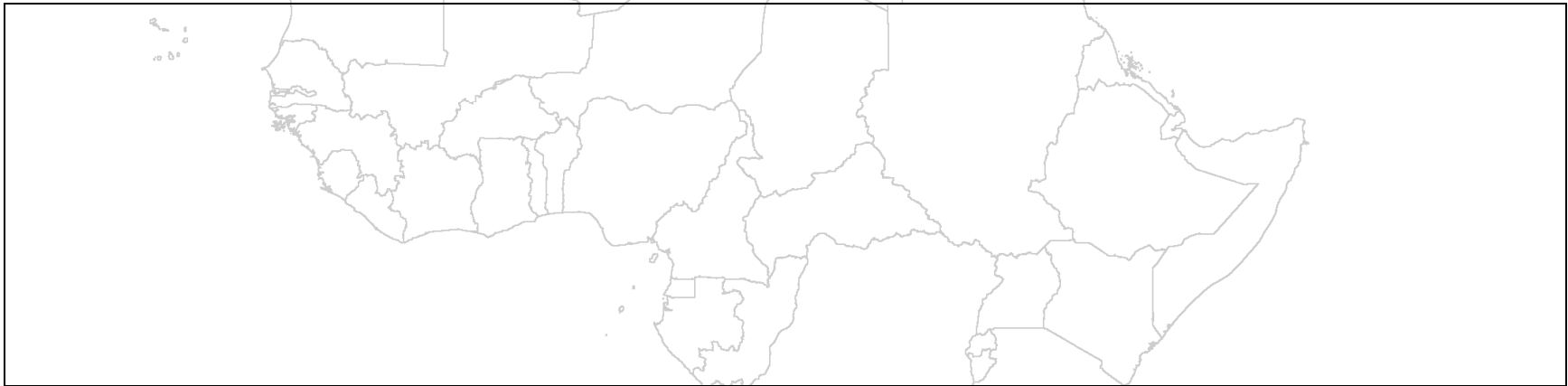
Most often, people focus on the institutions with which they are most familiar. In the space below, list institutions that, in your experience, are somewhat unfamiliar to you but could be potential stakeholders.



Group Exercise

For this portion of the workshop, we will meet in groups to discuss and report on institutions, their compatibility, and their resource balance. Our goal is to identify the institutions that can contribute to the success of the Consortium.

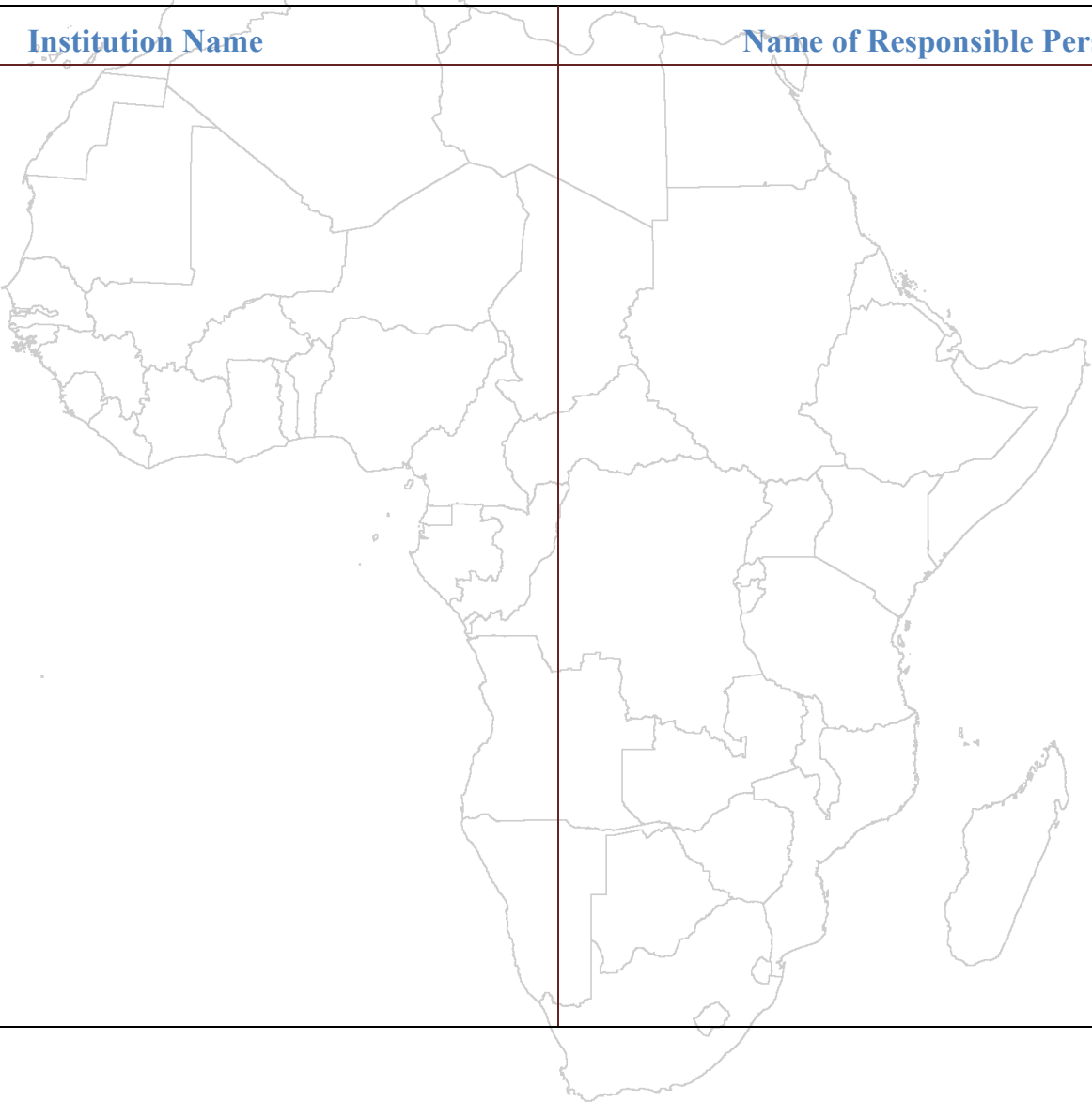
Group Exercise: Which of these institutions are represented here?



Group Exercise: Which of these institutions need to be present at the table?

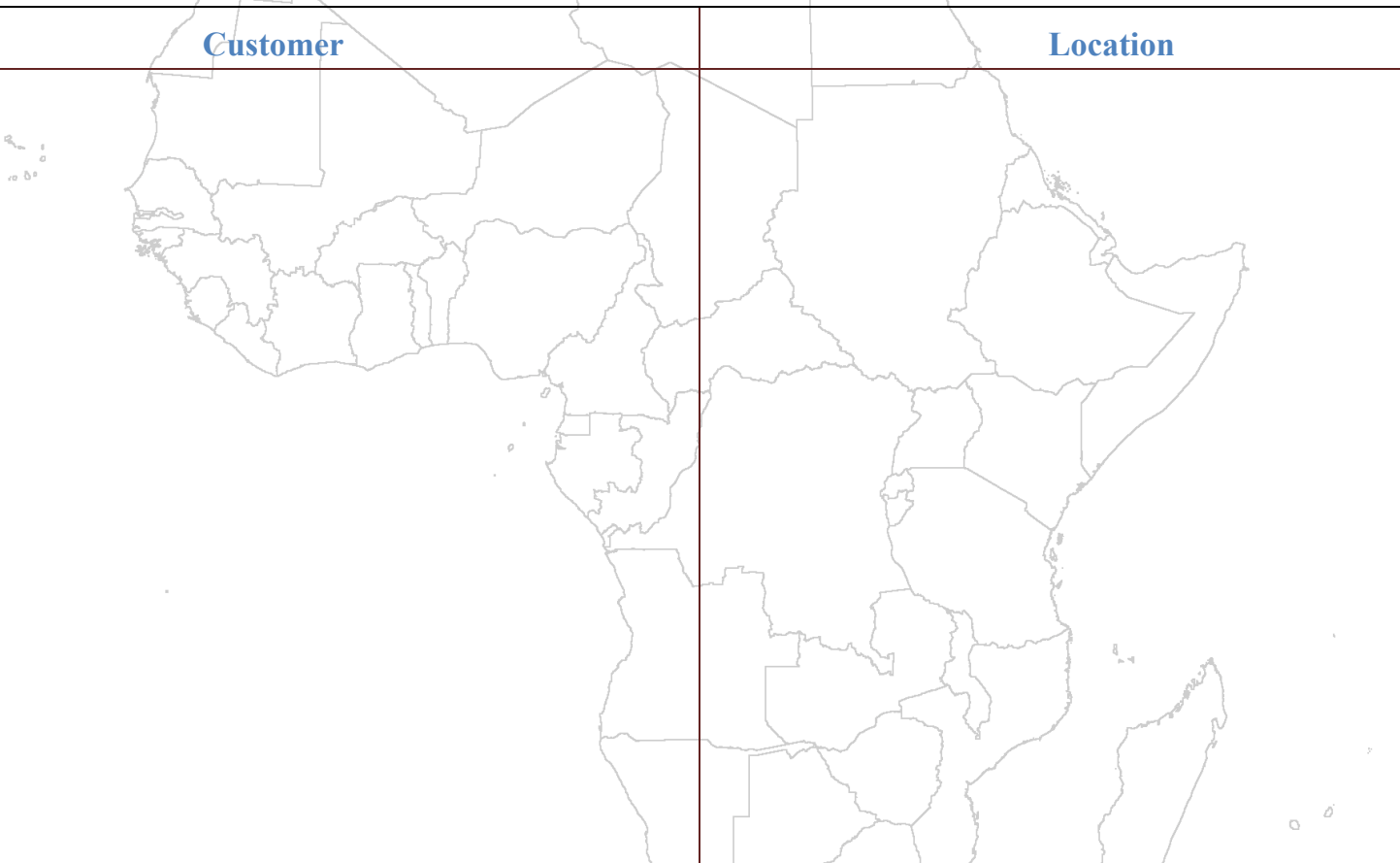


Group Exercise: Who will assume responsibility to convince the institutions not at this workshop to join the EATC?

Institution Name	Name of Responsible Person(s)
	

Customers who use the consortium’s capabilities can be thought of as institutions. Let’s try to think about a list of “users” the EATC could serve.

Group Exercise: Who are the people/groups/institutions that the Consortium will serve? Where are they located?

Customer	Location
	

Activities and the key roles stakeholders will undertake to ensure success of the Consortium

For the EATC to succeed, it needs to provide value-adding activities. These activities can be classified as products, processes, and/or services.

- Products: Physical and tangible objects that are offered from a provider to a customer to satisfy a need.
- Processes: Sequence of interdependent and linked procedures that, at every stage, consume one or more resources (employee time, energy, machines, money) to convert inputs (data, material, parts, etc.) into outputs. These outputs then serve as inputs for the next stage until a known goal or end result is reached. This is why we refer to these sequences as part of a value chain.
- Services: Valuable actions, deeds, or efforts performed to satisfy a need or to fulfill a demand.

Providing Value-adding Activities

Think about activities (products, processes, and services) the EATC should provide to be successful?

Individual Response: List some *products* here.



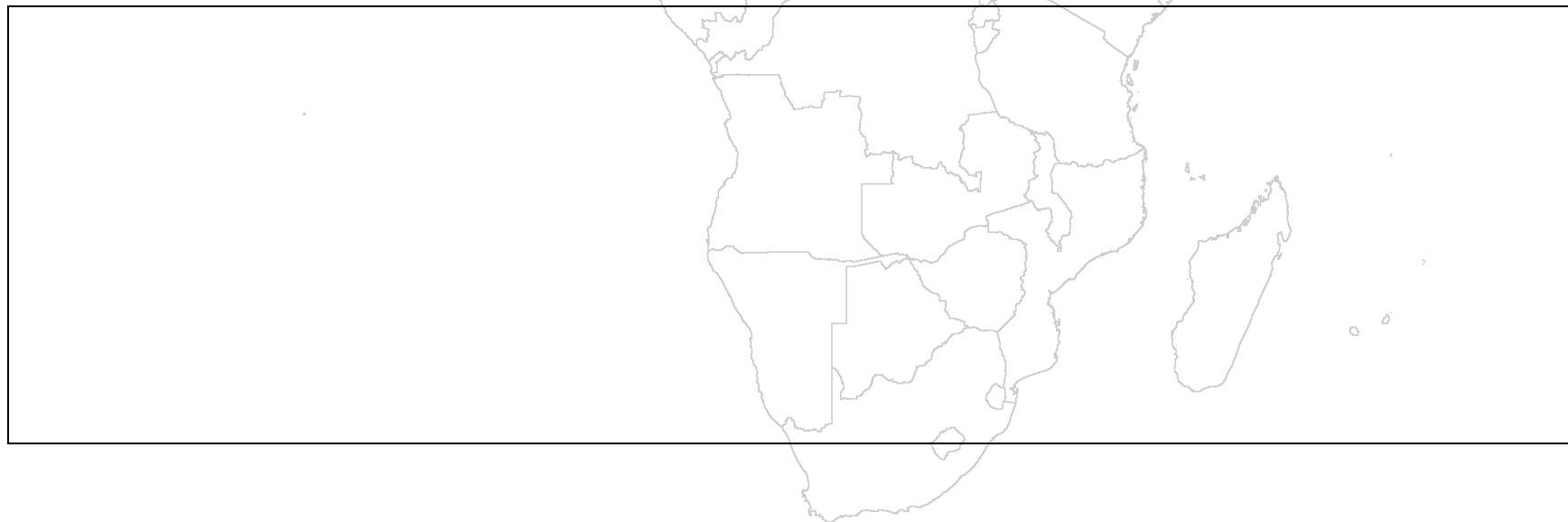
Individual Response: Which of these *products* are currently supplied by institutions represented here or elsewhere?

Product	Institution

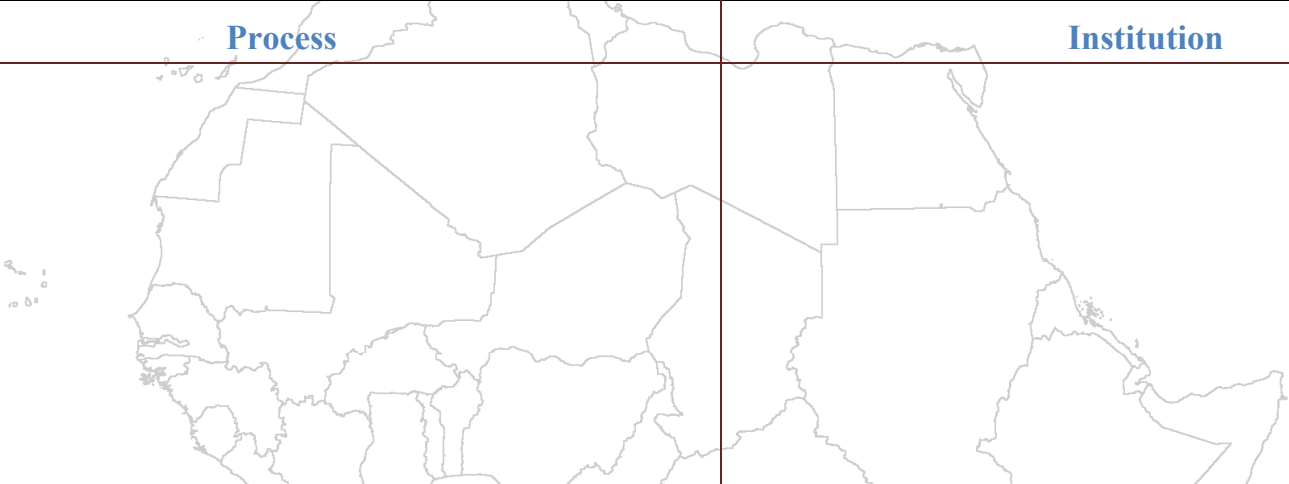
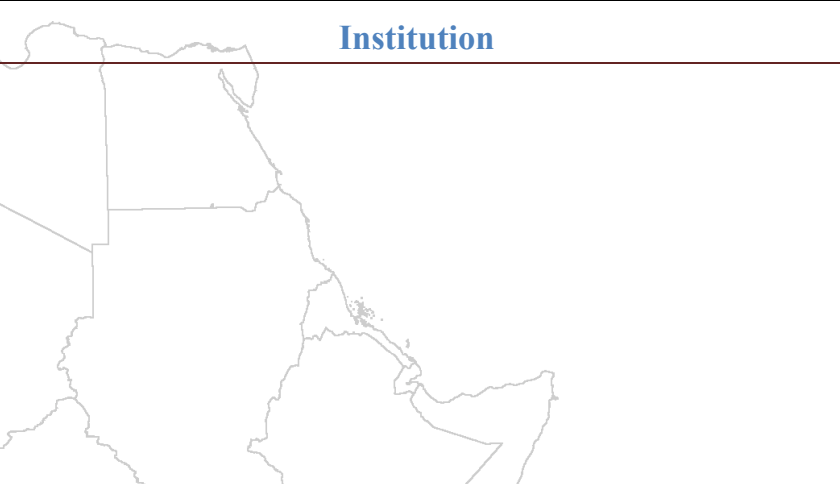
Individual Response: Some institutions can play a larger role in providing these products. Which institutions can play a larger role?

Product	New Role for the Institution

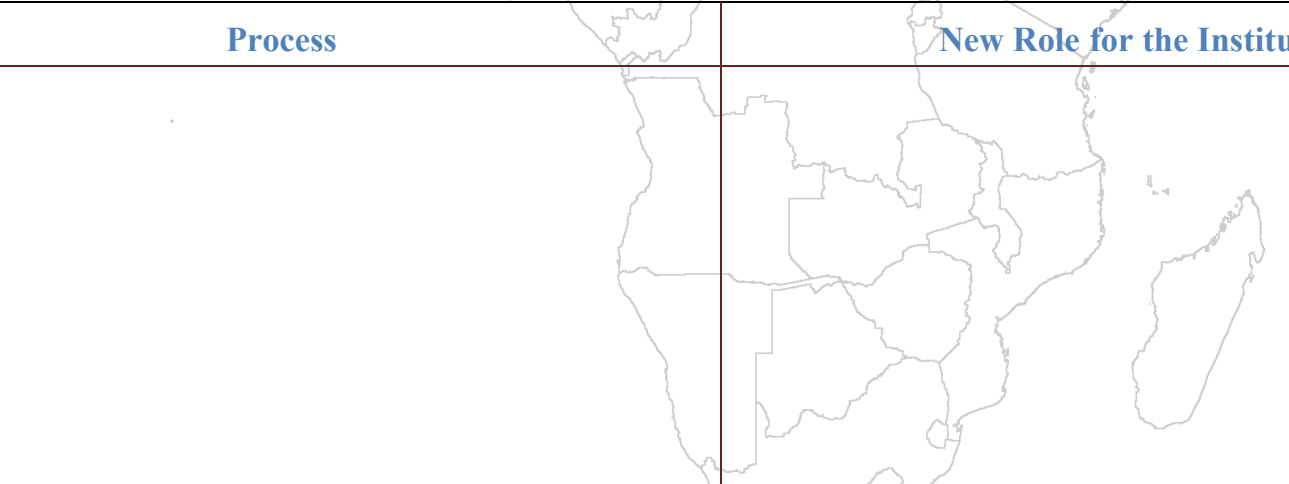
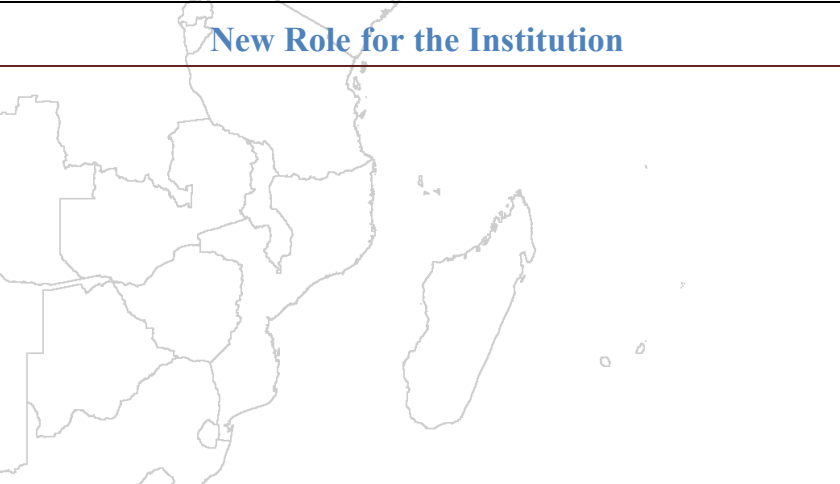
Individual Response: Which *processes* should the EATC provide?



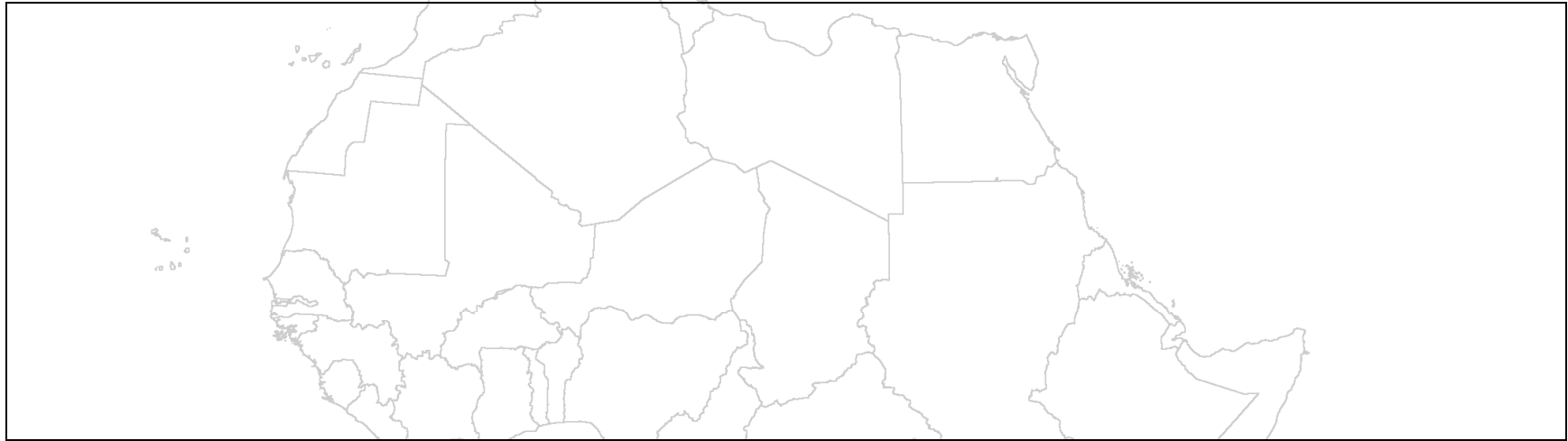
Individual Response: Which of these *processes* are currently supplied by the institutions represented here or elsewhere?

Process	Institution
	

Individual Response: Some institutions can play a larger role in providing these *processes*. Which institutions can play a larger role?

Process	New Role for the Institution
	

Individual Response: Which *services* should the EATC provide?

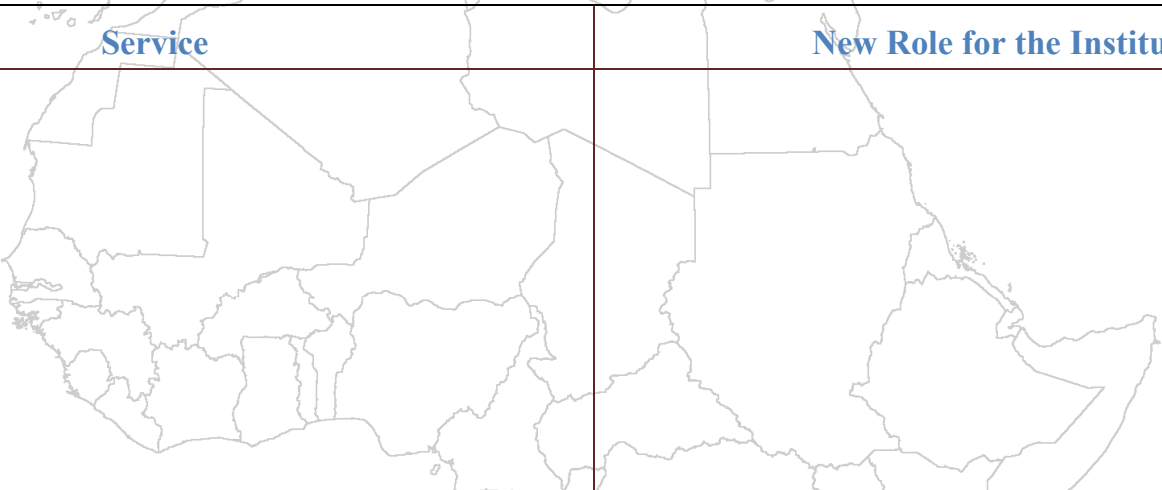
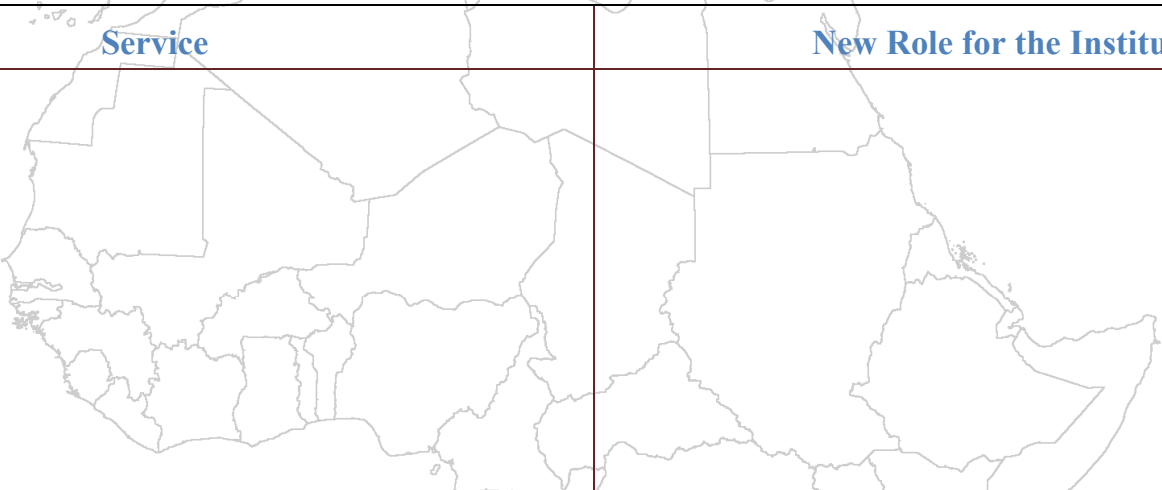


Individual Response: Which of these *services* are currently supplied by the institutions represented here or elsewhere?

Service	Institution

An outline map of the African continent and the Middle East region, overlaid on a table grid. The table has two columns: 'Service' and 'Institution'. The map is intended for marking responses to the question about currently supplied services.

Individual Response: Some institutions can play a larger role in providing these *services*. Which institutions can play a larger role?

Service	New Role for the Institution
	

VRIO Analysis?

(Value, Rarity, Imitability, Organizational Capability)

A VRIO analysis is a form of supply or value chain analysis that helps businesses and organizations understand their core capacities. Many firms perform VRIO analyses to:

1. Determine their comparative advantage—what can they do well and what is best performed by others (unless the organization and its people are willing to invest the resources to acquire new knowledge to become competitive).
2. Increase or improve a firm's efficiency by comprehensively identifying its strengths and weaknesses.

In order to refine how a consortium can be most effective, try to think about whether or not functions of the consortium achieve the following things:

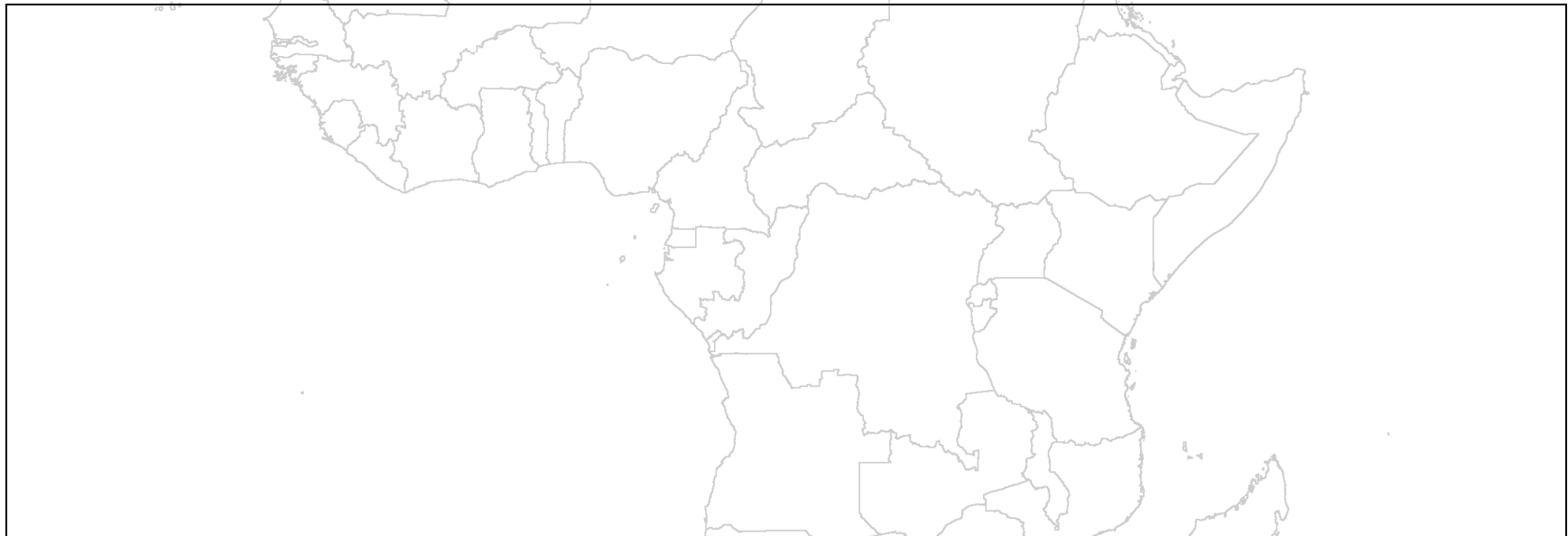
Is this Particular Function?	Reasoning
Valuable	Does it add value to a particular need, problem, or issue in a given environment? If so, how?
Rare	Is the good or service produced by the consortium rare enough to merit doing?
Imitable	Is this function replicable? If so, who else does this kind of work?
Organizationally Sound	Does the consortium have the right human resources and organizational resources to perform the function in question?

Group Exercise

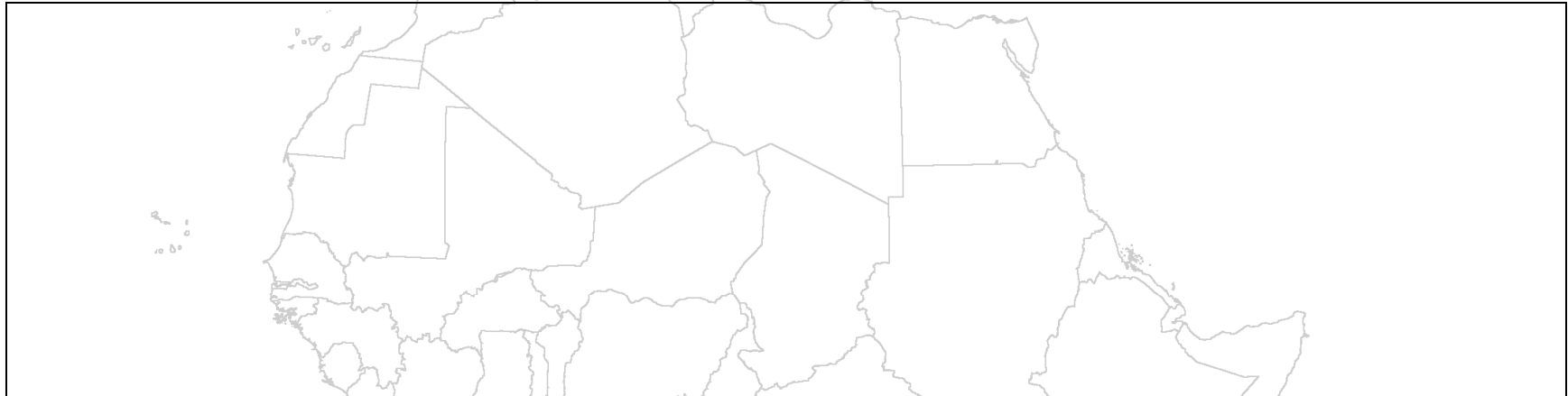
We will now form as groups to discuss one function and then report on whether it is valuable, rare, imitable, and/or organizationally sound.

The goal is to identify the appropriate functions/activities that the consortium should undertake to succeed.

Group Exercise: Do we have the capabilities to perform these activities?



Group Exercise: What else is necessary to perform these functions: expertise, resources, educational programs, training, etc.?



Group Exercise: Who will assume responsibility to examine current capability in each one of these functions and what are the needed capabilities to succeed?

Capabilities (current and future)	Name of Responsible Person(s)

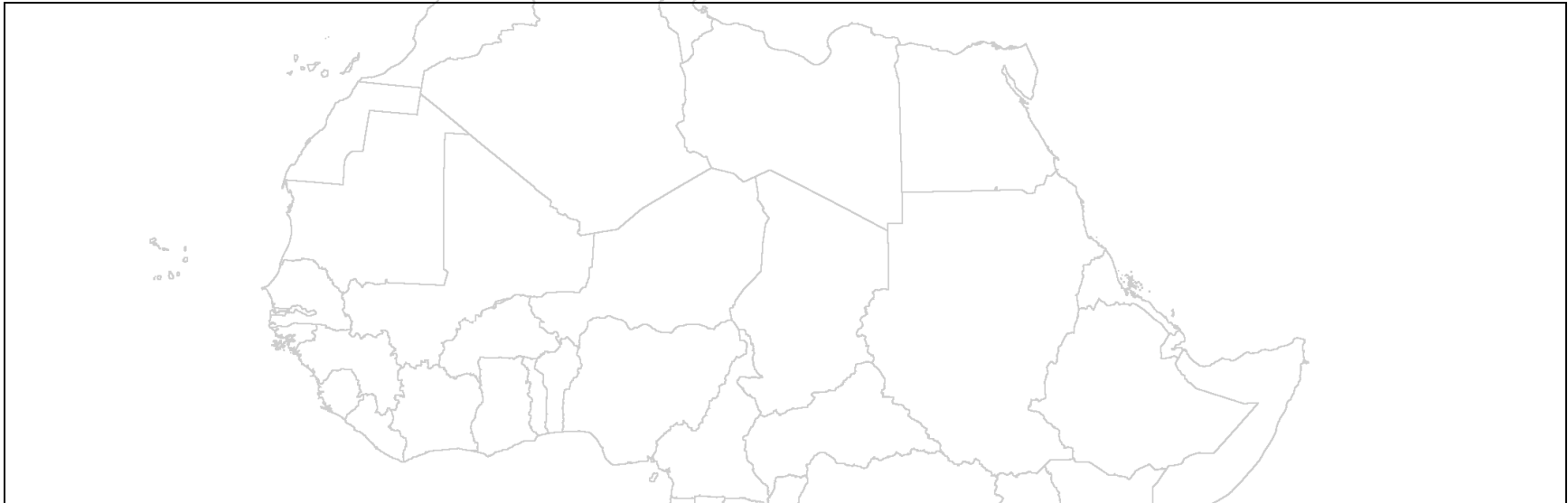
Legal and/or governmental requirements by the Consortium to have an impact on the regional success of biorisk management

Who are the legal and governmental groups that are responsible for biorisk management?

Individual Responses: Please list the legal and governmental groups with whom you have worked.



Individual Responses: Of those you listed, which do you think are essential to the success of the EATC?



Would you volunteer to speak to them about this Consortium and recommend the right person who can join our next workshop to help build the consortium?

Name of person with whom you will talk: _____

Please provide the date you will respond as to the result of the conversation: _____

Explore strengths, weaknesses, threats, and opportunities of the various organizational structures business models that can be used to build the EATC

Now that we have talked about institutions, activities, roles, functions, legal and governmental participation, we would like to explore with you how we place all of these components in a well-functioning organization and how we structure the EATC for success.

An organizational structure consists of activities such as task allocation, coordination, and supervision, which are directed towards the achievement of organizational aims. An organization can be structured in many different ways, depending on their objectives.

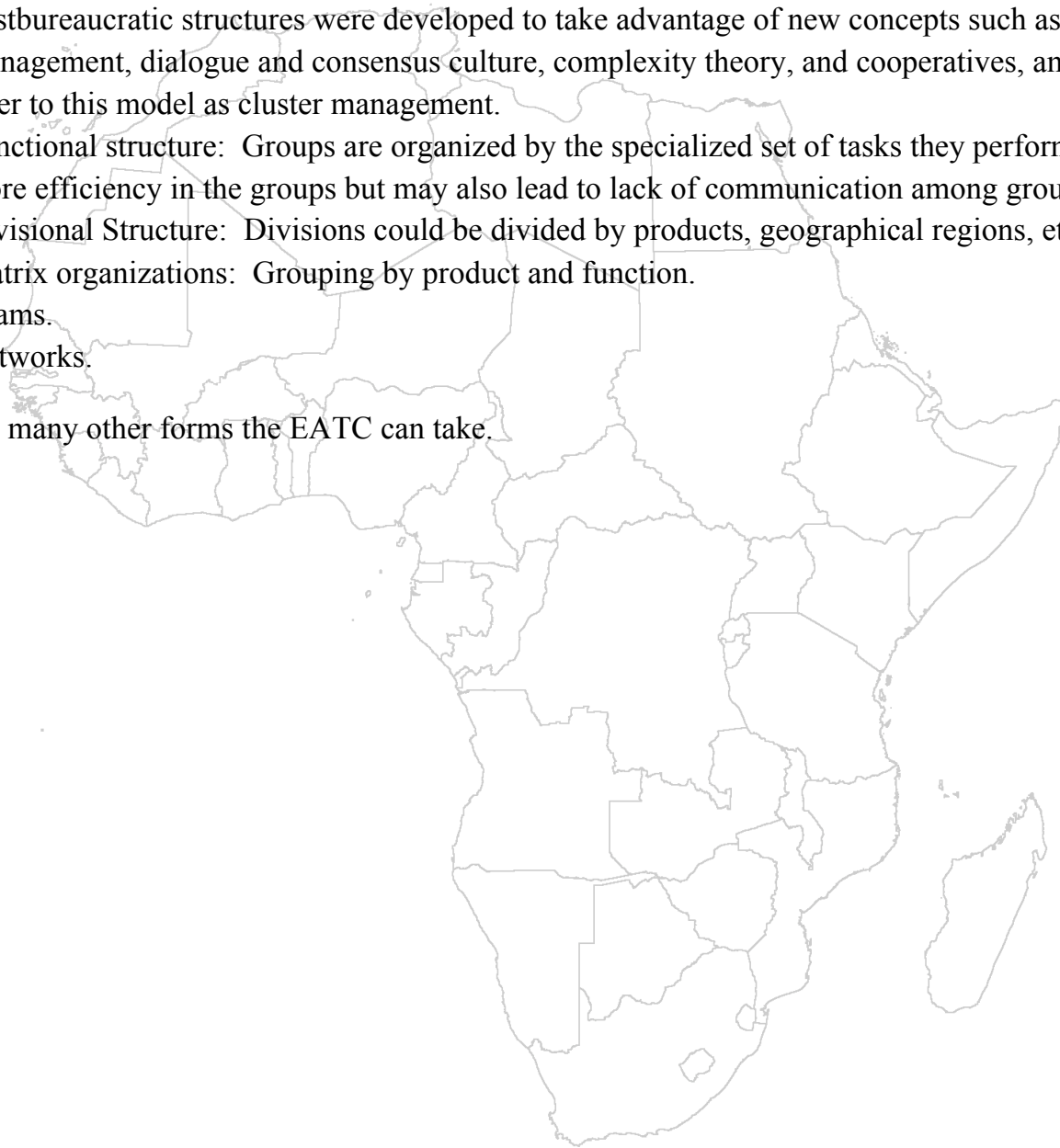
Organizational structure allows us to allocate responsibilities among different entities such as branches, departments, workgroups, and individuals. Organizational structure affects organizational action in two big ways. First, it provides the foundation for standard operating procedures and routines. Second, it determines which individuals participate in decision-making processes, and thus to what extent their views shape the organization's actions.

There are different organizational structures:

- (1) Entrepreneurial structures lack standardization of tasks but it is highly centralized where the strategic leader makes all of the decisions. It usually depends on traditional or charismatic leadership.
- (2) Bureaucratic structures offer standardization and are more suited to larger scale organizations. In this form roles and responsibilities are clearly defined, are hierarchical in nature, and merit is applied.

- (3) Postbureaucratic structures were developed to take advantage of new concepts such as total quality management, dialogue and consensus culture, complexity theory, and cooperatives, among others. Some refer to this model as cluster management.
- (4) Functional structure: Groups are organized by the specialized set of tasks they perform. This could lead to more efficiency in the groups but may also lead to lack of communication among groups.
- (5) Divisional Structure: Divisions could be divided by products, geographical regions, etc.
- (6) Matrix organizations: Grouping by product and function.
- (7) Teams.
- (8) Networks.

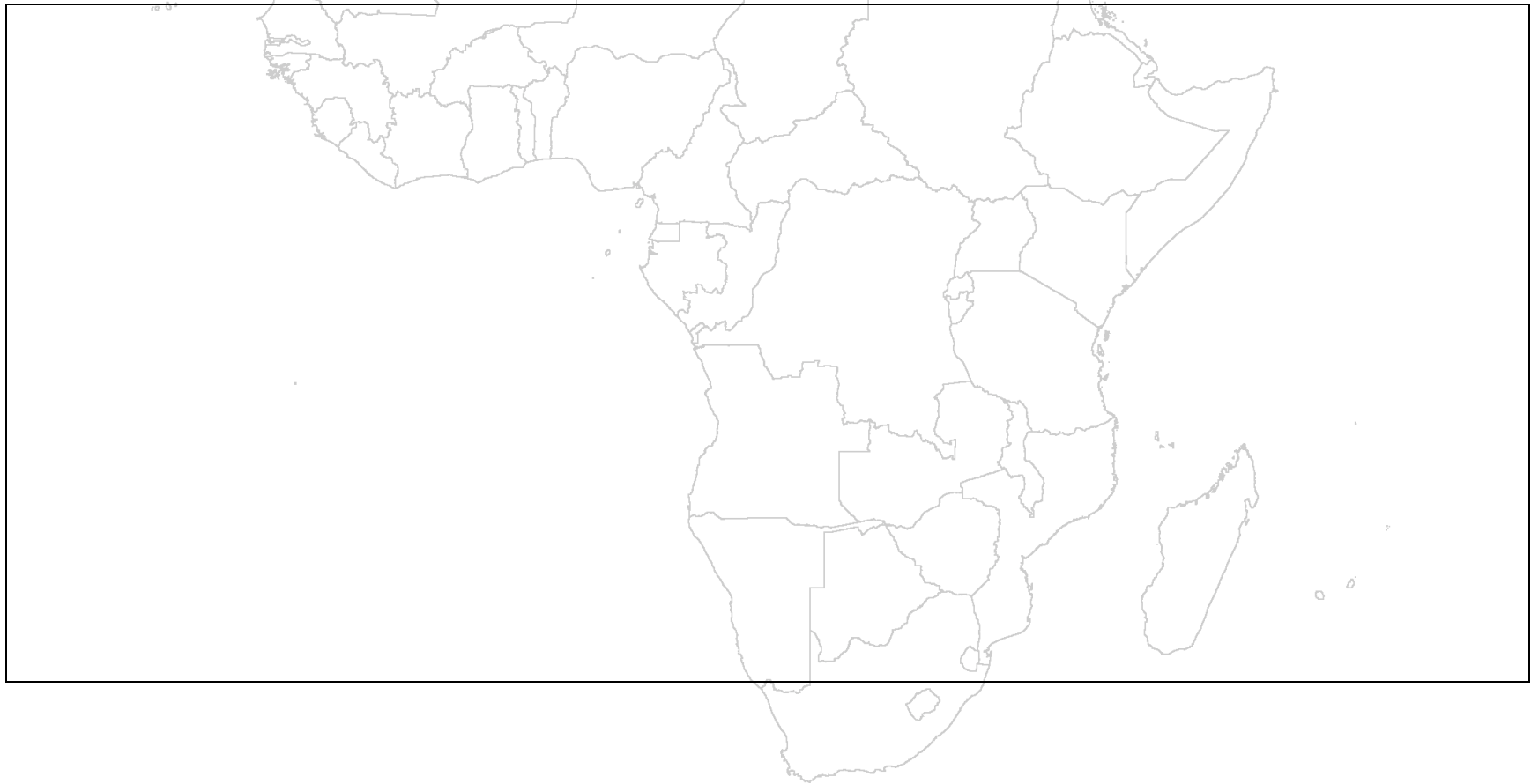
Obviously, there are many other forms the EATC can take.



Organizational Structures

Once again, we will separate into small groups to discuss and report on organizational structures and their impact on creating a successful consortium,

Group Exercise: List qualities/aspects that contribute to success in the space below. Which organizational structure would you recommend for the EATC and why?



Group Exercise: What are the strengths, weaknesses, opportunities, and threats of your top two recommendations?

Organizational Structure	Strengths	Weaknesses	Opportunities	Threats





Reach consensus on roles, resources and key stakeholders and how the group will work to identify and convince others of the importance of this endeavor.

Produce a document that captures the decisions made by the group as well as further activities that will be undertaken after the workshop to move the idea forward.

Next Steps

We are now at a point where we can think about some very basic steps needed to move the idea of a consortium forward. We have asked volunteers to talk to institutions, to define new activities, and to discuss issues with legal and governmental entities.

Based on the discussions, presentations, and reports from the different groups we have had so far, what are the next steps that we should take?

Individual Responses: Try to think about what kind of timeline would correspond with each step and write them down in the space below.

Next Step	Time Needed for Implementation

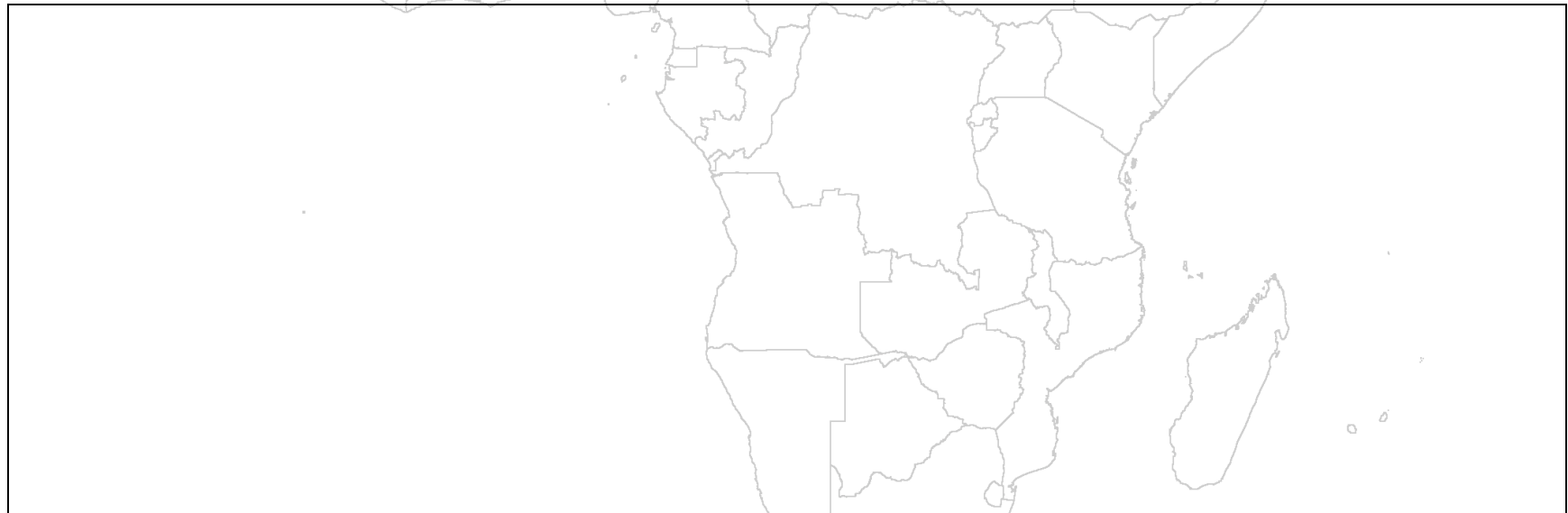
Moving Forward

We have set some good foundational work during these exercises. Our challenge now is to make sure that we build upon that work. Let's try to figure out some ways to move forward.

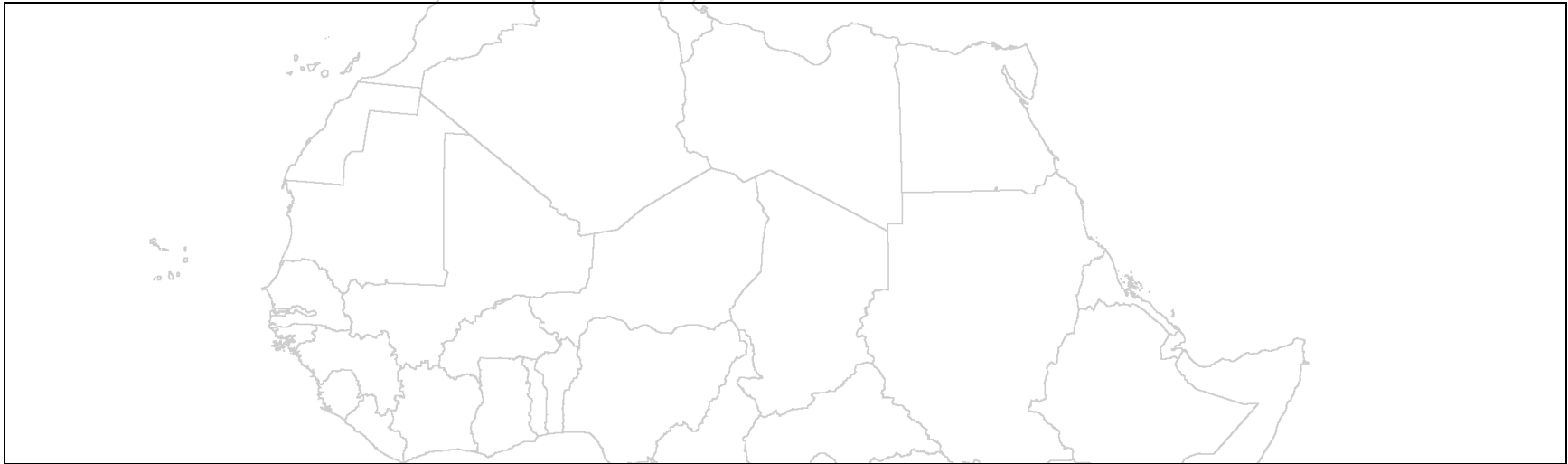
Developing Talking Points

As we communicate with other people, it is important that we each share these ideas with similarity. Whether we are talking with people in meetings or sending correspondence, let's develop several main points summarizing what we're trying to achieve. To help us figure this out, let's break down a few categories.

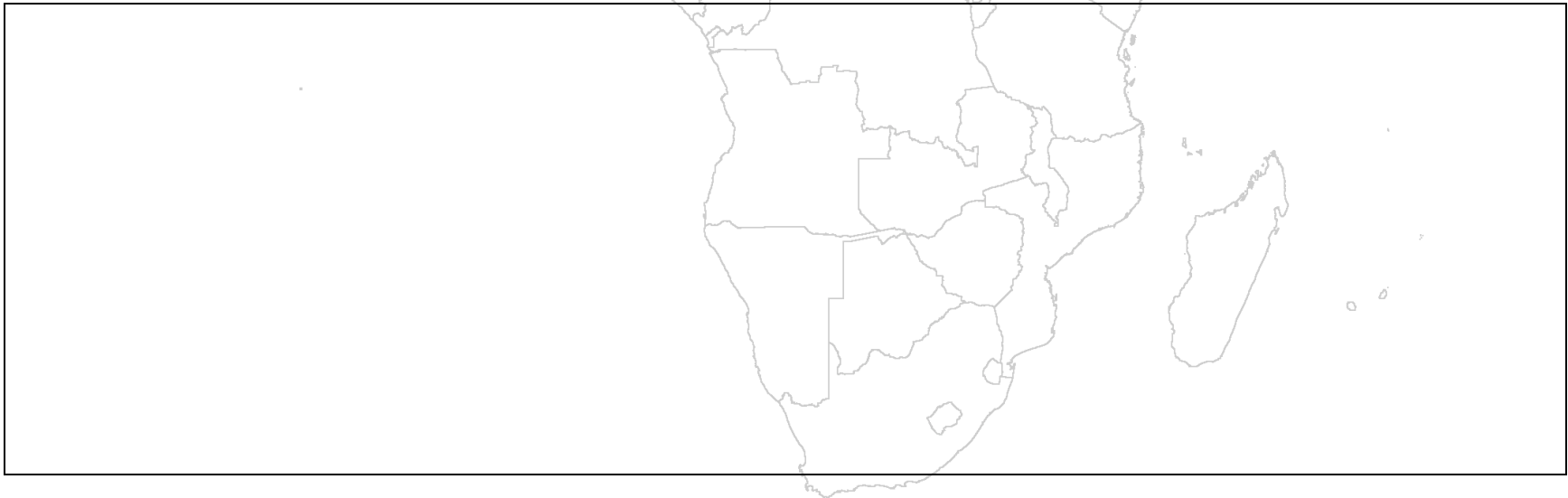
Individual Responses: What is the consortium? Try to answer this in a few short, concise statements.

A large, empty rectangular box with a thin black border, intended for participants to write their individual responses to the question posed above. The box is positioned in the lower half of the slide, overlapping the bottom portion of the Africa map background.

Individual Responses: Why is the consortium needed? Try to answer this in a few short, concise statements:

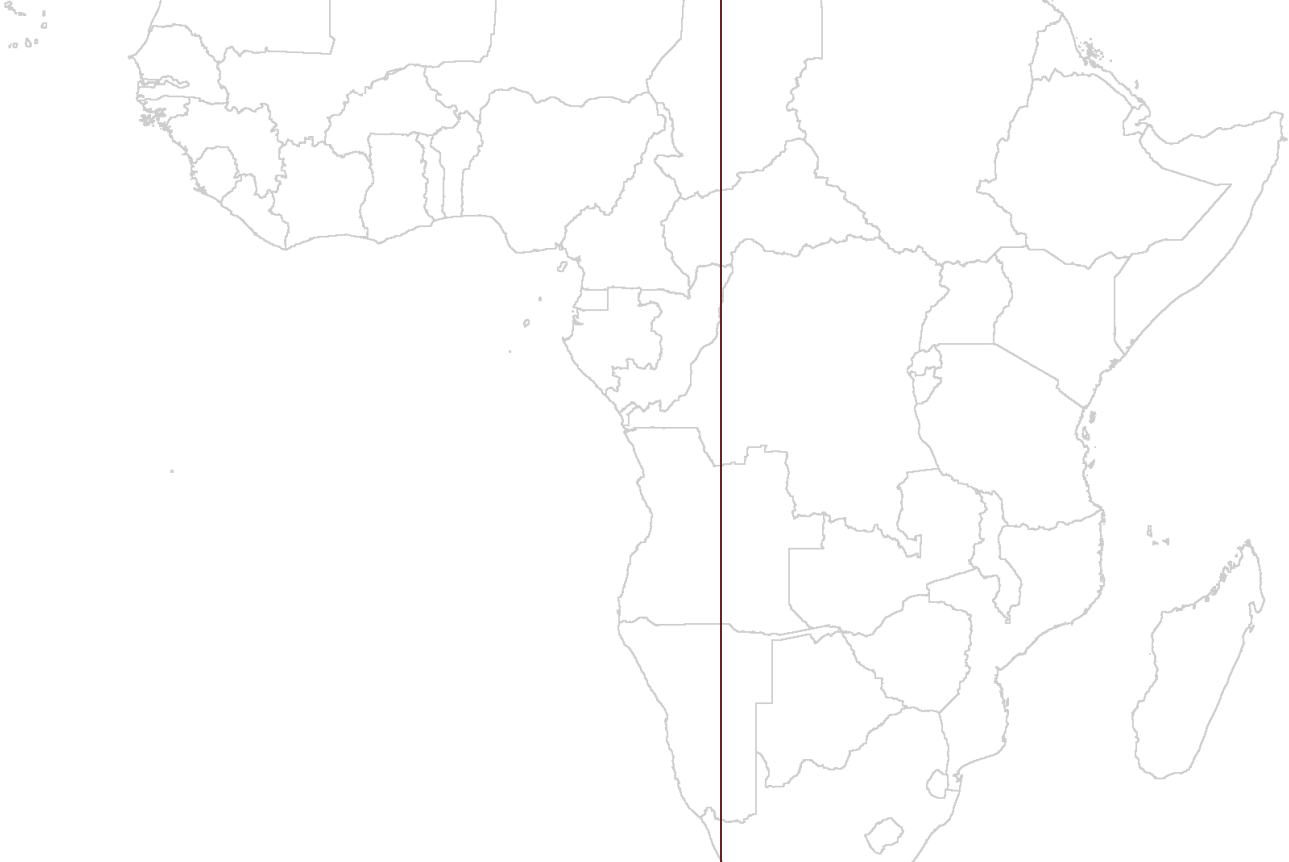


Individual Responses: How are we starting to build this consortium? Try to answer this in a few short, concise statements.



Thoughts on Workgroups

We will use talking points to communicate this information to several people, including stakeholders that may not have been here, but may or should be included in the process. Furthermore, there are other things that should be done to generate interest and support for this consortium.

Workgroup	Outcome of Workgroup Activity
 A map of the African continent is displayed within the table's body. The map is divided into two vertical sections by a central vertical line. The left section, under the 'Workgroup' header, shows the western and southern parts of Africa. The right section, under the 'Outcome of Workgroup Activity' header, shows the eastern and southern parts of Africa. The map is a simple outline with no colors or text.	



A faint outline map of the African continent is centered in the background. A semi-transparent rectangular box with a grid pattern is overlaid on the map, containing the text. The box has a light blue background on the left and a light yellow background on the right.

Thank you for your time!

Building a strong consortium is not an easy task, but you've done much to make this concept a reality. There is still much work to do, but this information will become the foundation for future work.

Congratulations to each of you for your vision and hard work.