

AGRICULTURE



imani
DEVELOPMENT
global vision, local knowledge

Imani Development is a private consultancy that works with national and regional governments, international donors, civil society, and the private sector to reduce poverty and improve livelihoods throughout Sub-Saharan Africa

For over 35 years our teams of economists, natural and social scientists, and legal and business experts have been providing technical assistance services that help countries and regions build more resilient economies by improving, expanding, and diversifying their productive base and access to key markets.

The agricultural sector is often the engine of the economy for developing countries. However, their productive base is characterised by low productivity, poor supporting services, and disconnected players. While there is an overwhelming level of support to the agricultural sector in growing economies, channelling this into sector development that improves competitiveness in a pro-poor manner is challenging.

Imani's work in value chain analysis, policy and strategy development, technical assistance provision, and M&E

has been assisting donors, national governments, support organisations, and producers to improve productivity, increase trade, and develop national and regional ecosystems that improve agricultural competitiveness in a fair and equitable way.

Our agricultural portfolio covers an array of services, including technical studies, capacity building, programme design and management, business development, and trade facilitation.

AGRICULTURAL PRINCIPLES



Context Specific: Imani has a series of local offices across the ESA region in which we operate. Having staff on the ground ensures we are well positioned to undertake the critical primary data collection and consultations to make all our work grounded in the context in which it will be implemented. It is important to understand locale nuances thoroughly so that analysis, and thus strategy formulated, is practical and implementable.



Market Based: In our work in the agricultural sector, we base our analysis on the current market structure, future growth possibilities and market dynamics. In order to be sustainable this theory must be applied, as it is the market that dictates the characteristics of the sector and the individual value chains within it.



Targets Market Players: A recurring theme in support to agricultural development is when an intermediary, such as an NGO, plays a key, but temporary, role in the market. Often a sustainable exit strategy has not been formed and the intervention falls apart when the player withdraws. Imani centres its interventions on permanent market players to remove this risk and move towards sustainability.



Time Period of Intervention: Changing small-scale farmer perceptions and actions on production and marketing is challenging and is a constraint that must be recognised. Imani ensures this limitation is taken into account in the work that it undertakes and recommends agricultural development programmes that are of a suitable time frame.

SELECTED AGRICULTURE PROJECTS

Zimbabwe Agricultural Competitiveness Programme (Zim-ACP) (2010 - 2016)

The goal of Zim-ACP was to assist the Zimbabwean agricultural sector to increase its productivity at producer-level, and create a more export-friendly support ecosystem by building institutional capacity in support organisations.

Helping Farmers Improve and Increase Production

For small-scale producers to maximise the export potential of their products, many require extensive capacity building on improved production methods, agricultural standards, and business management skills. In achieving the first two requirements Imani facilitated the implementation of GlobalGAP standards in farmer production processes. This was complemented by improving the producer's business skills to run their enterprises more effectively through provision of training on Farming as a Family Business (FaaFB) to 11,274 agricultural enterprises throughout all eight provinces in Zimbabwe.

Improving the Supporting Ecosystem for Producers

Producers alone do not improve competitiveness; the

regulatory and support ecosystem within which they operate also play a major role. Imani supported representative farmer unions, and commodity and agribusiness associations to strengthen their analytical and advocacy capacity by developing and providing evidence-based advocacy tools, as well as reviewing many of the relevant policies, regulations, and administrative procedures that impact upon them.

Making Markets Work More Effectively

Financial technologies were applied to increase efficiencies in agricultural markets, reducing barriers to market access for producers. The introduction of technologies to facilitate export-oriented trade reduced risks and barriers, : warehouse receipt systems improved the availability of working capital in agribusinesses; hedging services lowered commercial risk for clients; and, effective price discovery increased liquidity.

Country-level Management of the DfID Business Innovation Facility (BIF1 2010 - 2013) & (BIF2 2014 - 2018)

The Business Innovation Facility (BIF) is a DfID-funded project that proactively identified and supported SMMEs, mainly in agriculture and the green economy, by providing business development services, access to finance and markets, and technical assistance on product development. In addition to these, the team also designed and implemented civil society and private sector workshops focused on facilitating dialogue on tools and mechanisms for farmers to access markets. Imani managed the first iteration of BIF (BIF1) in Malawi and Zambia as Country Manager between 2010 and 2013, and is Country Manager for the second iteration of BIF (BIF2). BIF2 is a more targeted programme which offers many of the same services as BIF1 in a market-systems approach in Solar Products, Rice, and Pigeon Peas, in Malawi.

Strengthening ACTESA's Programme Design and Implementation (2013 - 2015)

The Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA) has a mandate to promote regional integration and the competitiveness of staple food trade in COMESA. Imani Development worked closely with the ACTESA Secretariat to build its technical institutional capacity to implement key priorities of its operational plan, as well as providing technical assistance in the establishment of a regional knowledge portal collating information, best

practice, and advocacy resources on staple commodity markets in the region. This US\$ 800,000 project also address long-standing policy barriers for certain key sectors such as livestock and maize, and resulted in a more liberalised policy and trading environment.

Kenyan Initiative for Long-Term Integration of Market Operators in Value Chains (2018 - 2023)

The main scope of the KILIMO-VC Challenge Fund is a €19 million fund, targeting the agriculture, livestock, and fisheries sectors through competitive calls for funding. It aims to improve the capacity of 100,000 smallholder farmers and pastoralists to practise environmentally sustainable and climate-smart agriculture as a business in inclusive value chains, increasing resilience, food security nutrition and income, and creating jobs amongst beneficiaries.

Imani, in collaboration with Gorta Self Help Africa, designed and is implementing KILIMO-VC in Kenya, providing technical assistance in value chain assessments, business development and due diligence to applicants, governance and management support, and advisory services.

Trading with Climate Smart Supply (TraCCS) Programme (2012 - 2015)

This Imani-developed and implemented programme introduced key strategic interventions in tea, coffee, and pigeon pea value chains in Malawi to reduce natural resource degradation and improve smallholder incomes. These interventions ranged from providing producers with improved inputs and production techniques, introducing innovative renewable technologies such as fuel-efficient stoves at producer homes, and establishing or strengthening representative organisations to improve the availability of best practices or market information on these commodities.

Review of the Malawi Control of Goods Act (2015 - 2016)

This assignment required a comprehensive review of Malawi's Control of Goods Act, with special attention paid to the implications the act has on trade in primary food crops such as Maize. The assignment also required a review of related legislation and linked regulations, ensuring coherence with ministerial policies in order to improve legislative efficiency and effectiveness without the necessity of resorting to policy discretions such as export restrictions.

Final Evaluation of Horticulture Productivity and Trade Development Programme (2017)

The Horticulture Productivity and Trade Development Programme (HPTD) in Lesotho is an Enhanced Integrated Framework (EIF) initiated and funded project, building the capacity of farmers and cooperatives to produce high-value Fresh Fruit and Vegetables (FFVs) for domestic consumption and export. The final evaluation took stock of the results achieved by the project over its implementation span, assessed the progress of implementation of the midterm evaluation findings, and identified lessons learned for future ITC interventions in Lesotho and elsewhere.

Preparation of an Action Document for the IOC Food Security Programme (2016 - 2017)

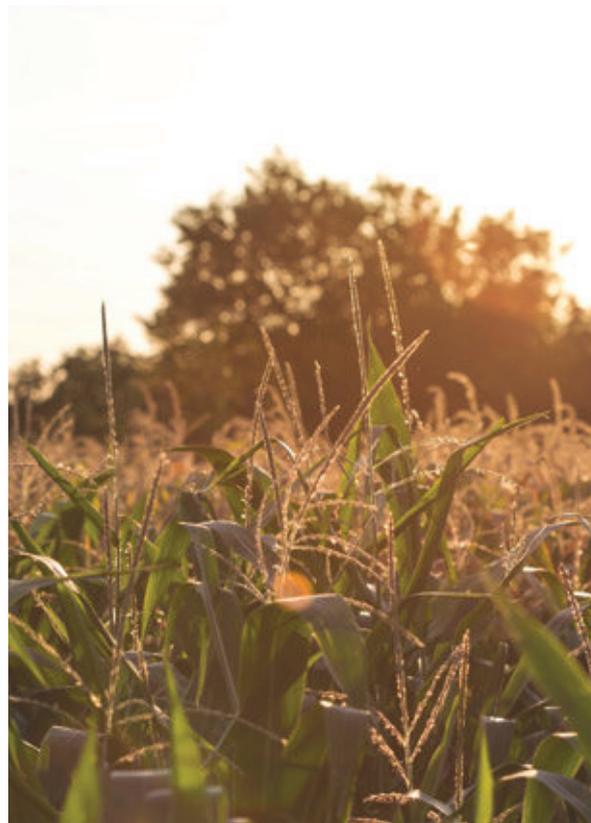
This assignment called for the preparation of a project proposal and related action fiche for the 11th EDF IOC Envelope to fund a large-scale, region-wide agricultural development programme that could increase agricultural productivity, competitiveness, output, and trade, as well as improve food and nutrition security throughout the Indian Ocean Small-Island Development States. Topical areas and methods explored included: Home Gardens, Fruit Production, Forestry, Aquaponics, Livestock Production, and High Value Export Crops.

Phata Integrated Farming for Cooperative Agribusiness Programme (2013 - 2016)

Phata produces irrigated sugarcane in the Chikwawa district of Malawi, but identified a need to improve their agricultural practices and diversify crop production to improve livelihoods and food security in the region. The Integrated Farming for Cooperative Agribusiness Programme (IFCAP) uses existing irrigation, administration, and technical support systems to make infrastructure developments more affordable and sustainable by developing a replicable, integrated farming system. Imani Development implements monitoring and evaluation mechanisms in the programme, facilitates and disseminates lessons learnt throughout implementation, and manages associated budgets. market information on these commodities.

IFAW Agricultural Diversification Project (2013 - 2014) & (2015 - 2018)

Imani Development conceptualised and developed large aspects of this project on the edge of Liwonde National Park, in Malawi, including the establishment of the seven aquaculture fish farms and the implementation of small-scale crop farming. Imani provides technical assistance to farmers support in market access, integration into local value chains, and manages the overall project. The project continues to improve rural livelihoods, provide access to fresh water, reduce wildlife/human conflict, and provide sustainable income to community beneficiaries.





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