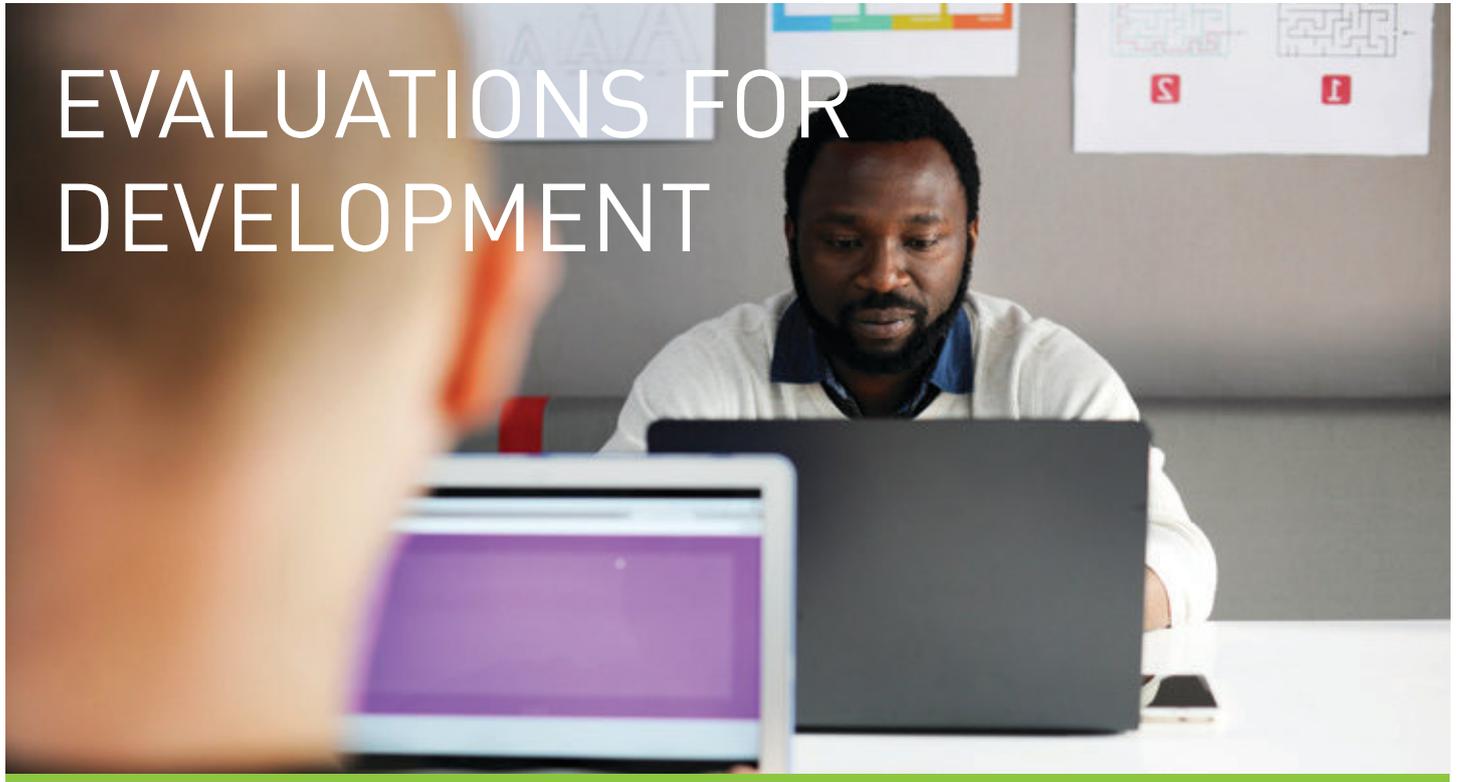


# EVALUATIONS FOR DEVELOPMENT



**imani**  
DEVELOPMENT  
global vision, local knowledge

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Imani Development is a private consultancy that aims to reduce poverty through trade facilitation, economic development, and the provision of technical support to improve positive social impact in Sub-Saharan Africa.

For over 35 years our teams of economists, social scientists, and business experts have worked closely with clients in the international donor, civil society, private sector, and social enterprise ecosystems to provide a rich blend of skills and insights to further their development agendas.

Evaluation has been at the forefront of international development efforts for the past 20 years. Organisations, donors, and partners want to know what they have achieved and how. At Imani, we believe that objective external evaluations complement internal reflection processes, and are the building block for organisational learning and improvement. Yet, evaluations are becoming increasingly complex and multi-dimensional. That's why we have

teams of sectoral and technical evaluation experts who work together to arrive at valid, reliable and meaningful conclusions that can be fed back into an organisation or a programme's planning and implementation mechanisms.

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# OUR APPROACH

Evaluation is the cornerstone for learning and improvement. Over our rich history of work, Imani has developed a reliable approach to evaluating how and why projects work. Whilst the specific methodology is uniquely developed and applied to each project, there are a few fundamental principles that are the basis for our evaluation work:



**Social change is complex and multi-dimensional:** It requires a systematic approach, away from an issue-based focus, which acknowledges that social and economic challenges are the result of the inter-relationship of any number of contributory factors



**Using mixed-methods adds richness:** Our tool-kit includes tools such as surveys, statistical analysis, case studies, Most Significant Change (MSC) methods, cost-benefit analysis, and 'value-for-money' approaches. We also integrate the world-renowned Sustainable Livelihoods Framework into our work, allowing for a more comprehensive view of the dynamics of and impacts on human, social, natural, physical, and financial capital.



**Bringing integrity, passion, energy, and talent:** Our team of seasoned and emerging professionals share a commitment and inner-drive to contribute towards the social and economic development of communities most in need. This drive ensures we are focused on outcomes over activities, and informed by evidence.

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## OUR SERVICES



Design of evaluation models and Theories of Change



Process, outcome and impact evaluations



Value for Money analysis



Support with dissemination and use of evaluation findings



Assessments based on DAC criteria



Case studies, surveys, interviews and stakeholder engagement

“The feedback from the evaluation was used to improve ongoing projects and gave strategic direction to future TMEA/trade facilitation projects”

**Alex Rusita**, Results Director, TradeMark East Africa



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## OUR PREVIOUS WORK

### Social and Economic Impact Analysis of Cross-Border Trade in Rwanda (2015-2016)

This comprehensive study looked to understand the potential impact of further reducing barriers to cross-border trade at two Rwandan borders with the DR Congo. The Sustainable Livelihoods Framework was used to understand impacts at the level of the individual trader and her family, in terms of income generation, health, wellbeing, environmental, and gender relations. Econometric assessments were undertaken to establish potential employment and poverty reduction gains for local borderland economies. The findings of the assessment are being used to inform the national cross-border trade strategy in Rwanda, guide the development of support services by the Government of Rwanda's Cross-Border Trade Unit, as well as the development of a borderland's programme for eastern DR Congo.

### Tracer Study and Impact Assessment of trapca Training Programmes (2015 – 2016)

The Trade Policy Training Center in Africa (trapca) provides post-graduate programmes and short courses on trade policy and development issues to address the skills shortfall in Africa. Imani undertook an extensive Africa-wide mixed-methods study to trace the career development of graduates, and assess the effectiveness, relevance, and impact of trapca's programmes in

achieving their programme and organisational missions. Over 1000 responses from alumni, faculty members, employers, and national governments provided insights through online surveying and in-depth interviews.

### Evaluation of the Safer Communities Incubator (SCI) Pilot Projects Implemented by Fight for Peace International (2017 – 2020)

Over this 3-year longitudinal evaluation, Imani will act as 'critical friend' of the FFPI teams in Jamaica and South Africa by verifying MEL outputs and suggesting improvements to project implementation and MEL according to evaluation data. Imani will also assist with the primary purpose of SCI pilots: the codification of the model to be adapted and replicated in other communities suffering from high levels of youth violence around the world.

### Learning Coordinator for Organisations Working to Support Girls in Gangs funded by Comic Relief (2017-2019)

Using Theory of Change as an anchor for the network and the power of online platforms to enable long-distance communication and learning, Imani is part of a network of MEL support and facilitation of collaborative learning to seven Comic Relief-funded NGOs working in the field of girls involved in gang violence and crime in Colombia, UK and South Africa.

### Mid-Term and Final Evaluation of Horticulture Productivity and Trade Development Lesotho (2014 – 2015 & 2016 - 2017)

Established in 2013, the Horticulture Productivity and Trade Development (HPTD) Project aims to build the capacity of farmers and cooperatives in Lesotho to produce high value Fresh Fruit and Vegetables (FFVs) for both domestic and export markets. Both evaluations placed emphasis on evaluating the overarching objectives of the programme, namely the strengthening of targeted sectors' competitiveness, promoting new business opportunities in domestic, regional and international markets and generating additional incomes, and employment creation.

### M&E framework development for LONA (2014)

Imani conducted an economic and social impact analysis for South Africa's 4th largest citrus exporter, Lona. We also established a monitoring and evaluation framework for the company that focused specifically on their emerging farmers. Activities included a citrus value chain analysis, liaising with LONA and emerging farmers, design of an M&E framework targeting engagement with smallholder, emerging citrus farmers, conducting field visits, data capture and analysis, and report writing.

## Formative and Summative Evaluation of CSOs and PSOs supported by TradeMark East Africa (2015)

Using a mixed-methods evaluation approach, Imani assessed the support provided by TMEA to over 10 multi-country organisations contributing to regional economic development through trade. Both formative and summative evaluations used DAC criteria for the assessments, and the resulting outputs provided TMEA with insights to improve ongoing projects, and strategic direction to future TMEA and related trade facilitation programmes. The evaluation also identified best practice and models that can be documented and showcased for learning, scale-up, and replication.

## Mid-Term Review of the 10th EDF Regional Integration Support Programme (RISP) 3 (2015 – 2016)

Imani Development was commissioned to undertake a Mid-Term Review (MTR) of the 10th EDF/RISP 3 in order to provide the COMESA secretariat and the EU Delegation to Zambia an independent assessment of RISP 3 whilst paying particular attention to the results and indicators of the project. Applying the DAC criteria, the essence of the evaluation was twofold: (i) Identifying major bottlenecks and challenges in the various RISP 3 results areas; and, (ii) Making recommendations for improvement and adjustment.





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