



PRIVATE SECTOR



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 in emerging economies.

For over 35 years we have been assisting policy makers, governments, development agencies, and private sector firms to develop and implement comprehensive strategies to create competitive business ecosystems in East and Southern Africa, the Caribbean, South East Asia and the Pacific regions.

Sustainable private sector development requires a robust, business friendly policy environment that makes it easy for enterprises to register, operate, trade, and comply with domestic and international regulation and legislation. Our work in this area includes identifying barriers to business setup and trade, developing mechanisms to attract domestic and foreign investment, and designing and implementing development strategies and interventions that facilitate these.

Complementary to this is our hands-on approach to working with private sector operators on the ground. We provide a

range of technical services directly to primary producers, SMMEs, and multinational firms, such as business development services, strategic management consulting, value-chain integration, capacity building, and export development. We also work closely with apex organisations and other supporting infrastructure to better respond to the needs of these businesses.





SERVICES OFFERED

- Competitiveness and structural transformation
- Economic growth and export strategies
- Identifying constraints to business and cluster development
- Industrial policy
- Enabling environment programmes and policies
- Doing business index improvement programmes
- Public-private dialog and cooperation
- Investment promotion and facilitation
- Trade policy and negotiation
- Trade facilitation
- Access to finance policies and programmes
- Industrial capacity development around private sector development
- Innovation challenge fund and innovation matching grant fund management

SELECTED PRIVATE SECTOR PROJECTS

Final Evaluation of Private Sector Development Programme in Botswana (2017)

This EU-funded programme had three primary result areas; building capacity and competitiveness of community-based organisations, increasing the private sector's awareness of trade agreements and market information, and improving the delivery of business development service providers and intermediary organisations. The assignment applied the DAC criteria to provide an evidence-based evaluation of the programme's performance, reporting on achievements and constraints, and capturing lessons for future interventions.

Development of a COMESA Regional Private Sector Development Programme (2016 - 2017)

This project required the identification and formulation of a Private Sector Support Programme for the COMESA Secretariat across five priority value chains, namely: Leather and Leather Products; Agro-processing and Processed Foods; Light Engineering Products Tourism; and Horticulture. The team undertook fieldwork in nine COMESA Member States to identify bottlenecks and opportunities for integration and growth in the selected value

chains that could be addressed or leveraged through interventions in the programme. Stakeholder mapping was also undertaken to identify what other donors are doing (especially those with a regional approach) for purposes of establishing complementarities and synergies during programme implementation.

Malawi Innovation Challenge Fund (MICF) (2014 - 2017 & 2018 - 2022)

The Malawi Innovation Fund (MICF) is a \$8 million funding mechanism that provides grant finance for innovative projects proposed by private sector firms in agriculture and manufacturing. In partnership with Natahn Associates, Imani Development manages the challenge fund and provides technical and financial appraisal services, conducts due diligence on grantees, and implements performance monitoring.

Investment Mapping for the Manufacturers Sub-Cluster of the NES (2014 & 2015)

In order to attract increased investment to Malawi's private sector, Imani developed a strategy to present Malawi as an investment destination and created an Investment Portfolio which profiled investment opportunities in Beverages, Agro-processing, Plastics & Packaging, and Assembly.

Support to Social Enterprise Academy in Africa (2012 - Ongoing)

The Imani Development Foundation, in partnership with the Scottish Social Enterprise Academy, has established the Social Enterprise Academy in Africa (SEAA). SEAA offers leadership, enterprise, and social impact training aimed at supporting and encouraging innovation and personal development of Africa's social entrepreneurs. The Academy delivers courses to the public, private, and social economy sectors with specially tailored programmes to promote in-house learning.

Study on Services as an Enabler for Global Value Chain Competitiveness (2014 - 2015)

This assignment investigated the role that the availability of professional services plays in shaping competitiveness, participation, and upgrading of firms within global and regional food and textile value chains. Imani rolled out firm-level surveys among multinationals, local firms, and service suppliers in nine East and Southern African countries, and produced reports on the findings that fed into the client's larger support strategy for value chains.

Development of a Transport Solution for People with Disabilities (2015 - 2016)

For DG Murray Trust, Imani explored market opportunities for a transport solution to mobility challenges faced by people with disabilities in South Africa. During phase one the feasibility study assessed characteristics on both ends of the market through focus groups and interviews, and benchmarked current service provision before presenting three business concepts at varying levels of scale and impact. Phase two will pilot the selected business concept with key stakeholders on a local level, and ultimately nationwide.

Technical Support Services to the EU Delegation to South Africa (EU-SA Business Links) (2013 - 2015)

EU-SA Business Links was designed to promote European business interests in South Africa through improved communication and lobbying, enhanced access to information on South Africa for European enterprises, and improved coordination between EU Member State Chambers of Commerce, business associations, and EU embassies. Imani provided support services which included the development of targeted promotion strategies for various embassies and chambers, the provision of policy research and advocacy, and the establishment of online knowledge repositories and discussion platforms. The project is considered a major success in the creation and handover of an EU Chamber of Commerce.

Cross-Border Value Chain Assessment on Transport and Logistics (2014)

With a particular view on Botswana's role in regional and global value chains, Imani undertook an extensive assessment of the transport and logistics sector in Botswana. Paying particular attention to the sector's role in regional and global value chains, the assessment explored the availability of value-added services (such as cold chain infrastructure or third-party logistics), and the competitiveness and constraints of the sector in national and regional contexts.

Assessing the Benefits of Aquaculture in Scotland (2013 - 2014) & (2017)

With a multi-disciplinary team of economists, environmental and policy specialists, and social scientists, Imani assessed the potential for growth of Scotland's aquaculture industry. Through extensive stakeholder engagement, market analysis, and public consultation the assessment investigated the economic and socio-economic benefits of growth in the industry. Recommendations were made to the Scottish Government, and proposed strategies adopted for implementation.

Development of an Implementation Plan for SIOC-cdt's Income Strategy (2017)

The Sishen Iron Ore Company Community Development Trust (SIOC-cdt) was established to strengthen the communities where the mining company operates and help them to develop other income sources to sustain them if/when the mining company leaves. The trust's income is derived from dividends of shares in SIOC, making it subject to volatility. This assignment investigated and designed an implementation plan to diversify the trust's income. The assignment team undertook an extensive market analysis to examine potential opportunities, identified a range of opportunities and tested their feasibility and viability, and articulated an actionable implementation plan

Development of the DfID Exports Topic Guide for Practitioners (2016)

The topic guide was developed to provide insights to practitioners, national governments, export development agencies, and other vested stakeholders on the birth of new exports (manufacturing or high productivity agriculture and services) from developing countries. The guide provided insights into how countries diversify their exports, how new exports emerge and the contributing factors to their emergence.

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.

DISCOVER Enterprise Development Programme Design (2014)

Conern Universal's DISCOVER Programme provides targeted support to communities and small-scale entrepreneurs to improve livelihoods through increased incomes and resilience to disaster. In expanding the scope and depth of the programme, Imani identified the most suitable crops and enterprises - especially those driven by women producers or entrepreneurs - to support in four Malawian districts, and developed a decision-making process for the client to better inform the expansion of the programme.



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