

# TRADE & INTEGRATION



**imani**  
DEVELOPMENT  
global vision, local knowledge

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Imani Development is a consultancy firm that facilitates economic growth and poverty reduction in the developing world.

Trade is the engine of development for many emerging economies. It is a primary source of income for cross-border traders, and creates employment in SMMEs throughout Africa. Imani is passionate about the role trade plays in improving lives and livelihoods, which is why we work to create an inclusive policy environment that makes it quicker, easier, and more affordable to move goods and services inter- and intra-regionally

To achieve this we provide technical assistance and capacity building support to governments, regional economic communities, and the international donor community to develop strategies, remove barriers, and implement agreements that create a supportive trading environment across the continent for small-scale traders and multinational corporate firms alike.

Imani Development also works through development programmes on the ground to provide growing businesses with access to finance, technical assistance, operational support, and enterprise development services to improve

their participation in the global trade arena, and facilitate integration into regional and global value chains.

Our trade work is further complemented by our experience in regional integration. For many developing countries, particularly in Africa, regional integration is especially viewed as a response to the difficulties faced by a continent with many small national markets and many landlocked countries. Imani has been instrumental in supporting member and partner states, and regional economic communities fulfil their integration mandates



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## SERVICES OFFERED

- Policy development support and technical assistance to national governments, regional economic communities, and international development agencies
- Capacity building in governmental ministries, departments, and agencies (MDAs) to formulate and implement trade and regional integration strategies.
- Development of national and regional support programmes to grow trade inter- and intra-regionally
- Customs modernisation and trade facilitation support to remove technical and non-tariff barriers to trade
- Technical assistance and capacity building in trade negotiations at national and regional level
- Operational management of technical and financial support programmes directed at trade development and regional integration
- Impact evaluations and the development of monitoring and evaluation mechanisms

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# SELECTED TRADE PROJECTS

## Development of the SADC Simplified Trade Regime (2017 - 2018)

The primary purpose of the project was to develop a WTO compatible proposal for a SADC STR with different scenarios and options to be considered by Member States. It also required the development a background document that outlines the expected impact and costs/benefits of the STR to be used for political communication purposes. The assignment required an extensive desk review of other STRs, assessment of legal applicability, product coverage and value, support mechanisms, interventions, regulatory regimes, and key stakeholders; in-field stakeholder consultation at prioritised borders; and, negotiation support to SADC Member States.

## 5-Year National and Regional CBT Strategies for the EAC (2015 - 2018)

Given the scale of informal and formal Cross Border Trade (CBT) in the EAC - especially related to women traders - and the range of existing and planned interventions, TMEA required a comprehensive set of regional and national strategies to ensure a coherent approach to their ongoing CBT support programmes in EAC Member States and South

Sudan. In achieving this, Imani conducted an extensive review of existing and planned CBT projects, active donors and stakeholders, priority goods, services, and markets, and the dynamics and constraints to CBT. This fed into the development of national strategies for TMEA and national governments, and an overall regional strategy that prioritised key interventions at policy, legal, regulatory, operational, and institutional levels.

## Support to South Sudan's Accession to the East African Community (2015 - 2016) -

In preparation of South Sudan's accession to the East African Community, Imani worked closely with national government stakeholders to conduct pre-entry studies to facilitate the process. These including reviewing the economic and regulatory impacts of acceding to the community, and undertaking implementation and needs assessments for the process. In ensuring a unified and coherent approach, Imani also provided extensive advice and support in preparation for negotiations, and developed and implemented a variety of outreach and sensitisation efforts. The assignment resulted in successful negotiation of South Sudan's membership to the EAC.

## Development of a Framework for the Establishment of One-Stop Border Posts at Kazungula (2017 - 2018)

To ensure adequate establishment and operationalisation of the Kazungula One-Stop Border Post, this assignment required: the development of a bilateral agreements between the Government of Botswana and the Government of Zambia for the establishment of the OSBP; review and prepare a schedule of harmonisation of existing legal instruments governing OSBP operations in both countries; recommendation of an appropriate institutional structure for the OSBP; developing the Standard Operating Procedures (SOPs); and, identify key operational equipment (including security, ICT, access controls, etc).

## Support to the Ministry of East African Community Affairs (MEACA) Uganda (2011 - 2015)

Imani Development provided capacity building support to MEACA Uganda to assist it in fulfilling its mandate to promote Uganda's interests in pursuit of EAC regional integration. Specifically, the project designed and implemented a package of capacity building support in regional integration for MEACA, as well as other ministries, departments, and agencies. Technical and managerial support for the implementation of the programme was also provided, along with financial management of programme budgets.

## Benchmarking Customs and Border Management Performance in COMESA Member States (2016 - 2018)

Utilising the WCO Time-Release Study methodology, this assignment and benchmarked the performance of customs operations and border management to inform the Secretariat and member states on current transaction times for customs procedures. The TRS covered 10 countries and those contiguous to the 10, establishing data and information on imports and exports. Knowledge and skills transfer was a central element of the assignment, building capacity in the beneficiaries to conduct follow-up TRSs in pursuit of ongoing trade facilitation in a standardised manner.

## Development of a One-Stop Border Post Policy for South Africa (2014 - 2015)

The Imani Development and Crown Agents consortium developed a comprehensive National Policy to help guide the Government of South Africa in the establishment, standardisation, and roll-out of One Stop Border Posts (OSBPs) between South Africa and its neighbouring countries. Imani associates provided technical input in the project team on areas such as transportation and logistics, immigration customs, technical barriers to trade, and SPS.

## Design of a COMESA Regional Support Programme for Small-Scale Informal Cross-Border Trade (2016 - 2017)

This COMESA-wide cross-border trade programme, to be funded under the 11th EDF Regional Indicative Plan, is primarily aimed at assisting informal cross-border traders, specifically those facing challenges of congestion, compliance, and harassment. Specified interventions are designed to address cross-cutting issues such as capacity constraints, low data quality, and issues relating to trade formalisation.

## Design of TMEA's Strategy 2 on Non-Tariff Barriers in the EAC (2016)

Building on the foundations of TMEA's NTB Strategy 1, Strategy 2 was developed to rationalise current TMEA support by focusing on areas with the highest impact on NTB elimination. The development process required taking stock of existing and planned interventions at both national and regional level by the client and other actors. The validated strategy presented a comprehensive planning and implementation framework which included a detailed results framework with extensive monitoring and evaluation mechanisms, and a results chain to ensure an effective NTB elimination system which is responsive to changes in the trade ecosystem.

## ASEAN Regional Integration Support from the EU (ARISE) (2013 - 2016)

The ARISE programme's overall objective was to support the ASEAN Economic Integration process by contributing to the implementation of the ASEAN Economic Community (AEC) Blueprint. The purpose of ARISE is to enhance the capacities of ASEAN Member States in harmonising and implementing policies and regulations in the economic and trade sectors, and implement them effectively by drawing on EU experience in realising a fully-fledged economic community. The programme also focused on enhancing the capacity of the ASEAN Secretariat to support Member States in these efforts.

## Supporting the Economic Advisor to the President of South Sudan (2013 - 2015)

Imani provided long-term technical assistance to the Economic Advisor (and subsequently the Minister of Finance, Commerce, Investment, and Economic Planning), whose mandate it was to assist the President in clearly articulating and promoting South Sudan's economic development strategy. The LTTA worked closely with the Minister to promote inter-ministerial coordination on the economic development strategy and other key development policy

## Study on the Impact of Implementation of the SADC Protocol on Trade (2014 - 2015)

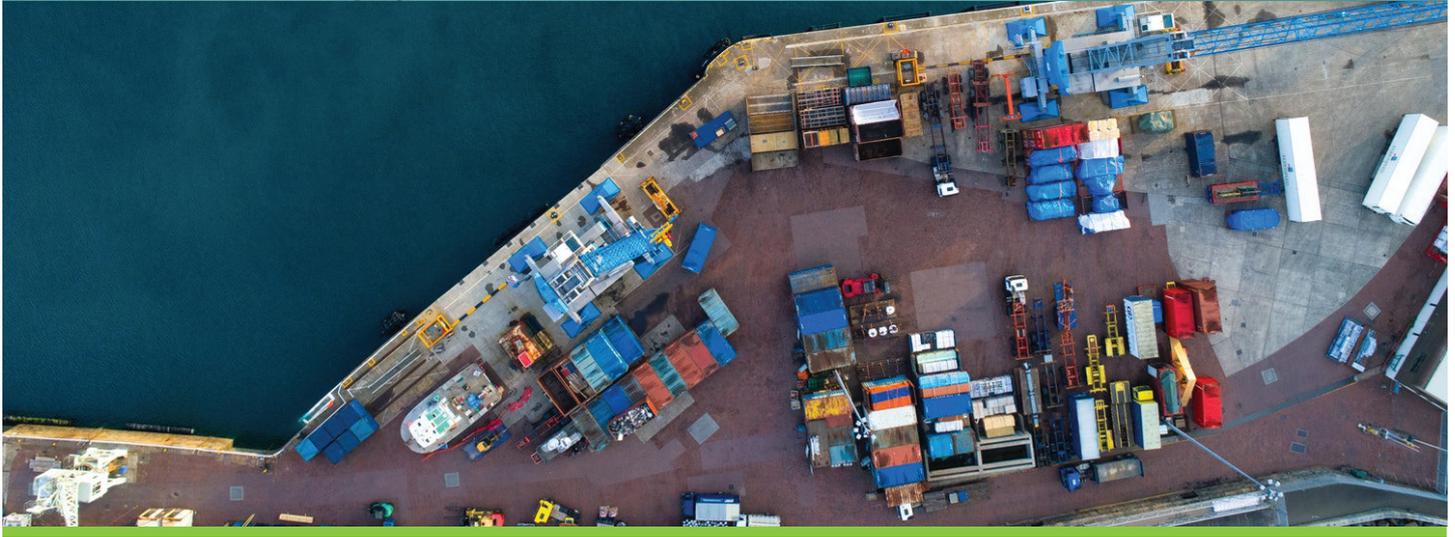
The study focused on documenting the various reforms implemented by SADC Member States in the context of the Protocol on Trade. Through evidence-based assessments, this assignment documented the impact and benefits of reforms such as phasing down of tariffs, customs reform and modernisation, trade facilitation instruments, harmonisation of rules, and capacity building activities. Findings were presented to the Secretariat and the African Development Bank to improve resource allocation in implementation of the Protocol and inform policy dialogue on regional integration issues in the region.

## Development of a SACU Position on the SADC Rules of Origin for Trade in Textiles and Clothing (2013 - 2014)

The aim of this study was to assess the impact that any changes to the current SADC Rules of Origin would have on SACU, as well as advise SACU Member States on the best RoO options moving forward; particularly one that would not inhibit growth and development in their textiles and clothing industries, whilst aligning their policies with international best practice.

## Development of the EAC Trade Policy and Strategy (2015 - 2016)

To ensure coherence and compatibility between internal and external trade for the EAC, Imani developed a Regional Trade Policy (RTP) that steers the EAC towards full implementation of its Customs Union and Common Market, and facilitates balanced regional development and integration into the global economy. The analytical review and Member State consultations that fed into the policy and strategy development covered the Customs Union, Common Market Protocol, existing trade policies at national, regional, and multilateral levels, and extensive data analysis of trade and investment patterns. The final RTP and accompanying strategy is complementary to existing national trade policies, contributes to the competitiveness of member states and value addition for all producers in the community, and assists the EAC Secretariat in developing common positions on key issues in international negotiations, ensuring the EAC is uniformly represented as a bloc.



**Blantyre, Malawi**

+265 187 2830

[blantyre@imanidevelopment.com](mailto:blantyre@imanidevelopment.com)

**Cape Town, South Africa**

+27 21 447 2556

[capetown@imanidevelopment.com](mailto:capetown@imanidevelopment.com)

**Glasgow, United Kingdom**

+44 141 204 4950

[glasgow@imanidevelopment.com](mailto:glasgow@imanidevelopment.com)

**Oban, United Kingdom**

+44 163 156 9990

[oban@imanidevelopment.com](mailto:oban@imanidevelopment.com)

**Kampala, Uganda**

+256 955 023 808

[kampala@imanidevelopment.com](mailto:kampala@imanidevelopment.com)

**Perth, Australia**

+61 89 259 6160

[perth@imanidevelopment.com](mailto:perth@imanidevelopment.com)