Societies develop by connecting people with each other, with services and with resources in increasingly productive and sustainable ways. Our mission is to enable the most disadvantaged populations to make these connections so that they can advance, for the benefit of all of us.

We do this by helping low- and middle-income countries develop the ‘hard’ and ‘soft’ infrastructure that people need to connect. This can range from creating ‘hard’ infrastructure, such as transport networks that link impoverished farmers to markets or communities to health facilities, through to developing ‘soft’ infrastructure, such as the institutions, systems and skills required to deliver public services to the disadvantaged or to support inclusive economic growth.

We deliver these complex projects in an equally ‘connected’ and collaborative manner. We not only bring together national and international partners, but also work closely with all the key stakeholders throughout each project, from the beneficiaries and governments to donors, to ensure solutions are locally driven, contextually appropriate and produce maximum social and economic value for the beneficiaries.

Throughout, we put quality before profit, operate openly and collaboratively, and adhere to the highest ethical standards – essential ingredients for productive and sustainable partnerships and outcomes.
IMC Worldwide continues to grow and succeed in scaling up the positive impacts of our work on the poor and disadvantaged around the world. During 2015, we:

• became an independent business by completing a secondary buy-out of private equity partner shares
• grew turnover and recruited talented people to strengthen our professional services team
• won great new projects that should significantly improve lives of the target groups
• continued to build our reputation for delivering value for money through strong programme management and a collaborative ‘can do’ approach
• won four major awards in recognition of the high quality of our work and staff.

DELIVERING IMPACTS AROUND THE WORLD
Throughout 2015, we delivered an impressive portfolio of multi-disciplinary work and secured over 50 new projects. In Pakistan, a high-quality innovative design and construction programme will allow and encourage an additional 1.5 million new students to attend school. The Connect to Grow Programme, meanwhile, is creating partnerships between innovators in India and emerging innovators in developing countries.

In the Caribbean, we are strengthening business incubators to support entrepreneurial growth. In Nepal, we are working to increase investments in large-scale infrastructure, economic growth and employment creation. Around south Asia, we are conducting research that will improve the effectiveness of policies and programmes to address violence against women and girls in the region. Meanwhile, the award of a major project to conduct Monitoring, Evaluating and Learning from the International Climate Fund (ICF) will help improve the generation, dissemination and uptake of data, evidence and knowledge from across the ICF portfolio worldwide.

SCALING UP OUR IMPACT
In June, our senior management team and directors met to discuss future growth and direction of the business. These discussions led to a revised Purpose, Values, Vision and Strategic Priorities document, published at the end of 2015. The plan will help to guide us into the next phase of our growth, position us in current and future markets as a leading international development consultancy, and differentiate us further from competitors.

Two years ago, we registered IMC in the United States and have since made steady progress, now leading three 5-year Millennium Challenge Corporation frameworks covering environment, social, M&E, transport and engineering. We are also involved in four USAID frameworks covering cities and urban, M&E and transport and engineering. In 2016, we will continue to build up US operations through recruitment and enhanced support from the UK business.

We launched the IMC Charity Fund to support charitable and sustainable projects aimed at alleviating poverty in developing countries. In response to the Nepal earthquake in April, the Charity Fund supported our Nepali staff in funding repairs to their damaged houses.

As you will read in this report, the hard work, passion and talent of our staff has enabled us to achieve much during 2015, and we are well-positioned to continue our remarkable story in 2016 and beyond.

Gavin English
MANAGING DIRECTOR
IMC Worldwide
2015 SNAPSHOT

SOME KEY PROJECTS WON IN 2015

- Schools Construction and Rehabilitation Programme Implementation, DFID, Pakistan
- Connect to Grow, DFID, India
- Caribbean Business Incubators, World Bank
- CrossRoads Extension, DFID, Uganda
- Enhancing Road Safety for CAREC Countries, ADB, Central Asia
- Monitoring, Evaluating and Learning from the International Climate Fund, DFID
- Infrastructure Project Preparation Facility – PPP Window, EBRD
- Accelerating Investment and Infrastructure in Nepal, DFID, Nepal
- Impact Evaluation of Access to Justice Programme, DFID, South Sudan
- Evaluation of Tamkeen (Emerging Local Governance Structures Programme), DFID, Syria
- Programme to Improve Weather and Hydrological Services, WB, Ethiopia
- Trade Mark East Africa, DFID, Regional Africa
- Contract Manager for the Construction Component of the Education Support to Malawi (ESM), DFID, Malawi

AWARDS WE WON THIS YEAR

4
- Winner, British Expertise Outstanding International Business (SME) 2015
- Winner, ACE Research, Studies and Consulting Advisory Engineering Excellence Award 2015
- Winner, FIDIC Award of Merit 2015
- Winner, Sterling Award for European CEO of the Year 2015, Gavin English, Association for Consultancy & Engineering

£28m
- REVENUE IN 2015

~100
- STAFF NOW WORKING AT UK HEAD OFFICE

80+
- INTERNATIONAL CONSULTANTS WORKING ON PROJECTS WORLDWIDE

50:50
- GENDER BALANCE

500+
- TOTAL STAFF INCLUDING NATIONAL PROJECT STAFF IN COUNTRIES WHERE WE WORK

~40
- CLIENTS SUPPORTED IN 2015

40+
- COUNTRIES WHERE WE HAVE ONGOING PROJECTS IN 2015

PARTNERS IN 2015

- Practical Action Consulting
- Koltai & Co
- UWI Consulting
- Barbados Coalition of Service Industries
- Innovation Alchemy
- Ashley Insight
- Itad
- SouthSouthNorth
- LEAD Pakistan
- Vivid Economics
- Acclimatise
- Stockholm Environment Institute
- Edinburgh University
- GVEP International
- Institute of Development Studies
- Innocentive
- Trémolet Consulting
- University of Portsmouth
- Bangladesh Army
- Forcier Consulting
- Met Office
- Oxford Policy Management
- Cardno
- Henderson & Partners Malawi
- Air Water Earth Ltd Uganda
- Ernst & Young
## Innovation Prize Challenges Launched Through Our ‘Ideas to Impact’ Programme

3

The prizes are launched to encourage development of solutions to climate challenges. LPG Cylinder Prize in Ghana, Climate Information Prize in Kenya, Sanitation Challenge for Ghana.

### South Asian/African and Indian Enterprises Registered in Business Partnership Database of Our ‘Connect to Grow’ Programme

100+

to explore the possibility of forming business partnerships to improve people’s health and agri-food prospects.

### Community Committees for School Infrastructure Introduced in Pakistan

~750

in two provinces of Punjab and Khyber Pakhtunkhwa.

### People Interviewed During Our Evaluation of DFID-Funded ‘Tamkeen’ Project in Syria

335

Tamkeen works to rehabilitate service delivery and help make communities resilient and self-sufficient.

### Small Island Countries Researched for Public-Private Partnership Information on Behalf of New Zealand Ministry of Foreign Affairs and Trade

20

### Construction Workers Trained in Ugandan Roads Sector

3,000

### Call-Down Assignments Contracted Through the DFID Climate, Environment, Infrastructure and Livelihoods (CEIL) Professional Evidence and Applied Knowledge Services (PEAKS) Framework

134

### Business Incubators Trained in Barbados & St. Lucia

100

<table>
<thead>
<tr>
<th>9 Company and Project Offices Worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK, US, Liberia, Malawi, Uganda, Ethiopia, Pakistan, Nepal, Bangladesh</td>
</tr>
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</table>

### Schools Under Construction in Malawi to Benefit 30,000 Young Learners

50

### Schools Now Under Construction in Pakistan

400

in two Pakistan provinces of Punjab and Khyber Pakhtunkhwa. Schools will include improved water and sanitation systems, secure walls, & electricity.

### Value of Construction Works in Schools-Cyclone Shelter Programme in Bangladesh

$110m

### Schools-Cyclone Shelters Now Under Construction on Southern Coastal Belt of Bangladesh

173

### Road Safety Engineering Workshops in Nepal as Part of Our ‘Rural Access Programme’

2

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100
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OFFICES WORLDWIDE

UK

Our UK office in Redhill, south of London, employs ~100 staff currently managing 50+ projects worldwide. Their expertise includes water and sanitation, rural livelihoods, conflict and peace sensitivity, communications, private sector development, engineering, economics, and development programme evaluation.

USA

Based in Washington DC, our team manages and supports contracts for USAID and the Millennium Challenge Corporation across areas of transport, engineering, monitoring and evaluation, economic analysis, urban development and policy and environmental, social and resettlement services.

LIBERIA

Supervising the rehabilitation and maintenance of 247 kilometres of major transport corridor between Monrovia and Ganta-Guinea Border.

ETHIOPIA

Establishing a system for monitoring performance of contractors and consultants, together with establishment of a Project Cost and Unit Rate Database, as part of the Road Sector Development Programme.

We are also working with the Met Office and World Bank to improve hydrological and weather forecasting services.

UGANDA

Our CrossRoads programme, concluding in early 2016, has been improving the quality of Uganda’s road network and improving efficiency of government spending on roads.

We are also acting as environmental and social advisors to the PPP transaction advisory team engaged by Government to assess the potential to develop the IFC-funded Greenfield Expressway between Kampala and Jinja.
Since 1999, our Rural Access Programme has built 1,000km of rural roads and other infrastructure to increase access to education, healthcare, markets, and basic goods.

We are also providing government ministries with the skills and capacity to finance and manage large-scale infrastructure projects.

Supervising the construction of 170+ schools that function as cyclone shelters on the country’s southern coastal belt.

We are also helping the Bangladesh Bridges authority to efficiently and effectively manage the construction phase of the landmark Padma Bridge project.
Project highlights
Pakistan’s education system is characterised by high drop-out rates, low female enrolment, and severe overcrowding in classrooms that lack essential facilities. Three of ten primary age children are not in school.

To mitigate this challenging scenario, the UK and Australian governments are working with the Pakistan government to build and rehabilitate schools and classrooms that will offer better educational opportunities for the country’s young learners. The enhancements to the learning environments include gypsum board partitioning between classrooms to improve sound insulation, double-glazing for windows and doors, ‘Chinese bond’ brickwork to reduce material use and improve insulation, and air wells in classrooms for natural ventilation.

At the core of the programme is the idea that better schools given over to community ownership can foster greater enrolment and retention rates, leading to a more inclusive education experience. Communities are closely involved in construction processes, while parent-teacher organisations and school councils are being reactivated to promote community ownership once construction is complete.

£164 million of the overall programme budget of £184 million is provided by the UK government, making it the largest UKAid education infrastructure programme.

"It is pivotal that the community takes ownership of their school to ensure its long-term sustainability.”

-Roger Bonner, Team Leader, Humqadam
EVALUATION TO IMPROVE FUTURE CLIMATE FINANCE WORLDWIDE

Over the next four years, we are working with the International Climate Fund (ICF), the primary channel of UK climate change finance.

PALLU MODI AND HANNAH SWAN

The UK government’s ICF is providing £3.87 billion between April 2011 and March 2016 to help the world’s poorest adapt to climate change, and to promote cleaner, greener growth.

Managed by a team representing the Department for International Development, the Department of Energy and Climate Change, and the Department for Environment, Food and Rural Affairs, the ICF comprises a diverse portfolio of more than 180 programmes ranging in value from under £1m to over £300m.

A consortium led by IMC Worldwide in partnership with Itad has been selected to undertake the ICF-Monitoring, Evaluation & Learning programme. Its aim is to evaluate the ICF, communicating learning to inform climate programme management worldwide and help shape climate finance. Ultimately, we aim to help the UK government achieve its sustainable development goals and decide what and where to fund in the future.

To help deliver this ambitious project, we have assembled a global team of experts that includes a core team of 12 and a wider team of 40+ professionals in South Africa, Pakistan, Cambodia, Sweden, and Mexico.

Pallu Modi
IMC Senior Technical Director, Learning, Accountability, Evaluation & Peace Sensitivity
Programme Director, ICF-MEL

Hannah Swan
Senior Consultant, Inclusive Growth
Project Manager, ICF-MEL
Working alongside IMC and Itad are other cutting-edge institutions, including SouthSouthNorth, LEAD Pakistan, Vivid Economics, Acclimatise, Stockholm Environment Institute, and Edinburgh University.

Why are monitoring, evaluation and learning so important to development programming?

Monitoring is fundamental to setting up systems to ensure the accuracy of an evaluation that then enables the resulting learning to be as effective as possible.

In ICF-MEL, we combine rigorous evaluation with real-time learning that can then help to evolve the monitoring and help programme teams to benefit from the resulting learning as soon as possible, rather than after the evaluation.

This dynamic and flexible approach is particularly important to the programme, as we aim to support learning by very different audiences in very different regions who seek different types of information.

In 2016, we will provide technical support to ICF programmes so they can run better evaluations that will improve the quality of their own evaluation data. This in turn will better-enable us to run our own macro evaluations and synthesis reporting.
In recent years, starting primarily with the creation of the Ugandan National Roads Authority in 2008, international development agencies have supported the Ugandan government in efforts to improve the national road network. In 2011, the UK Department for International Development and European Union began jointly funding the CrossRoads programme, which has been implemented by IMC in partnership with Practical Action Consulting.

The Creating Opportunities for Sustainable Spending on Roads (CrossRoads) programme had two main aims: to help improve the quality of Uganda’s road network, and to help improve the efficiency of government spending on roads. Using a market systems approach, its wide-ranging initiatives included efforts to improve access to finance for road construction contractors, countrywide finance and business management training for contractors, the certification of vocational skills, the introduction of international standards for consulting engineers, training for plant operators and policy research, analysis, and advocacy.

To bring national attention to to wider issues influencing the road sector, the CrossRoads Secretariat invited nine officials from various sides of the roads industry to form the Roads Industry Council. Together with the CrossRoads team, the RIC has advocated for change in areas such as increased budget allocations to road maintenance, improving citizens’ awareness of road sector delivery issues, reducing opportunities for unqualified road contractors, and improvements in planning, procurement, and supervision processes.

**5 YEARS OF IMPROVING THE UGANDA ROAD SECTOR**

For five years, the CrossRoads programme has supported the growth of a competitive and sustainable Uganda roads industry.

**DAVID ENTWISTLE AND VIDYA NAIDU**

**David Entwistle**
IMC Principal Consultant, Engineering Team Leader, CrossRoads

**Vidya Naidu**
IMC Senior Consultant, Management Services CrossRoads Challenge Fund Manager
Looking to the future: the Government of Uganda has demonstrated its commitment to reform by increasing expenditure on roads and by formalising new construction sector policies. Working together with Government, the road sector is now in a stronger position to attract the investment needed to improve the country’s road network.

**Major accomplishments**

- Average cost of constructing 1km of road to bitumen standard decreased by UGX 1 billion (USD 293,000)
- Uganda National Roads Authority now awarding long-term (three years) maintenance contracts
- Contractors can now more easily arrange finance to capture new contracts
- Civil Society Coalition on Transport in Uganda established
- Contractor’s association, UNABCEC, in far stronger position in industry
- Nationally important monitoring systems in place through Road User Satisfaction Survey
- Policy reviews and advice setting ways forward for future of country’s roads
- £2 million Construction Guarantee Fund developed to encourage banks to provide bid securities and performance bonds to national contractors. Projects to value of £15 million supported by early 2013. First guarantee fund for Uganda road sector
- £1 million CrossRoads Challenge Fund set up to provide grants for organisations to develop ideas for improving road sector. Initiative promoted by road shows, and funding already provided to five organisations. First funding mechanism to encourage road-related innovation in Uganda

**CLIENT**
UK Department for International Development
European Union

**PARTNERS**
Practical Action Consulting

**TIMELINE**
2011-2015
Small and medium-sized enterprises are among the main drivers of economic growth in developing countries, and those that are socially minded can directly improve livelihoods. However, many fail or struggle to grow effectively, while the international development initiatives aimed to support them have experienced wildly varying levels of success.

Connect to Grow is a first-of-its-kind initiative to support this growth with enterprise-to-enterprise partnerships that can enable the spread of proven innovation. Partnerships offer opportunities for businesses to find new knowledge, skills, and innovation that can enable them to serve customers better. For several years, Indian enterprises have produced innovations that improve the lives of the poor, many of which can be adopted or adapted in other countries.

Connect to Grow is now helping to create mutually beneficial partnerships between enterprises in India who have a proven innovation, and enterprises across Asia and Africa who have an established market. The idea is that both can grow more effectively through partnership than either could have on their own.

The programme is managed by a consortium, led by IMC Worldwide with Innovation Alchemy and Ashley Insight, which supports the entire matchmaking process, from helping enterprises initially connect to implementing scalable pilot ventures.

**Baiju Vaidya**
IMC Senior Consultant, Inclusive Growth
Deputy Team Leader, Connect to Grow

**PARTNERSHIPS FOR PROSPEROUS BUSINESS IN AFRICA AND SOUTH ASIA**

Can this matchmaking lead to new and impactful partnership ventures?
“DFID recognises that India’s capacity for affordable innovation has helped to drive significant domestic progress on key development challenges. We believe this could also be a powerful force for development outside India’s borders, as innovators in developing countries are keen to partner with Indian institutions. We want to test whether Connect to Grow can create a platform that enables Indian SMEs to connect and collaborate with partners in less developed countries. This will help DFID to build important evidence on how to spread innovation successfully for development impact”.

- Daniel Bradley
  Food and Resource Security Adviser, DFID India

Over three years, Connect will bring organisations together through an online marketplace, help them define and articulate ideas, obtain advice, guidance and finance for their propositions, build partnerships, and finally launch pilot ventures, which, if successful, can obtain external finance to scale. Eligible enterprises will have an opportunity to access travel grants of up to $2,500 to visit potential partners in India and, if a partnership is developed, will receive financial support up to $50,000 to implement their pilot venture. The programme also provides tailored advice, guidance and support in brokering partnership arrangements and the opportunity to link with private or public sector intermediaries who may boost partnership prospects.

What are ultimate aims of the enterprise matchmaking?

We aim for a minimum of five pilot partnership ventures implemented successfully, leading to a business plan to access external finance to scale up. The partnerships will vary in structure and may include the licensing of a particular technology or franchising of a proven Indian business model. They may also include a strategic alliance or even joint venture between an Indian and developing country enterprise. Of utmost importance for the programme, those partnership ventures must demonstrably and positively impact upon people’s health or agri-food prospects.

In addition, the programme will also gather knowledge and reflect on the partnerships that are created through the Connect model, ultimately aiming to contribute to global understanding of how innovation can be spread internationally to promote development.
CAN PRIZE CHALLENGES SPUR INNOVATIVE DEVELOPMENT SOLUTIONS?

The Orteig Prize stimulated interest in manmade aviation, while the Ansari X Prize has opened up the possibilities of commercial space flight. Can innovation prizes find not just an invention but a scalable concept that can help poor and marginalised communities?

BRYONY EVERETT AND CATHERINE ALLEN

INNOVATION PRIZES HAVE BEEN LAUNCHED in development contexts before, primarily to encourage individuals and enterprises to invent a product or service that can benefit the underprivileged. Ideas to Impact, meanwhile, encourages the creation of ideas that can be scaled to solve longstanding challenges in the fields of climate change adaptation, energy access, and water and sanitation. The programme will look to disburse a total prize pool of more than £6 million.

Climate Change Adaptation

In Kenya, the Climate Information Prize is designed to encourage the development of products and services that use climate information to support vulnerable individuals, households and communities.

Much climate information is already available, but not always in formats that communities can make use of. Innovative ideas can provide better access to, and usability of, products and services informed by climate information.

In 2016, the Adaptation at Scale Prize will begin in Nepal, where a vast range of skills and technologies are used to cope with and adapt to climate change.

Bryony Everett
IMC Senior Technical Director, Inclusive Growth
Team Leader, Ideas to Impact

Catherine Allen
IMC Principal Consultant, Inclusive Growth
Prize Manager, Kenya and Nepal, Ideas to Impact
Only a small proportion of innovative ideas are brought to scale due to barriers of technology, design, finance and culture. The prize seeks to overcome these barriers and improve private sector engagement with the poorest groups of society.

**Water and Sanitation**

In Ghana, the Sanitation Challenge encourages city, municipality and district administrations serving populations of more than 15,000 to compete to propose better urban sanitation services. This multi-stage, three-year competition will conclude with a financial prize donation for the administration with the best strategy.

The Dreampipe Challenge will soon open, looking for the best solution to the challenge of non-revenue water: water that is pumped but then remains unaccounted for due to leakage or other infrastructure issues, theft, or inaccurate measurement.

**Energy Access**

Poor access to energy has severe impacts not only on quality of life, health, education and economic productivity, but also on the promotion of climate-smart development. The Clean Cooking prize aims to induce innovation around the delivery of clean cooking options for poor households in Ghana. The first component of this prize (launched in 2015) sought to address the problem of large numbers of aging and unsafe LPG (liquid petroleum gas - a clean burning cooking fuel) canisters. Awards have now been distributed.

**Plans for 2016**

2016 is an exciting time for the Ideas to Impact Programme, with the remaining prizes (Dreampipe and Adaptation at Scale) launching early in the year. We will also see the first prizes announce winners and hopefully see the implementation at scale of the winning innovations.

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**CLIENT**

UK Department for International Development

**PARTNERS**

GVEP International
Institute of Development Studies
Innocentive
Trémolet Consulting

**TIMELINE**

2015-2019

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**INNOVATION PRIZES LAUNCHED**

3

**RESEARCH PAPERS PRODUCED EXPLORING POTENTIAL FOR INNOVATION PRIZES**

3
STRONGER BUSINESS INCUBATION IN THE CARIBBEAN

The Caribbean comprises nearly thirty countries with diverse cultures, resources, and skills, offering a challenging scenario for scaling up business. The relatively small national markets and the need to adapt to the structure and demand of each individual market make the development of high-growth businesses particularly expensive.

Young professionals, meanwhile, are often more attracted to the public sector, where work is seen as more stable. Growth-oriented entrepreneurs will often seek opportunities in or with the US rather than attempt to develop business in the Caribbean.

However, the region offers adequate infrastructure and a young population that is well-educated, well-versed in IT, ambitious and capable to serve international markets, so there are great opportunities for entrepreneurship and business growth.

National markets are relatively small, so Caribbean entrepreneurs need to be quickly export-ready, to expand regionally and beyond. Business incubators can help them develop and deliver innovative, scalable products and services to high standards.

With our Accelerate Caribbean programme, we are working in 14 Caribbean Community (CARICOM) countries to provide business incubators with the knowledge, skills, and networks they need to deliver improved services to growth-oriented entrepreneurs. The programme also supports innovation and entrepreneurship by identifying and raising

The Caribbean comprises nearly thirty countries with diverse cultures, resources, and skills, offering a challenging scenario for scaling up business. The relatively small national markets and the need to adapt to the structure and demand of each individual market make the development of high-growth businesses particularly expensive.

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“I have been exposed to dedicated, high-calibre professionals in the field of business incubation who can support me to strengthen our operations to deliver increased value for our client companies.”

- David Roberts, participant of infoDevs Business Incubation Clinic, and Programme Manager of the National Integrated Business Incubator System, Trinidad and Tobago.

awareness of the conditions needed to create an ecosystem that enables prosperous regional business.

**What can we expect from Accelerate Caribbean?**

Expected longer-term by-products of this support will be the supply of valuable products and services in local markets and the creation of meaningful employment that utilises skills of the local people, directly benefiting people’s livelihoods and increasing government tax revenues.

Over the course of this 18-month project, IMC Worldwide is collaborating with Koltai & Co, UWI Consulting and the Barbados Coalition of Service Industries, to provide the coaching, mentoring and training that business incubators need to effectively contribute to regional business prosperity.

Into 2016, we will deliver continued in-country training sessions, and we will lead ten of the best incubators to Miami to meet and learn from the best-performing incubators to help them increase their skills and knowledge. Throughout our journey, we will continue to engage with development agencies and investors who share a vision of accelerated enterprise growth in the Caribbean.

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**CLIENT**
infoDev

**PARTNERS**
Koltai & Co
UWI Consulting
Barbados Coalition of Service Industries

**TIMELINE**
2015-2016

**STAKEHOLDERS NOW IN OUR NETWORK**
550+

**ASPIRING AND ACTUAL BUSINESS INCUBATORS TRAINED**
100+

**COUNTRIES VISITED TO MEET GOVERNMENT AND PRIVATE SECTOR**
14

**GROUP MENTORING SESSIONS ON FINANCIAL MANAGEMENT**
2
We are working to create an enabling environment that can encourage large-scale infrastructure projects, while supporting the capacity development of public institutions so they are more able to fund and manage these projects.

**KATIE MACLEOD AND SURAJ RANA**

**NEPAL SUFFERS A MAJOR SHORTAGE** in infrastructure investment, affecting the population’s access to electricity, water, sewage systems, and transport networks. Meanwhile, government ministries are challenged in their efforts to manage large-scale infrastructure projects.

The UK government is working with the Nepalese government to meet these infrastructure challenges in the sectors of transport, hydro power, and irrigation, which are of strategic importance to economic growth, the creation of jobs, and reduction of poverty.

In 2015, we were selected to manage Lot One of the DFID-funded Accelerating Investment in Infrastructure Initiative (AiiN), a programme that aims to increase public and private investment in large-scale infrastructure that boosts growth, access and resilience. The AiiN follows DfID’s earlier Macro Economic Reform Programme.

Lot One focuses on private and public sector investment and the enabling environment. Our goals are to create an enabling environment that can encourage large infrastructure projects, and also support the capacity development of local public institutions so they are more able to fund and manage these projects.

Lot 2 focuses on economic incubation, enabling macroeconomic policies, and working with ministries and the Central Bank, while Lot 3 deals with financial institutional strengthening.

**Suraj Rana**
IMC Director, South and South East Asia
Programme Director, AiiN

**Katie Macleod**
IMC Regional Manager, South and South East Asia
Programme Manager, AiiN
**Partnerships for growth**

IMC will lead a programme consortium that includes Ernst & Young, TEAM Consult, and SAWTEE for a five-year period.

In the private sector, we will work primarily through the Investment Board of Nepal, providing specialist legal engineering, commercial and social expertise to support privately funded infrastructure.

In the public sector, we will work with a number of government ministries, providing core technical assistance in areas such as infrastructure financing, infrastructure enabling environment and organisational strengthening.

We will be building strong coordination links with other bilateral and multi-lateral agencies such as USAID, the Millennium Challenge Corporation and the Asian Development Bank to ensure a common approach to sectoral reform and development.

With this additional funding and capability, it is expected that government will be able to launch much-need large-scale infrastructure projects. Transport projects can link the north and south of the country, enabling it to boost trade between the two major economic powers of China and India, benefiting Nepal, which can function as a trade intermediary. An additional international airport could not only solve the bottleneck to more international tourism created by the existence of only one major airport, but also help Nepal to become a central transport hub for South Asia. New hydro projects, meanwhile, can help to meet the urgent demand for more power.

Looking ahead, one of the biggest targets for this project is to work with the private and public sector to boost capacity and reach a financial close of $2.5 billion spread across four to five large projects.

**CLIENT**
UK Department for International Development

**PARTNERS**
Ernst & Young
Team Education and Migration (TEAM) Consult
South Asia Watch on Trade, Economics & Environment (SAWTEE)

**TIMELINE**
2015–2020
# SOME MAJOR PROJECTS WORKED ON IN 2015

<table>
<thead>
<tr>
<th>COUNTRY / REGION</th>
<th>PROJECT TITLE</th>
<th>CLIENT/AGENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macedonia</td>
<td>Assessing the Social Impact of Rehabilitated Roads</td>
<td>World Bank</td>
</tr>
<tr>
<td>Belize</td>
<td>Roads Technical Audit (Framework)</td>
<td>EU</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>Environment, Social and Resettlement services for due diligence in the power, water and sanitation sectors (Framework)</td>
<td>MCC</td>
</tr>
<tr>
<td>Nepal</td>
<td>Evaluation of DFID Nepal’s Programme to Increase Resilience to Natural Disasters (Framework)</td>
<td>DFID (GEFA)</td>
</tr>
<tr>
<td>Caribbean Regional</td>
<td>Caribbean Business Incubators</td>
<td>World Bank</td>
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<tr>
<td>Moldova</td>
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<td>Syria / Turkey</td>
<td>Technical Support for GOAL WASH Programme in Northern Syria</td>
<td>GOAL, with Sutton East Surrey Water</td>
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<td>Uganda</td>
<td>CrossRoads Extension</td>
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<td>India</td>
<td>Connect to Grow</td>
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<td>Asia Regional Enhancing Road Safety for CAREC Countries</td>
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<td>Kazakhstan</td>
<td>Astana-Almaty Highway Road Safety Audit</td>
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<td>Lesotho</td>
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<td>Solomon Islands</td>
<td>Design and Supervision of Transport Sector Recovery</td>
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<td>Framework – Supporting the Cities Development Initiative Framework for Asia</td>
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<td>Benchmarking Study and Road Safety Awareness Workshops</td>
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<td>Accelerating Private and Public Investment in Infrastructure Component (APPIIC) of the Accelerating Investment and Infrastructure in Nepal (AiIN)</td>
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<td>Monitoring, Evaluation and Learning from the International Climate Fund (ICF)</td>
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<td>Vanuatu</td>
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<td>Monitoring of Contractors / Consultants Performance and Construction Cost</td>
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<td>Uganda</td>
<td>Creating Opportunities for Sustainable Spending on Roads (CrossRoads) Programme</td>
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<td>Rural Access Programme 3 (RAP3)</td>
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<td>Developing Rwandan Secondary Cities as Model Green Cities with Green Economic Opportunities</td>
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<td>Liberia</td>
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The end of a year of financial success, team growth, and expansion into new territories offers a timely opportunity to consider our role and our responsibilities in the world. As we continue to partner with governments, citizens, and donors, we acknowledge the need for our global team to ensure meaningful, sustained impact of our work and to maintain a sensitivity to the communities and environments where we live and operate.

Leadership and corporate governance structure

This year, we became an independent business by completing a secondary buy-out of private equity partner shares. The company is now fully independent and managed by a Board of Directors comprising seven individuals shown on the following pages. The technical experts at our UK head office are now divided into five business streams, the team leaders of which are also shown in the following pages.

Increasing our awareness of our climate and environment

Since 2012 at our UK office, we have maintained Environmental Management Systems that are certified to BS EN ISO 14001:2004 standards and guidelines, a starting point from where we are committing to operations that increasingly consider the environment around us. At our UK office, food waste becomes compost, our contributions to emissions from air travel are now recorded, and our paper, plastics, and laptop parts are now recycled.

At the end of 2015, we signed a joint declaration pledging our support to the goals of the Paris Agreement on climate change. The Paris Agreement (COP 21) saw over 190 countries commit to keeping global temperatures rise to below 2°C, to ensuring emissions peak as soon as possible, delivering net zero emissions this century, and backing a system of national climate action plans that will be reviewed every five years.

We welcome the global commitment to this Agreement, and we are proud to join over 400 other signatories, which include large multinational business, SMEs, investors, business groups, NGOs, religious groups, and city governments.

Launch of the IMC Charity Fund

Earlier this year, we launched the IMC Worldwide Charity Fund. IMC donates up to £5,000 per annum to the fund which will be used to help charitable and sustainable projects aimed at alleviating poverty in developing countries. All employees of IMC Worldwide can submit proposals for funding to the Fund Committee on a quarterly basis.

On Saturday 25 April 2015, a massive 7.8 magnitude earthquake hit Nepal. Over 10,000 people died with over 15,000 injured. Fortunately, none of our staff were killed or seriously injured, but some suffered significant losses. In response to the earthquake, we decided to donate the full £5,000 fund to support the IMC Nepali staff who suffered losses. We also offered interest-free loans to Nepali staff who were badly affected.
MEET OUR HEAD OFFICE UK TEAM
OUR 5 BUSINESS STREAM LEADERS

Engineering

TIM JAKEMAN

Tim manages major infrastructure projects and provides contractual advice and technical support for all IMC’s projects across the world. He is a Chartered Engineer with over 40 years’ experience of managing major highway infrastructure projects, from project preparation, design and supervision of construction and maintenance of highways, bridges and other major structures, including port and marine facilities.

Learning, Evaluation, Accountability, and Peacebuilding

PALLU MODI

Pallu has over 20 years of experience in public sector reform, governance, strategic planning, monitoring, evaluation and learning in the public and private sectors. She is a skilled project and programme director and has led the implementation of major projects in such diverse environments as Pakistan, Iraq, Ghana, Nepal, Zambia and Kosovo.

Economics & Finance

JAMES REEVES

James provides technical direction of projects relating to infrastructure economics, public–private partnerships, private sector development, and development finance. His 26 years of professional infrastructure and transport economist experience has included work on schemes in the transport, water, and urban development sectors in more than 35 countries.
Management Services

TIM STIFF

Tim has over 36 years of post-graduate experience in the fields of institutional strengthening and construction. His experience encompasses management aspects, such as institutional strengthening, capacity building and training, as well as the practical hands-on engineering skills needed for successful project management, development of road and bridge management systems and site supervision in senior management positions.

Inclusive Growth (to end 2015)

BRYONY EVERETT

Bryony Everett has nearly 20 years' experience managing and providing expertise to a wide range of donor funded project across the innovation, livelihoods, environment and agriculture sectors. She has an in-depth understanding of the interaction between impoverished communities, the state, and the private sector.

Inclusive Growth (2016)

ANTHONY WAY

Anthony is a private sector development expert with over 18 years' experience in private sector development policy, strategy, and project implementation in Africa, central Asia, and the UK. He has expertise in SME development, M4P (as co-founder of DFID’s M4P agenda), investment promotion in Uzbekistan, development finance, intellectual property rights for low income producers/entrepreneurs, business enabling environment, and capacity building.
Gavin English
MANAGING DIRECTOR

Gavin has over 30 years’ worldwide experience in planning, engineering and management and has been the Managing Director of IMC Worldwide since 2001. He led the management buy-out of this business from WSP Group plc in June 2011 and the purchase of the shareholding of the private equity partner via a secondary buy-out in 2015 to create a totally independent business. Gavin Chaired the Association for Consultancy and Engineering (ACE) International Business Group in 2015 and is the 2016 Chairman of ACE.

Patrick Gleeson
DIRECTOR FOR EUROPE, CENTRAL ASIA & THE MIDDLE EAST
DIRECTOR FOR FRAMEWORKS

Patrick is responsible for the management of our consulting service frameworks with DFID, the EU, EBRD and the EIB. He also leads multi-modal transport sector projects in Central Asia and high profile region-wide projects in the Middle East. Patrick has more than 20 years’ experience in the fields of highway engineering, transportation planning and institutional strengthening of central government organisations.

Matthew Honey
NON-EXECUTIVE DIRECTOR, AND CONSULTANT

Matthew is a Chartered Accountant and was previously the Finance Director at UBC Media Group plc, handling the group’s flotation on the AIM market in 2000 before building a new technology division of the group as Managing Director.
Patrick Kelly  
**CHAIRMAN**

Patrick became Chairman of IMC on completion of the management buy-out in 2011. Patrick spent over 25 years working in international management and technology consulting with British Telecom and then PA Consulting Group.

Steve Monger  
**DIRECTOR OF FINANCE, AND COMPANY SECRETARY**

Appointed Finance Director in 2014, Steve is a Chartered Accountant responsible for leading financial strategy and managing risk. He has previously worked as Finance Director in the oil and gas sector both in the UK and India.

Nigel Penfold  
**DIRECTOR FOR AFRICA & THE CARIBBEAN**

Nigel Penfold leads the company’s business in Africa and the Caribbean. He is a qualified Chartered Civil Engineer with over 30 years of experience of providing development assistance services to the infrastructure sector. Nigel’s knowledge encompasses infrastructure-related projects, from feasibility studies, preliminary and final design, to preparation of contract documents, tender evaluation and construction supervision.

Suraj Rana  
**DIRECTOR FOR SOUTH AND SOUTH EAST ASIA**

Suraj leads our operations in Asia. He has over 19 years of experience in project management and administration, including procurement and contract management, human resource management, information system networking and corporate planning, budget and financial management, and strategic management.
OUR PURPOSE

Our purpose is to empower the poor and disadvantaged in low- and middle-income countries by enabling them to connect more productively and sustainably with the services and resources they need to realise their potential.

We do this by helping these countries develop and connect the necessary ‘hard’ and ‘soft’ infrastructure in more economically, socially and environmentally effective ways.

This can range from creating ‘hard’ infrastructure such as transport networks that link impoverished farmers to markets or health and education facilities for communities, through to developing ‘soft’ infrastructure such as the institutions, systems and skills required to deliver public services to the disadvantaged or to support inclusive growth.

We deliver these complex projects in a ‘connected’ and collaborative manner. We not only bring together national and international partners, but also work closely with all the key stakeholders throughout each project, from the disadvantaged and governments to donors and clients, to ensure solutions are locally driven, contextually appropriate and produce maximum social, economic and environmental value for disadvantaged populations.

In short, we ‘connect all the dots’ to produce stronger and more sustainable development impacts.

OUR VISION

As one of the world’s leading international development consultancies, our vision is to continually increase the scale, sustainability and value for money of our company’s impact, while strengthening our reputation as one of the most collaborative partners in the sector.

Throughout, we will put quality before profit, operate openly and collaboratively, and adhere to the highest ethical standards – essential ingredients for productive and sustainable partnerships and outcomes.

These strengths will ensure we deliver outstanding value for society and our clients, fair returns for our shareholders, fruitful relationships for our partners, and rewarding careers for our staff.

As a world leader in our field, we will set new standards in international development that will not only strengthen its impact but also win growing support for, and recognition of, the global socio-economic value of this work.
IMC WORLDWIDE ANNUAL REVIEW 2015

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Sajid Chowdhury & Ben Walker

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