

2017

ANNUAL REVIEW



IMC AT A GLANCE

Societies develop by connecting people with each other, with services and with resources in increasingly productive and sustainable ways. IMC enables the poor and disadvantaged in low- and middle-income countries to make these connections so that they can realise their potential, for the benefit of all of us.

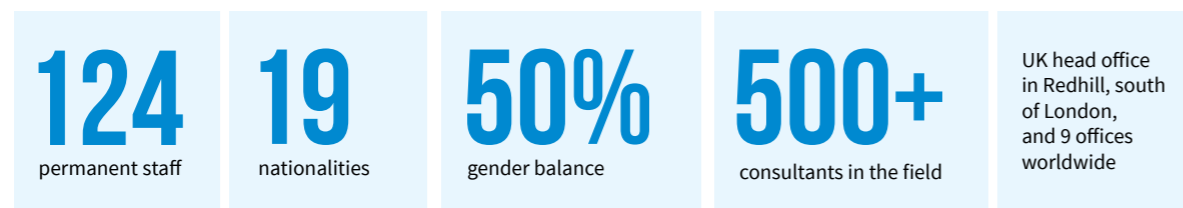
We do this by helping these countries develop the 'hard' and 'soft' infrastructure that people need to connect in more economically, socially and environmentally effective ways.

This can range from creating 'hard' infrastructure, such as transport networks that link impoverished farmers to markets or health and education facilities, through to developing 'soft' infrastructure, such as the institutions, systems and skills required to deliver public services or 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, economic and environmental 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.

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



OUR EXPERTISE



WHAT'S NEW

Trade and Investment

Trade and investment drives job creation, sustainable growth and poverty reduction in low-income countries. In 2017, we established a new team that works with governments to help them to grow their own private sector, increase exports and attract foreign investment.

Our services range from advising public officials on how to meet international standards, through to helping them to develop business-friendly policy and regulatory frameworks. We also support local companies themselves to grow, attract finance, develop their capacity to export and connect to international markets.

Urban and Resilient Development

Fifty-four per cent of the world's population lives in cities, and that proportion is expected to increase to 66% by 2050. Urbanisation, coupled with global population growth and climate change, makes the development of safe and resilient cities and infrastructure a priority.

In the Caribbean, we are developing guidelines to help 19 countries to incorporate climate change adaptation in road infrastructure investment plans.

In Bangladesh, we are working with the National Housing Authority to upgrade informal settlements and integrate them into city-wide urban planning and provide the poor with basic services.

Water, Sanitation and Hygiene

In 2017, we set up a WASH team, which delivers programmes that improve access to water, sanitation and hygiene. In Sierra Leone, we are working with the UK Department for International Development (DFID) to rehabilitate and extend the capital Freetown's water network by around 80 kilometres.

The programme will allow 600,000 people in the eastern part of the city to access safe water and reduce the risk of disease.

Innovation

We harness technologies to maximise the impact of our programmes on the lives of vulnerable communities. Within Frontier Technology Livestreaming (FTL), IMC is helping DFID to identify, fund and disseminate cutting-edge technologies to tackle development challenges.

FTL, which in 2017 won the UK Civil Service Award for Innovation, supports 18 pilots in over 10 countries. These range from the application of blockchain technology to increase the speed, transparency and efficiency of humanitarian delivery to the use of 3D printing to design and manufacture medical supplies in earthquake-affected areas of Nepal.

Evaluation of humanitarian programmes

In 2017, we continued to work in fragile and conflict-affected states. DFID selected an IMC-led team to deliver the Evidence and Learning Facility in South Sudan (ELFSS). It aims to evaluate and generate learning from the Humanitarian and Resilience Programme (HARISS), which DFID has funded since 2014 to provide millions of South Sudanese with food, shelter and access to water and health services. ELFSS assesses the impact of UK humanitarian support and helps to improve aid delivery.

The DFID-funded Rural Access Programme (RAP) built and maintained thousands of kilometres of climate-resilient roads in Nepal's remote areas to connect rural communities to markets, education and health facilities.



3000+

subsistence farmers shifted to commercial agriculture thanks to the partnerships built with firms by CONNECT, the socioeconomic development component of the RAP programme in Nepal. **296 women** hired as rural sales agents by CONNECT partner Unilever. **Investment leverage of £518,241, including £283,488** in loans for small businesses and farmers, the equivalent to raising £1.31 from the private sector for every £1 of UK aid invested.



116

The Islamic Development Bank-funded Fael Khair Programme built **116 high-quality cyclone shelters** that function as schools during normal times on Bangladesh's southern coast. **35,000 students** can now attend school in a good learning environment.

80 government officials trained in Georgia on how to better manage public investment in infrastructure and services with funding from the World Bank.



OFFICES AND PERMANENT REPRESENTATION

ideas to impact.

The DFID-funded **Ideas to Impact** programme runs five innovation prizes to stimulate solutions around climate change adaptation, water and sanitation, and energy access.

Climate Information Prize, *Kenya*.
Sanitation Challenge for Ghana, *Ghana*.
Adaptation at Scale, *Nepal*.
Off-Grid Refrigerator Competition, *Worldwide*.
Dreampipe Challenge, *Worldwide*.

The DFID-funded Humqadam programme is delivering **over 8,000 new classrooms**, adding facilities such as toilets and wheelchair ramps to create safe and female- and disabled-friendly learning environments.



20 partnerships created through the DFID-funded **Connect to Grow** programme between small and medium enterprises in Africa and South Asia, and Indian innovators to improve people's health and agriculture prospects.

With the **Global Facility for Disaster Reduction and Recovery**, we developed guidelines to help local authorities and communities worldwide to lead recovery after disasters in a participatory way.

The World Bank-funded **XL Africa** programme selected and mentored Africa's top 20 digital startups to help them to attract investments and grow.



70+

partners led by IMC within the Expert Advisory Call-Down Services Framework, to provide UK government staff with technical expertise on issues related to global prosperity.



Within the USAID **Power Africa** programme in Tanzania, we worked to reduce technical and commercial losses in diesel-powered mini-grids, improve power sector planning and promote investment in clean, reliable and affordable energy.

3000+

Bangladeshi families now living in informal settlements will gain access to improved houses and sanitary services thanks to a World Bank-supported project.

New countries worked in include Swaziland, Somalia, Jordan, Niue, Belarus and Armenia, with donors such as the UK Department for International Development, World Bank, Caribbean Development Bank, USAID, Asian Development Bank, European Union, Islamic Development Bank and European Investment Bank.

115K



Malawian smallholder farmers working in the cotton, groundnut, soybean and sesame sectors to be lifted out of poverty through the DFID-funded Malawi Oilseed Sector Transformation (MOST) programme. MOST supports changes to the way markets work to increase incomes for the poor.

AWARDS & RECOGNITION IN 2017

Winner of British Expertise **International SME Business of the Year Award**

Winner of UK Association for Consultancy and Engineering (ACE) Award for **Best UK Business Performance - SME and Collaboration Champion of the Year**

IMC's Managing Director Gavin English elected to the **Executive Committee of the International Federation of Consulting Engineers**

IMC's Asia Director Suraj Rana appointed **Co-Vice Chair of ACE's International Business Group**

80 KM

of water network being built in Freetown, Sierra Leone, with DFID funding, to improve health for 600,000 residents.

132 projects delivered in 2017 across **48 countries**, including fragile and conflict-affected states such as South Sudan and the Democratic Republic of the Congo.

BEYOND OUR PROGRAMMES

Each year, we allocate **£10,000 to our Charity Fund** to support initiatives that aim to alleviate poverty in the regions where we operate and maximise the impact of ongoing programmes. In 2017, we teamed up with DFID to provide one of the schools rehabilitated by the Humqadam programme with a library. While DFID paid for the structure, IMC donated furniture, including bean bags, rugs and bookshelves, and hundreds of books.

In February 2017, the **Ideas to Impact programme** and IMC, with support from DFID, USAID and the Rockefeller Foundation, organised a **two-day workshop** in London. Fifty-five funders, implementers and evaluators shared their practical experiences of funding, designing, implementing and evaluating innovation-focused development programmes, to identify what works and what could be improved.

We also joined the **UN Global Compact**, a voluntary initiative to implement universal sustainability principles, with a focus on human rights, labour, environment and anti-corruption.

Additionally, IMC was granted observer status by the **Green Climate Fund**, which is the world's largest fund dedicated to the fight against climate change. As GCF observer, we participate in Board meetings, share lessons and provide strategic advice on the design and implementation of the strategies, programmes and activities it finances.



'This is a very good work for the benefit of local people. Most of the villagers are happy with this shelter building since they can now stay here during high flood and cyclone time with their goods and cattle and it will save lives.'

Mohammad Rubel, resident of Hazirhat Village, Bhola district, referring to the cyclone shelters built by the Fael Khair Programme.



'...Maybe in the future, I can get huge investment. But without that first seed funding from Connect to Grow, it would absolutely not have been possible otherwise. If we did not get support from Connect to Grow, we would have never got this started. I started because of this.'

Ariful Forquan, CEO of Eco International Trading. Thanks to a Connect to Grow partnership, the Bangladeshi firm produces high-quality yet cheap sanitary pads through a machine developed by Indian social startup Saral.



Deputy Head DFID Pakistan Judith Herbertson (left) and Principal Sajida Bibi (right) inaugurate a new library donated by UK Aid and IMC to a primary school in Pakistan's capital Islamabad in July 2017.



'My life and educational experience have improved significantly. I now feel happy going to school, so much so that I try not to miss a single day at school. I enjoy learning in the new classrooms, which are big, airy, lighted, and very comfortable. I hope to continue my education. I want to be a teacher and help girls like myself.'

Shanza Bibi, a 14-year old student at Government Girls High School Thata Sadiqabad in remote southern Punjab, Pakistan, where the Humqadam programme has built 16 classrooms and 14 toilet blocks.



'I want to cry whenever I remember my past. I was very poor. I did not have enough to eat. Now it's a lot better because of the Hamri Didis ("Our Sisters" in Nepali) initiative and materials from Unilever. Those who never lent a single penny, now they buy stuff from me. I had said that my day would arrive; now it's my day.'

Dambari, from far-western Doti district in Nepal, now is a rural sales agent thanks to the partnership between RAP CONNECT, which launched the Hamri Didis initiative, and Unilever Nepal Limited.

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FREETOWN WATER PROGRAMME - PHOTO BY BEN WALKER