

Irwin Grayson Associates are consultants in enterprise and economic development. They undertake strategic reviews, programme design and assist with implementation on initiatives intended to provide support to new and growing businesses such as incubator workspace and finance. They provide policy advice to governments and private sector organisations.

## Advocacy and regulatory reform

Private sector advocacy and regulatory reform has continued to be a major part of IGA's work in 2007 – with work in Kenya, Tanzania, Nigeria and China.

### Kenya: Business Advocacy Fund

Irwin Grayson Associates, in a consortium led by Coffey International Development Ltd (formerly known as Enterplan) is managing a programme in Kenya intended to provide financial and capacity building support to business associations so that they can engage in public private dialogue and advocate change in public policy.

For up to date information on the number of associations supported, the issues and the range of capacity building support, visit [www.businessadvocacy.org](http://www.businessadvocacy.org).

### Tanzania: BEST-AC

DANIDA, together with DFID, SIDA and the Royal Dutch Embassy support the Business Environment Strengthening Programme – the Advocacy Component – intended to support business associations with financial and capacity building support. In collaboration with Coffey, I undertook the Mid-Term Review in 2006. Since then, I have provided support to the University of Dar Entrepreneurship Centre to assist them towards becoming a centre of excellence in advocacy and dialogue. I undertook the preparation of the 're-design' for donors to provide a support for a further five years. In partnership with Annabel Jackson Associates, I prepared a monitoring and evaluation framework.

### Nigeria: World Bank

I was asked earlier this year by the World Bank to review public private dialogue in four states in Nigeria. This work was undertaken in partnership with Brian Shaad Associates. We made a number of recommendations for ways in which the World Bank could stimulate improvements in public private dialogue and they have now launched a programme to

provide grant aid to business associations to become more engaged in dialogue and to advocate changes in public policy.

### China: Regulatory reform

DFID appointed Coffey to continue its work in China supporting the National Development & Reform Commission and the SME Bureaux in Shenzhen, Lanzhou and Chengdu. An important component of the work is to advise on ways of improving the regulatory environment. A large part of the work that we undertook during the year was to organise focus discussion groups in each of the cities and to make a number of recommendations for ways in which the cities and private sector could potentially improve public private dialogue mechanisms. We also developed a diagnostic tool to support consultants working with small and medium sized businesses and provided process consultancy training to consultants.

### Small business support in Nigeria

IGA has continued to support the Abuja Enterprise Agency with training and mentoring support. David Irwin visited three times during the year.

During the year, AEA stimulated the establishment of entrepreneurs' clubs in schools through involvement with Students for the Advancement of Global Entrepreneurship, a high school programme intended to foster entrepreneurship amongst school students. One of the schools' entrepreneurs' clubs supported by AEA won the national heat and went to Ukraine at the end of July where they took the first prize.

### Teach a man to fish...

I encouraged some of the people with whom I am working in Africa to enter the 1st Pan-African Prize for Entrepreneurial Teachers. I was delighted, therefore, when Tunde Popoola, the Executive Director of the Abuja Enterprise Agency, and Dr Donath Olomi, Director of the University of Dar Entrepreneurship Centre, were both awarded country prizes. Congratulations!



### **Oxfam & Enterprise Development**

Oxfam has launched its Enterprise Development Programme, an important initiative designed to increase the scale, quality and impact of its markets and enterprise development programme - strengthening farmers' organisations and small businesses to compete in their markets and creating conditions that ensure a sustainable future for their enterprise.

To provide advice and support, it has created an Investment Committee comprising seven advisers of which three (including David Irwin) are external and who also have a non-executive position on the Enterprise Development Board.

### **The Performance Hub**

The report and advice on strategy for non-profit organisations, undertaken last year in partnership with Annabel Jackson Associates,

has now been published by the Performance Hub and is available at [www.performancehub.org.uk/toolsforstrategicplanningreport](http://www.performancehub.org.uk/toolsforstrategicplanningreport)

### **Other**

I continue to undertake assignments for the Sainsbury Family Charitable Trusts and the Esmee Fairbairn Foundation, both appraising organisations, mostly social enterprises, that have applied for grants, and providing support to organisations that have already been awarded a grant but who are looking for some external support.

### **New website**

Please note that we now have a new website: [www.irwingrayson.com](http://www.irwingrayson.com). This is now live, but continues to grow, and is intended to give a comprehensive overview of our work. We would welcome feedback.

For further information about ways in which we might be able to work with you please contact David Irwin on 020 7193 9984 or 07785 901020 or at [david@irwin.org](mailto:david@irwin.org)