

Introducing the Kina-InteStrat Partnership

Shaping a sustainable future for Africa

Kina Advisory is a trusted advisor on sustainability to companies operating in Africa.

InteStrat Services, based out of Kenya, is a locally owned company with an international focus, working with companies to unlock stakeholder value (profits, people and planet) through integrative strategies and risk management.

Given the strong alignment between Kina Advisory's and InteStrat Services' passion for Africa and the transformative role businesses can play in positively shaping the futures of countries on the continent, we have formed a strategic alliance providing streamlined services to clients in areas of sustainability consultancy and capacity building.

The deep expertise of the Kina-InteStrat Partnership was forged in the extractives and infrastructure sectors in Africa – the toughest global contexts for sustainability practice. We have worked for multinational companies, African corporates, Government agencies, multilateral financial institutions, development finance institutions, private equity funds, and international organisations, and on projects across Africa.

Our prior experience of working within multinational companies – from projects right through to board level – means that we can develop and implement effective and value adding sustainability strategies. As a collective, we have worked in a variety of sectors, providing practical solutions to the complex and rapidly evolving environmental, social and governance issues companies face when investing and operating in Africa. Through our professional and personal commitment to the continent, we have built strong relationships within an unparalleled network of stakeholders covering international investors, African corporates, governments, regulators and policy makers, multilaterals, NGOs and Civil Society Organisations, academic institutions and opinion leaders in countries across Africa.

The Covid 19 pandemic has seen African corporates step up to the plate to produce goods and services that were otherwise the domain of imports and international companies. There are green shoots of hope that this momentum will continue with companies scaling up their operations within their home countries and possibly beyond.

However, we are also seeing international and domestic dynamics changing: more unsettled international relations, continued uncertainty over international trade, the rise of populism and nationalism in domestic politics, growing anxiety about Government debt and credit ratings, and a potentially weaker economic outlook for the next two-to-three years. While these dynamics will affect different African countries in different ways, Covid-19 will in almost all cases increase government and community expectations of the business sector, with both domestic and international corporates expected to demonstrate and maximise their contribution - in both economic and social terms - if they wish to maintain broad-based support for their business activities

To succeed in the 'new norm', even more than before, a majority of businesses may need a process of identifying, understanding and responsibly managing the relationships with a wide range of key stakeholders; unlocking value through strategic alliances; have a longer term view on risk identification and management; look at alternative sources of financing including managing increasing stringent requirements on areas such as sustainability.

Sustainability principles and best practices will therefore need to be as much an integral part of these businesses' objectives and strategies, as technical, commercial and financial requirements in order to attract the right funding and to create the right environment in which to flourish. This new norm will demand that environmental, social and governance considerations are a part of the agenda for the future as a lasting impact.

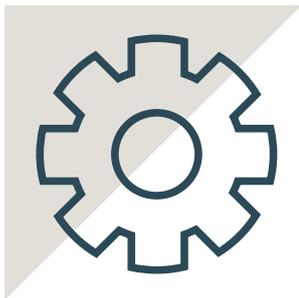
Why Kina-InteStrat

We are pragmatic, commercially-focused and innovative – marrying strategy with operational execution and delivery to ensure measurable and impactful performance for our clients. We combine a deep and wide knowledge of African countries with international experience - illuminating the operating context, the opportunities and the constraints. Our varied background and experience ensure that our approach incorporates core business processes of risk management, assurance and performance management.

Insight, Expertise, Connections and Reach

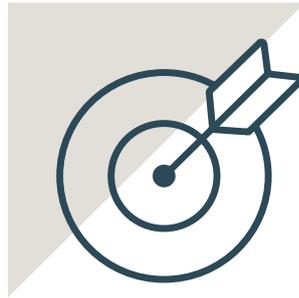
Through the professional experience and focus of our core team and associates, the Kina-InteStrat partnership has a deep understanding of the drivers of corporate

sustainability and knowledge of the evolving political, economic, and social issues that influence governments, regulators, and communities in deciding which investors and projects to approve and support. Our clients' businesses cover a wide range of sectors - the extractive industries, infrastructure, energy (conventional and renewable), financial services, healthcare, education, real estate, communication and technology, manufacturing, waste and sanitation management, transport and logistics, and FMCG.



Pragmatic

We know, from practical experience, the tensions and challenges that can exist within a business between creating financial value and implementing environmental, social and governance goals. We always carefully consider the sector, size, objectives and strategy, resources, and impacts of each client business and tailor our advice and assistance accordingly to support the journey from where they are to where they need to get to. We integrate commercial, technical and non-technical considerations into the advice we provide. Our focus is on what is necessary and not simply on the “nice to do”.



Commercially focused

We always have the commercial imperatives of our clients front of mind in giving our advice and providing assistance. To this end we offer cost-effective and cost-efficient solutions that also unlock and add value to the business.



Innovative

We recognise that each business is unique. We are also bold enough not to follow the rhetoric, no matter how popular. We create comprehensive and innovative solutions that address the specific needs, aspirations and challenges of each individual client business. Our sole purpose is to support each of our clients in becoming and remaining financially successful and responsible businesses in Africa which contribute to socio-economic development on the continent.

“The design, planning and execution of energy projects in today’s world is a complex undertaking that goes much beyond the technical execution aspects of a project. While technical components are usually well understood, there are many other considerations that can be quite elusive and can become unsurmountable obstacles if they have not been identified early and managed accordingly.

These are the non-technical considerations that InteStrat excels at. Strategy becomes clear, there is a methodological approach to identifying risks and designing a plan to manage them, and InteStrat also puts in place the systems to focus your efforts, execute, and report your performance. InteStrat puts widely differing constraints such as business environment, regulatory and local content requirements into a cohesive plan that optimizes the use of your resources and maximizes your likelihood of success.”

Dr. Frederic Briens, Managing Director - Wataalamu Oil Consultancy Ltd

Our Services - Building Leadership in Sustainability

We advise Board Directors and Senior Executives of companies with key operations in Africa on building their leadership in sustainability and on how to influence and enhance their companies' approaches to sustainability. We do so through our *Sustainability Masterclasses*.

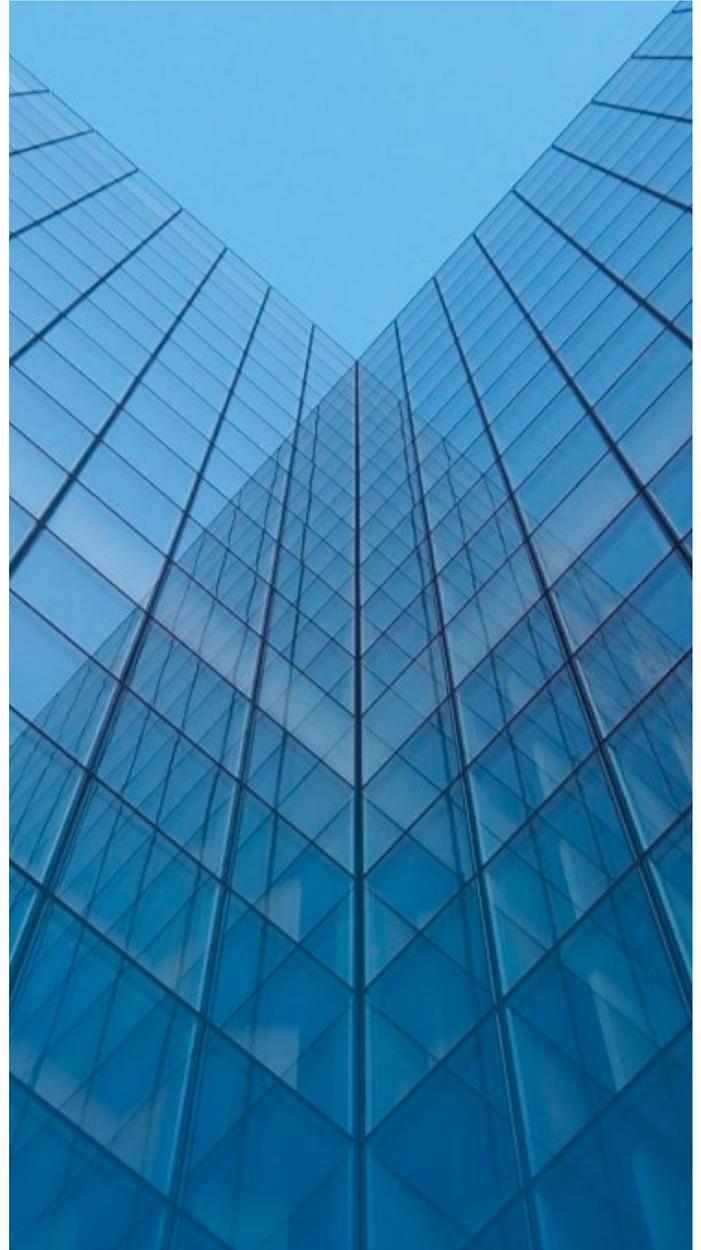
The Environmental, Social and Business Integrity Masterclass for Boards and Senior Executives is the evolution of the highly successful programme that Kina developed for CDC Group plc, the UK's development finance institution and delivers to CDC's portfolio companies and Fund Managers. The Masterclass builds understanding and provides practical guidance around how corporate leaders set and lead sustainability agendas that increase access to financing options to support growth; support profitable and efficient businesses; promote and oversee ESG best practices; respond to expectations of investors and other stakeholders; build capacity within their organisations; develop coherent leadership around ESG; and deal with sustainability challenges related to their specific sector, business or major project.

The Sustainability Masterclass for Small and Medium-Sized Enterprises (SME) builds understanding and provides practical guidance around how SMEs specifically can set and implement their sustainability agendas to unlock value through supporting profitable and efficient operations, provide a competitive edge over similar businesses and potentially open up alternative financing options to support growth.

The Corporate Diplomacy Masterclass for Senior Executives and Senior Managers builds Senior Managers' understanding of the importance of adopting a strategic and structured approach to stakeholder management and the role of corporate leaders in fostering a Corporate Diplomacy mindset and culture within their organisation.

The Corporate Social Investment (CSI) Masterclass for Senior Executives and Senior Managers explores the role of senior leaders in promoting and overseeing an effective CSI Strategy and supports the participants in identifying social investment themes that are aligned to their business objectives and to the expectations and requirements of investors, host governments, communities and broad societal stakeholders.

The Social Performance Masterclass for Projects and Operations Managers helps Project Managers and Operations Managers develop a more fundamental understanding and working knowledge of Social Performance management as it applies to their project through the project lifecycle.



Our Services - Sustainability Consultancy

We offer our clients practical assistance in identifying, building and maintaining the right external stakeholder relationships necessary for business success; assessing and managing environmental, social, and governance risks; and leveraging social and socio-economic benefits. Our approach is to empower companies to build and implement the right capacity, capabilities, and systems internally; to do so as effectively and efficiently as possible; and to avoid creating dependency on us as external consultants.

Our Corporate Diplomacy and Advisory services include:

- Advising and supporting companies to build and maintain relationships with external stakeholders and to align their business strategy with the objectives of those stakeholders for mutual benefit.
- Advising on the external operating environment for political, social, and socio-economic issues impacting on investment decisions, business operations and corporate reputation.
- Organising and delivering Multi Stakeholder Forums to support client companies in building and maintaining stakeholder relationships that are critical to their business success.
- Carrying out due diligence on key stakeholders, prospective local business partners and advisors.

Our Environmental, Social and Governance (ESG) Consultancy services include:

- Carrying out pre-investment ESG due diligence.
- Providing insights on ESG legal and regulatory issues as they arise and ensuring compliance with worldwide anti-corruption legislation.
- Recruiting and growing strong in-house ESG capabilities.
- Developing effective and innovative ESG management systems.
- Developing and implementing corporate level social investment strategies.

Our Social Performance Management services include:

- Carrying out social and socio-economic impact assessments and baseline studies.
- Developing social performance aspects of Environmental and Social Management Systems.
- Developing and, where required, assisting with implementation of site social management plans.
- Working with clients to recruit Social Performance Practitioners and develop highly effective Social Performance teams.

Through the Kina-InteStrat strategic partnership, we offer Strategy, Risk Management, Performance Management and Change Management services. See InteStrat Services' Profile for more information.

"We have worked with Rosalind and Kina Advisory on numerous projects and have been consistently impressed with the results delivered and the level of professionalism. As an international company doing business in Ghana, it is important for us to work with advisors who understand our needs and have deep local experience. We can always count on Kina to get the job done right and on time."

Steve Jernigan, Managing Director, Endeavor Energy LLC

How to engage us

To discuss your requirements, please contact us by sending an email to Elizabeth Arthur at elizabeth@kinaadvisory.com or to info@kinaadvisory.com

For more information about Kina Advisory or InteStrat Services, please visit our websites [Kina Advisory](#) and [InteStrat Services](#).