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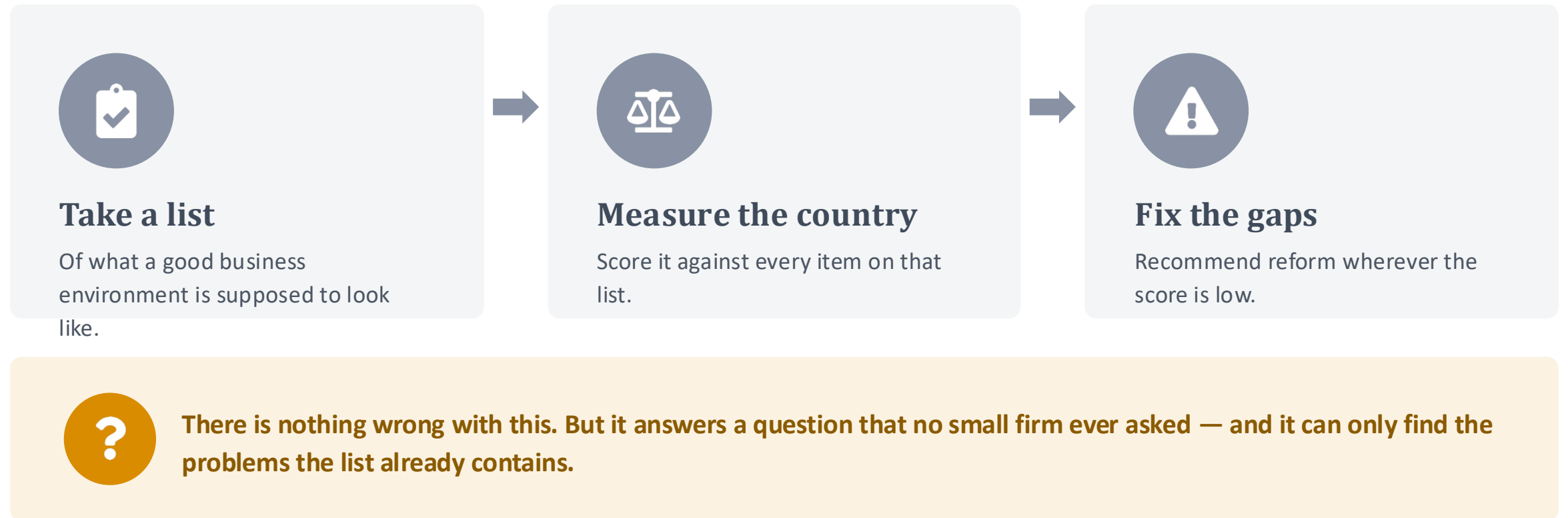
DAY 1 · SESSION 1.3 · 09:50 – 10:30

Framing: from sector opportunity to investment

The logic behind the whole activity,
with one worked example.

Mark Walter · Legal and regulatory reform expert

The usual method starts with a list.



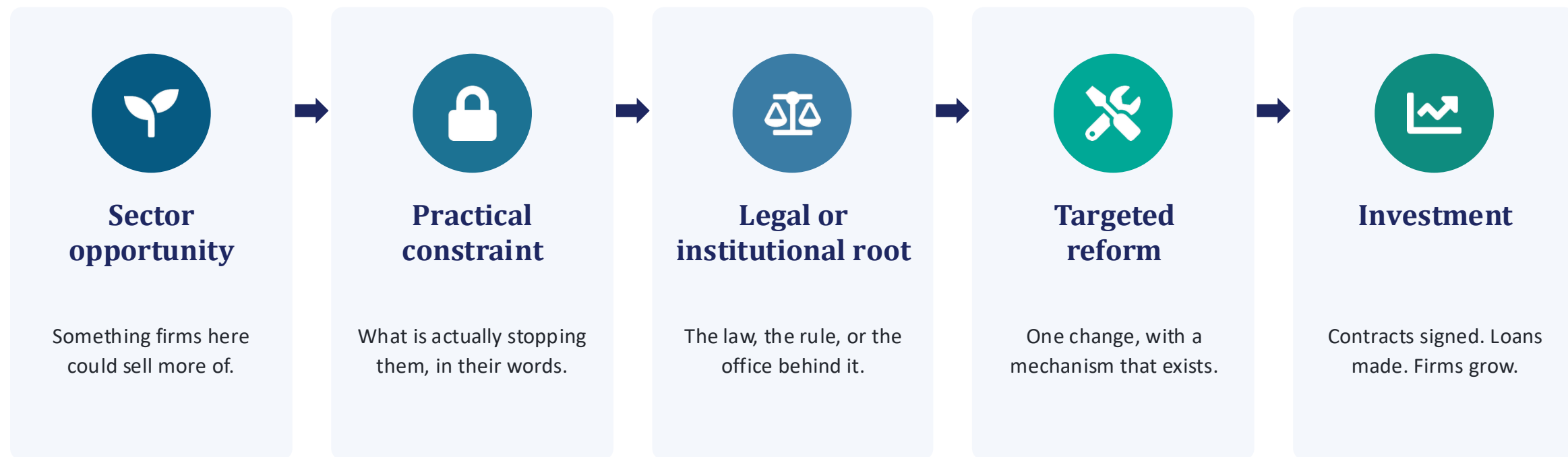
THE CHANGE OF DIRECTION

We start at the other end.

Not: what is missing here, compared to the list?

But: what could firms here sell more of — and what, exactly, is stopping them?

Opportunity first. Then the obstacle. Then the fix.



Every country brief, every worksheet, and every one of the next three days follows this line from left to right.

Dried mango and pepper.



Thousands of tiny processors

Most of them run by women. They dry fruit and spices at small scale, often at home.



Buyers who want the product

Supermarket chains, exporters and institutional buyers are looking for domestic supply.

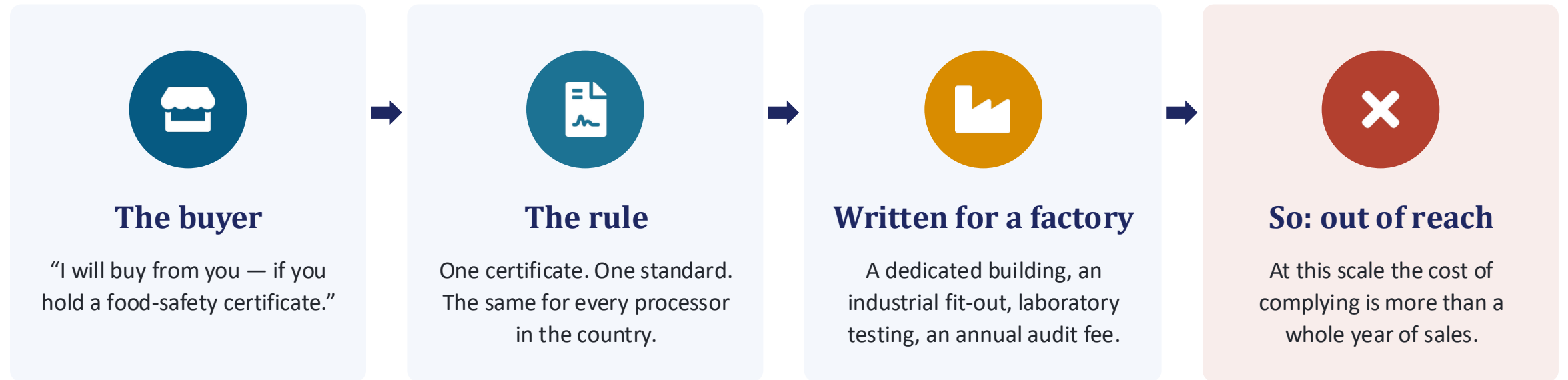


Demand that is growing

Urban and cross-border demand for the product category is rising, not falling.

Everything is in place for these firms to grow. Almost none of them are growing. The question is why.

The sale that does not happen.



No certificate → no contract → no loan → no growth — and the regulator cannot see the firm either.

The right question is not on the list.



What an index measures

How many days does the licence take?

How much does the licence cost?

How many procedures are there?



What we had to ask

Can a firm of this size obtain the licence at all?

The answer in Country A is no — at any price, at any speed.

An index counts the days and the fees. It does not ask whether the licence is reachable by a firm of that size. This method is built to find the obstacles that no checklist contains — which is why we start by listening, not by scoring.

We look for the cause in four places.



LENS 1

The words of the law

What the statute or the regulation actually says.

This is where Country A's problem mostly sits.



LENS 2

The office that applies it

Who administers the rule, and with what capacity.

Inspectors exist only at national level.



LENS 3

The bodies around it

Banks, laboratories, chambers, accreditation, training.



LENS 4

The people and the politics

Who gains, who loses, and who will resist the change.

A constraint usually sits in more than one lens at once — and then the reform has to move both parts together.

One rule for everyone becomes two paths to the same goal.

BEFORE

One standard for every processor

Dedicated premises · industrial fit-out · laboratory testing of every batch · central audit · a flat annual fee set for factories.

Unreachable below a certain size.

AFTER

A second path, with the same safety goal

A published hygiene and process code · written batch records · risk-triggered sampling · inspection by trained district officers · a fee scaled to turnover.

Same legal standing for the domestic market.



Signed by the Minister under the law that already exists. No new legislation. That is what makes it deliverable.

Deliverable does not mean easy.

1

MONTHS 1 – 4

Prove it is safe

A joint risk assessment: which hazards actually apply at this scale.

2

MONTHS 5 – 10

Draft and consult

Publish the tier and the hygiene code. Consult — including the buyers.

3

MONTHS 8 – 14

Build the inspectors

Train, accredit and designate district officers. The largest cost.

4

MONTHS 15 – 26

Start, then check

Three districts first. Review against the indicators before going national.



About two years, and real money. “Implementable” in this method means a usable legal mechanism exists — not that the work is light.

A new certificate you cannot reach is worth nothing.



The district registration office

To be certified, a processor must first hold a business registration.

The district office opens 09:00 to 15:00, on weekdays only — exactly the hours when a micro-processor is at the farm or at the market.



Re-time the opening hours

Not a policy reform — an administrative decision, and it would never stand on its own.

But without it the new certificate is legally available and practically unreachable. So it belongs in the package, timed to finish before the regulation starts.

Small enabling actions are found on purpose and attached to the reform they serve — not discovered late, when the reform has already failed quietly.

Four things we count — and one we watch.



How many micro-processors are certified under the new path.



What certification now costs, and how long it takes, at this scale.



How many of the newly certified hold a buyer contract or an approved loan within eighteen months.



How much of the product now moves through traceable, formal supply chains.



And one counter-indicator: reported food-safety incidents

The reform is designed to hold safety constant while removing cost that does not fit the scale. If incidents rise, the design is wrong and must be revised. This is not optional, and it is published.

Big benefit, and a mechanism that exists today.



R3 The certification tier

The biggest prize that can be done by regulation. Start here — but it still takes two years.

R4 Needs a new law

Comparable benefit, but it needs primary legislation and a slot in the legislative calendar. Prepare, do not start.

R1 R2 The small enabling actions

Not reforms on their own. R1 is timed to finish before R3 starts; R2 gives visible progress early.

The green zone is not a list of easy things. It is where real benefit meets a mechanism that already exists.

You will walk this chain yourselves.



TODAY

Sector opportunity

You correct our sector shortlist and agree the three to five that matter.



TOMORROW

Constraint, then root

You name the obstacles in those sectors and trace each one through the four lenses.



THURSDAY

Targeted reform

You draft two or three reforms and check that a mechanism exists for each.

The investment at the end of the chain is what the whole activity is for. Everything else is how we get there.

Two questions before the coffee break.

1

Does this describe anything you recognize?

A rule written for large firms that smaller firms in your country simply cannot meet — and that no index would ever pick up.

2

Where would you expect this method to struggle?

Tell us now rather than in December. If the logic breaks somewhere in your country's context, we would rather design around it.

Coffee at 10:30. At 11:00 we show you how the sector lists in your folder were built — and then you take them apart.