



## Company Profile

### *Africa Partners*

*Consulting Limited*

*Supporting organizations and businesses identify and seize opportunities through partnerships, development projects and investments.*

## ABOUT US

### Who we are:

Africa Partners Consulting (APC) was established in 2010 by a group of experienced professionals and registered in November 2019 as a limited company to undertake; **1) RESEARCH and SURVEY, 2) BUSINESS ADVISORY SERVICES, 3) PROJECT MANAGEMENT and 4) TAX AND MANAGEMENT CONSULTANCY** by offering technical and management assistance in agribusiness, financial services, enterprise development, community development and food security in order to promote broad-based economic growth and vibrant civil society. We have established a network of professional and business working relationships with the private sector, government ministries and departments, parastatals, international organizations and NGOs based throughout Kenya and the East African Region in general.

In realizing that, investments in Africa, and East Africa in particular, yield modest returns that can be compared more with yields from other equally emerging markets, it's our mandate to assist organizations identify and seize business and commercial opportunities in East Africa through partnerships and making investments with East African based companies. We also analyze the markets, profiling the embedded risks and offer appropriate advice based on the market dynamics and regulatory environments relating to political, economic and social-cultural structures necessary in setting up and successfully running businesses and development projects across the East African region.

We are committed to providing a wide range of services to the private sector development, not-for-profit organizations, government institutions, donors and private sector clients including market and feasibility studies, value chain addition analysis and implementation, project design, implementation and evaluation, business planning and enterprise financing, training and coaching for equitable and sustainable economic growth and market-based investments involving small to medium scale business enterprises in East Africa.

### Our Mission:

To empower organizations and businesses seize opportunities that promote continuous learning, innovations, productivity improvement and wealth creation through management training and consultancy, research, business advisory and project management services.

### Our Vision:

To be the preferred provider of consultancy in business and project management solutions in East Africa through value creation to stakeholders.

### Our Commitment:

Here at APC, we draw our strength from the expertise, experience, professionalism and commitment of our people who individually and collectively deliver timely quality services to our clients derived from established networks and partnerships with Government, the private and public sectors, International and local NGOs and development agencies. In addition, our experience is derived from

our being embedded in African and Western culture, competencies and insights as espoused by a unique blend of skills and expertise acquired by our employees in Africa, Asia, Europe and North America, and which is most relevant to the industries located in the emerging countries.

## **Our Contacts:**

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## OUR SERVICES

### 1. Research and Survey

#### ▪ **Market and Feasibility Studies:**

Africa Partners Consulting (APC) carries out market and feasibility studies using a controlled process for identifying problems and opportunities, determining objectives, describing situations, defining successful outcomes and assessing the range of costs and benefits associated with several alternatives for solving a problem. Our studies will provide data, assessments and recommendations on market segments relevant to our clients in terms of existing business and available opportunities across East Africa. This will greatly assist businesses to assess market potential as well as develop market and business strategies. A thorough viability analysis provides abundance information that is required in Business and/or Project Planning. In cognisant that the outcome of feasibility study are the strong recommendations thereon, it's imperative for the report to contains clear supporting evidence demonstrating continuity or sustainability that exists between the research analysis and the proposed business or project model. APC will provide recommendations based on a mix of quantitative data with qualitative, experience-based documentation with the ultimate aim of being assessed by potential investors and stakeholders regarding their credibility and in-depth argument for decision making purposes.

Categories of our services under market Research and Feasibility Studies:

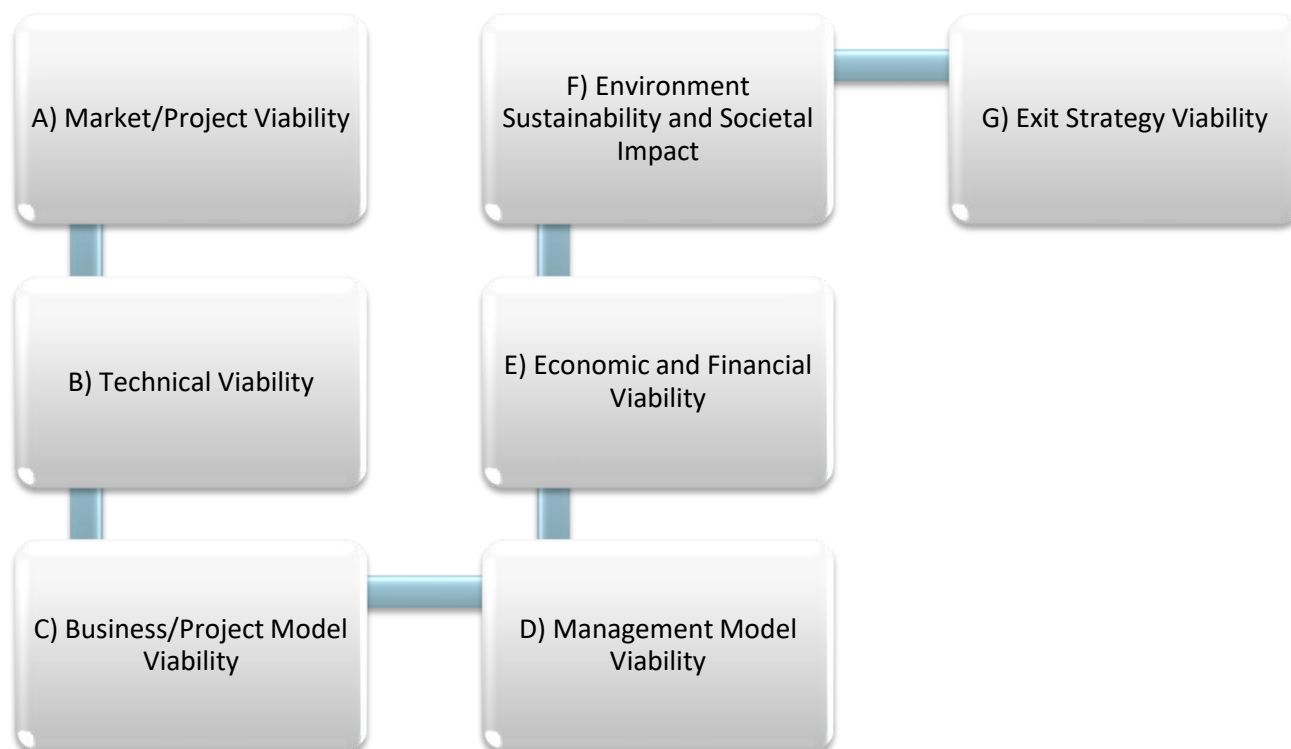
#### For businesses:

- Market potential
- Conditions for doing business
- Establishment costs
- Alternative locations
- Legal and policy environment
- Policy on corporate social responsibility
- Investment prospect opportunities and business partnership/venture capital.
- Company and office set-up

#### For Not-for-profit organizations:

- Needs assessment
- Baseline survey
- Mid-term and end-term project report
- Legal requirements

Diagram 1: The market /feasibility study process:



### • **Baseline Survey**

Baseline surveys are an important component of project monitoring and evaluation. A baseline survey is a starting point for monitoring that provides a comprehensive characterization of a phenomenon in a project area so that later changes in its attributes can be measured. It provides the actual measurements of certain parameter prior to implementation of a project or programme. This provides a marker with which status in future during and after project intervention can be compared. We provide professional consultancy services to governmental and non-governmental organizations prior to implementation of community development projects and programmes.

APC will design and conduct socio-economic baseline surveys based on project/programme logframe to document socio-economic and environmental status before a project or programme is initiated. The cost of baseline surveys depend on the scope.

### • **Needs assessment**

APC carries out a systematic process for determining and addressing needs, or "gaps" between current conditions and desired conditions or "wants" for organizations. The discrepancy between the current condition and wanted condition must be measured to appropriately identify the need. The need can be a desire to improve current performance or to correct a deficiency. A needs assessment is a part of the planning process, often used for improvement in individuals, education/training, organizations, or communities. It can refine and improve a product such as a training or service a client receives. It can be an effective tool to clarify problems and identify appropriate interventions or solutions. By clearly identifying the problem finite resources can be

directed towards developing and implementing a feasible and applicable solution. Gathering appropriate and sufficient data informs the process of developing an effective product that will address the groups' needs and wants.

Depending on the scope of the project a needs assessment can be a costly and labor intensive project. A general twelve step process might entail the following:[9]

1. Confirm the issue and audiences
2. Establish the planning team
3. Establish the goals and objectives
4. Characterize the audience
5. Conduct information and literature search
6. Select data collection methods
7. Determine the sampling scheme
8. Design and pilot the collection instrument
9. Gather and report data
10. Analyze data
11. Manage data
12. Synthesize data and create report

- **Community needs assessment:**

APC utilizes a combination of information gathering, community engagement and focused action with the goal of community improvement. A community needs assessment identifies the strengths and weaknesses (needs) within a community. Community leaders, local government, advocacy groups or a combination of these then address these identified needs through policy change or development. A community needs assessment can be broadly categorized into three types based on their respective starting points:

First, needs assessments which aim to discover weaknesses within the community and create a solution (Community Needs Assessment I).

Second, needs assessments which are structured around and seek to address an already known problem or potential problem facing the community (Community Needs Assessment II).

Third, needs assessments of an organization which serves the community (domestic violence centers, community health clinics etc.) (Community Needs Assessment III).

Community needs assessments are generally executed in four steps: planning and organizing, data collection, coding and summarizing the needs assessment results, and sharing the results with the community to facilitate action planning. During the planning and organizing phase stakeholders are identified, local organizations and/or local government begin to collaborate. Depending on the type of needs assessment being conducted one can tailor their approach.

## 2. Business Advisory Services (BDS)

- **Partner Identification and Match-making:**

We are endowed with great cross cultural experience in East Africa that will assist and facilitate businesses and organizations in identifying and setting up formalised partnerships. We also facilitate development of business plans for the partnerships and arrangement for funding and financial assistance from financial institutions and donors alike. Our market research and management training are tailored to support partnerships seeking to expand in East Africa. We also help East African companies to identify European, American and Asian based companies with a view of accessing the required know-how and technologies to improve their business performance and competitiveness.

- **Company Set-up:**

In view of the complex legal and regulatory environments of East African countries vis a vis their dynamic economic, political and socio-cultural structures and policies, we assist companies and not – for-profit organizations with all the technical know-how in setting up offices in the region.

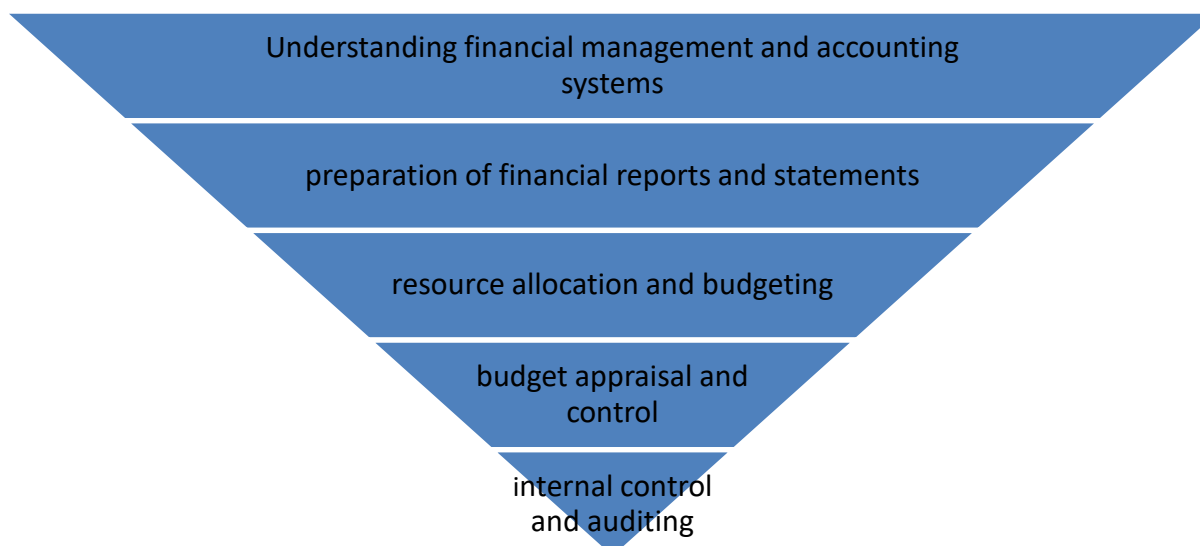
- **Business Development Services (BDS), Business Management and Advisory Services:**

Our range of business advisory services include support to SME start ups, business plans and proposal writing, strategy development, feasibility studies, market research and distribution systems, business management skills training, human resource management in SMEs and producing goods for export market as well as procurement of imports.

- **Financial Management**

We also train on basic understanding of and practise with financial management tools and skills for business and programme managers, advisors and desk officer who do not have specific financial background with the objectives of enhancing financial sustainability and transparency of projects, organizations and businesses, analysing financial statements, drawing up and appraising budgets and finally, assessing the financial position of organizations, projects and businesses.

### Diagram 6: The financial management process:



#### ▪ **Value Chain Development:**

To impart knowledge, skills and tools for analysing dynamics of value chains necessary in designing, repositioning and promoting proper value chain development for enhanced competitiveness. In striving to improve value chain performance, support is provided to focus on upgrading strategies and ways of building successful coalitions through business modelling and improving performance of value chains and financing options and while monitoring impact. In respect to VCD, we enact the following process;

##### Value Chain Development:

Sub-sector selection and analysis  
 Focus on value chain identification and analysis  
 Building successful value chain

##### Improving value chain performance:

Upgrading strategies/building coalitions  
 Improving performance of value chains

#### ▪ **Due Diligence:**

APC strives to offer due diligence services that encompass neutral evaluation of a potential partner either as part of a partner selection process or before engaging in a long term investment or financing. Though the operating environment of East Africa region may be as unfamiliar as would be expected by new entrants, APC will carry out risk profiling of all sectors in relation to the political, economic, legal and socio-cultural strata as embedded in the policies of each country and offer appropriate advise by using the SWOT analysis process on each country in relation to the regional and global dynamics.



### 3. Project/Programme Management:

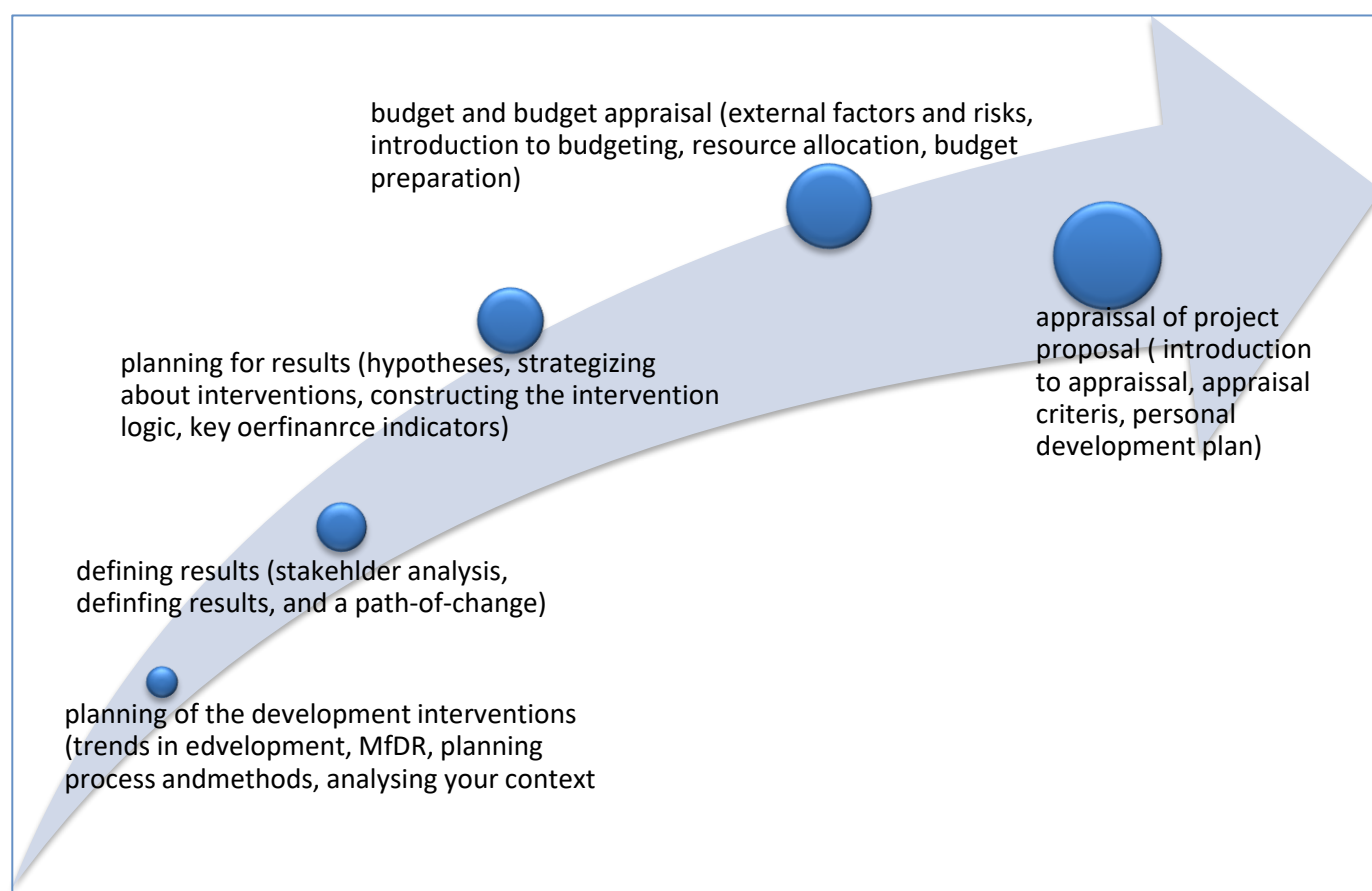
#### ▪ Project Cycle Management:

We assist organizations, NGOs and CBOs to develop comprehensive technical management skills to enable them define project objectives and sound planning as well as set indicators to measure project progress and outcomes as follows:

- Develop project plan using the Theory of Change and Logical Framework.
- Design and implement monitoring tools
- Evaluate the outcome and impact of your projects
- Recognise and demonstrate management skills in order to lead and motivate the team
- Communicate effectively with stakeholders
- Assure the embedding of your project's intervention in its environment.

The planning aspect of the project cycle management is embedded on planning interventions along the latest developments in the aid sector while appreciating the importance of participation in planning, besides assessing a project plan with a view of understanding how to prepare and use budgets for planning and management.

#### Diagram 3: The Project Management Cycle (PMC):

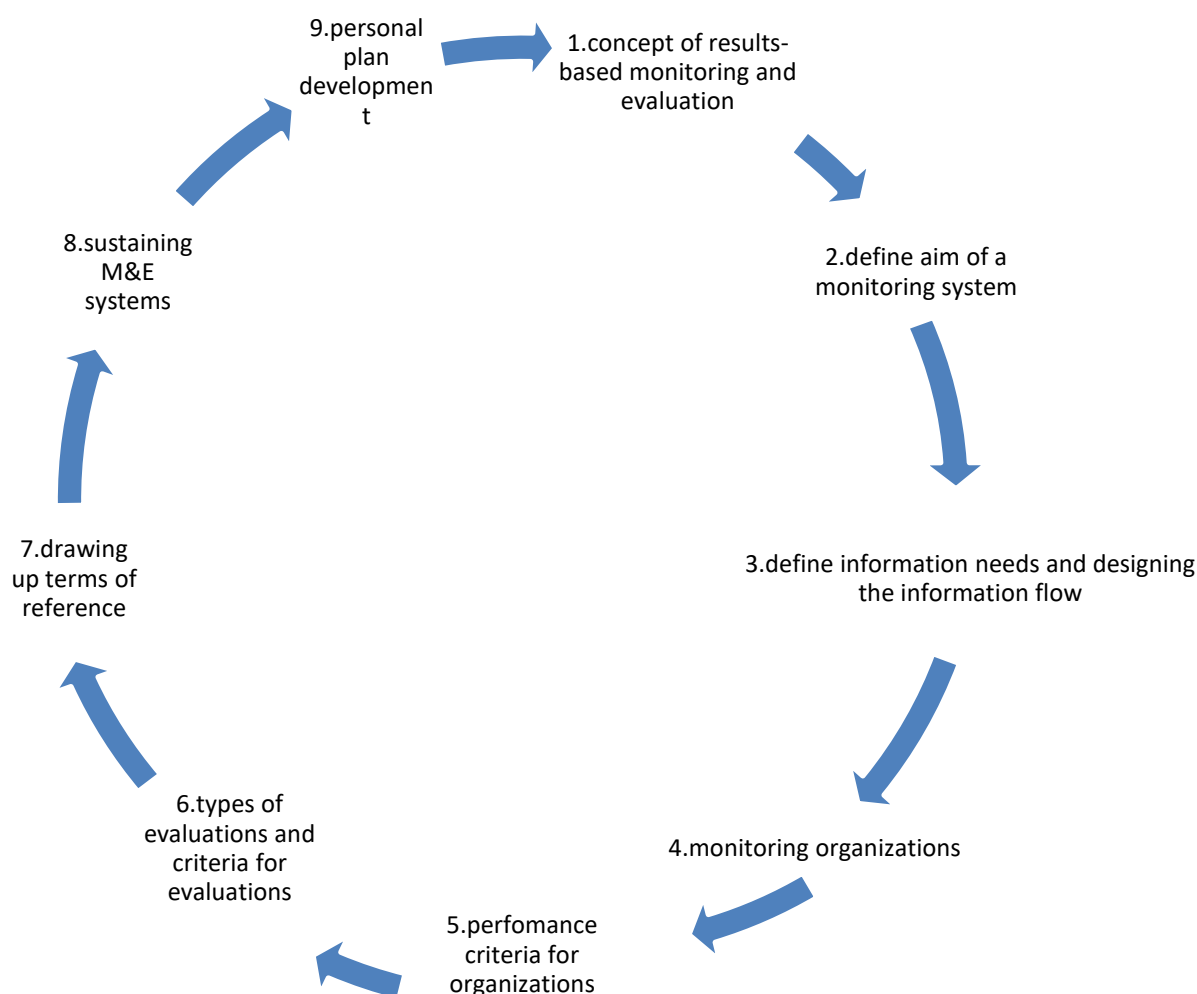


### ▪ **Monitoring and Evaluation:**

M& E focuses on relevance, efficiency, effectiveness, Impact and Sustainability of the project or programme. APC explores new methodologies in conducting M&E, such as outcome mapping and most significant change, build and sustain a monitoring system that provides relevant information to stakeholders at all stages of the project cycle, and finally, exploring how the M&E output can be used in learning organizations.

APC will use Results-Based monitoring, shifting the focus of development projects from the traditional inward-looking, input orientation to an outcomes-based approach, supported by increasingly effective monitoring and evaluation tools, data collection and validation processes. Monitoring is based on targets or specific objectives as detailed in project or programme logframe. Monitoring helps to keep the work on track, and can let management know when things are going wrong. Evaluation on the other hand is the comparison of actual project impacts against the set targets or objectives. It looks at what you set out to do, at what you have accomplished, and how you accomplished it.

#### Diagram 4: The M & E Process:



Aid effectiveness is achieved through “Ownership” where developing countries partner governments set their own strategies for poverty reduction, improve their institutions and tackle corruption. The

activities are then aligned to objectives and use of local systems, wherein, harmonisation is achieved by donor countries coordinating, simplifying procedures and sharing information to avoid duplication and reduce transaction costs through streamlined collaboration. Finally, “Result” gets measured when developing countries and donors shift focus from inputs to development results, and a “Mutual Accountability” pursued by the donors and partners to ensure each party is accountable for development results.

In specific terms, evaluations make an attempt to assess objectively the following:-

(a) the relevance and validity of the objectives and design of the project/programme in terms of broader issues of development policy, sector/sub-sector priorities and strategies as well as other problems of a wider nature;

(b) the efficiency and adequacy of the pace of progress of the project/programme where the focus is mainly on managerial performance and productivity;

(c) the effectiveness of the project/programme - a major part of an evaluation exercise-in realizing the intended objectives from a variety of angles; and

(d) the identification of reasons for the satisfactory or unsatisfactory accomplishment of the results of the project/programme and to deduce critical issues and lessons which may be of relevance to other on-going and future projects/programmes of a similar nature.

<b>MONITORING</b>	<b>EVALUATION</b>
Keeps track of daily activities a continuous function.	Takes long range view through in-depth study - a one-time function
Accepts objectives, targets and norms stipulated in the project document	Questions Pertinence and validity of project objectives / targets
Checks progress towards output targets	Measures performance in terms of objectives
Stresses conversion of inputs to outputs	Emphasizes achievement of overall objectives
Reports on current progress at short intervals for immediate corrective actions	Provides an in-depth assessment of performance for future feedback

### **Monitoring:**

The monitoring reports provide the data base for the "evaluation" but evaluation cannot contribute directly to monitoring. The evaluation studies are more comprehensive in nature, covering all aspects of the projects, whereas monitoring provides information mainly to assess and help maintain or accelerate the progress of implementation.

### **Mid-term Evaluation**

The main purpose of an on-going/mid-project evaluation is to assist the project management to make appropriate adjustments in the changed circumstances or to rectify any shortcomings in the original design, so as to improve its efficiency and overall performance.

### **End-Term Evaluation**

The purpose of an ex-post or post-hoc evaluation is to discover the actual, as opposed to the projected, results of implementing a project. The aim of evaluation is primarily to compare the actual outcome of the project with the projections made at the appraisal stage. The examination of different aspects of the project can provide important lessons derived from experience for the new projects. The overall impact of the project will result in a number of effects which can be classified as costs and benefits, direct and indirect or tangible and intangible. Ex-post evaluation takes place after the completion of the project and is often more in-depth as it focuses on the analysis of impact. Besides, it is time-consuming, costly and calls for persons with special skills.

## Evaluation Indicators

Evaluation indicators are the yardsticks for the assessment of overall performance of a project/programme with reference to stipulated targets and objectives. The main indicators can be identified as under:-

### i) Physical achievements indicators

- Overall physical progress
- Overall cost utilisation
- Timely or untimely completion of a project or a programme (delay in years).

### ii) Output or Impact Indicators

Production (whether crops, livestock, forest products, fish, etc.) e.g., percentage of children in a target group receiving supplies feed, number of acres surveyed, loan applications processed/approved, trained manpower, a laboratory set-up etc.

### iii) Economic Indicators

Financial and economic benefits (e.g., financial rate of return, internal rate of return, benefit-cost ratio, etc.).

### iv) Social Indicators - Quality of Life Indicators

Income distribution with equity, level of food consumption, health and education facilities, shelter, access to essential amenities/basic needs, life expectancy, etc.

## Requirements for Undertaking an Evaluation Exercise

In order to undertake an evaluation of any project/programme, a study of its related documents is a pre-requisite for acquiring sufficient knowledge and information thereof. The documents include:-

- (a) The approved PC-I along with the related project documents, concept clearance papers loan/grant agreement with foreign agencies etc, and feasibility study, if any;
- (b) Pre-approval appraisal notes/CDWP working papers;
- (c) Pre-approval technical scrutiny notes;
- (d) ECNEC summary and its decisions;
- (e) Sources of financial and other inputs;

- (f) Annual/quarterly progress reports;
- (g) Project review/monitoring/mid-term evaluation reports;
- (h) Special reports; and
- (i) Project completion report.

The aforementioned documents form the basis of the assessment of different project activities. The site visits to the project will also assist in the assessment of the quantitative aspects of a project and its effect/ impact on the target group/beneficiaries. The following facts should be looked into in any evaluation exercise:

- i) Was the project properly conceived? Has it fulfilled its basic objectives? If not, what was wrong with the basic design?
- ii) Was the project adequately prepared? Were the forecasts of output or benefits correctly made to a reasonable extent? Was the technical preparation adequate? How good were the original cost estimates? If there were deficiencies in preparation, how those were removed or could be made up?
- iii) Was the project implemented as per the plan? If not, was this because of its haphazard preparation or because of delays in (a) the authorisation procedure, (b) obtaining suitable funds, and (c) other reasons? What lessons could be learnt to improve the implementation of other projects?

- **Fundraising and Financial Assistance:**

We assist businesses, local NGOs, CBOs and local government institutions to understand contents of a tender dossier and how to respond, the pros and cons of preparing and presenting a proposal as a consortium, identifying important decision moments in the planning process of proposal writing, build up and present a track record of their experiences and being aware of the building blocks of a good proposal through practical writing of their own proposal. We provide all the information available in the market about all types of funding and assist in applying for the same albeit facilitating all the required administrative paperwork. APC will assist in a comprehensive understanding of the EU, USAID, DANIDA, JICA and other donors' development policies and trends, analysing major donor conventions and declarations relating to development aid and familiarity on how to access the funds.

- **Fundraising Strategy:**

Not-for-profit organizations, voluntary groups and CBO's involved in charity work, community development and socio-economic empowerment of the vulnerable populations aptly understand that their noble existence depends solely on a fundraising strategy, a 3 – 5 year plan that identifies the financial requirements of an organization or group so that it may conduct its work and carry out its objectives. At APC, we will assist you in developing a fundraising strategy as a working document that the staff and management can use to review and record past successes and future recommendations by outlining the actions, timescales and resources that will be implemented to enable the funding needs to be met. The fundraising strategy serves as a tool as it will focus,

prioritise and diversify fundraising activities to meet your organization’s financial requirements necessary in attaining its mission and vision.

#### ▪ Programme Design and Management:

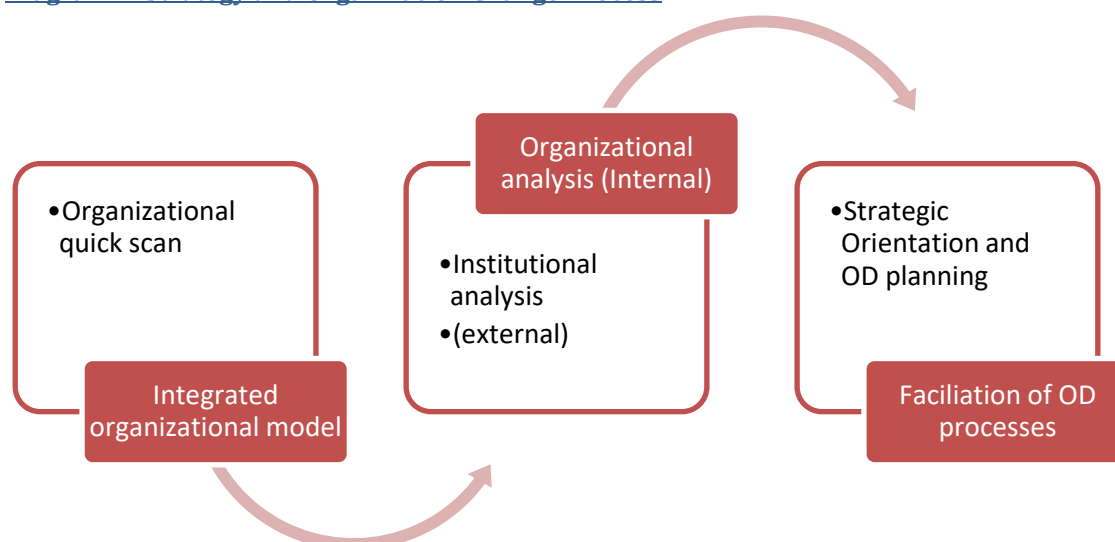
We at APC understand that programmes are an organization’s “life-blood” and therefore, without well-designed and well-managed programs, most organizations cannot achieve their goals, fulfil their missions or see their visions come to reality. In the face of uncertain and scarce resources, our team of professionals will assist you to design and manage good programs that will epitomise your organizational effectiveness, professionalism and commitment thereby convincing donors, governments, communities as well as private sector to “invest” in all aspects of your growth and development.

## 4. Consultancy:

#### ▪ Organizational Strategy and Change:

We assist organizations to apply a learning process aimed at improving their performance in view of their strategic objectives at output, outcome and impact level through application of a comprehensive approach using a set of tools to analyse and plan for improved organizational performance. The 3 steps involved are a) assessing the performance of organizations, b) deciding on strategic options, and c) developing and initiating an Organizational Development (OD) plan.

**Diagram 2: Strategy and Organization Change Process**



- Development and Formulation of Strategic Plans
- Review of the Implementation of Strategic Plan
- Institutional Restructuring
- Training Needs Assessment/Skill Gap Analysis
- Performance Management
- Organizational Audit/Institutional Assessment

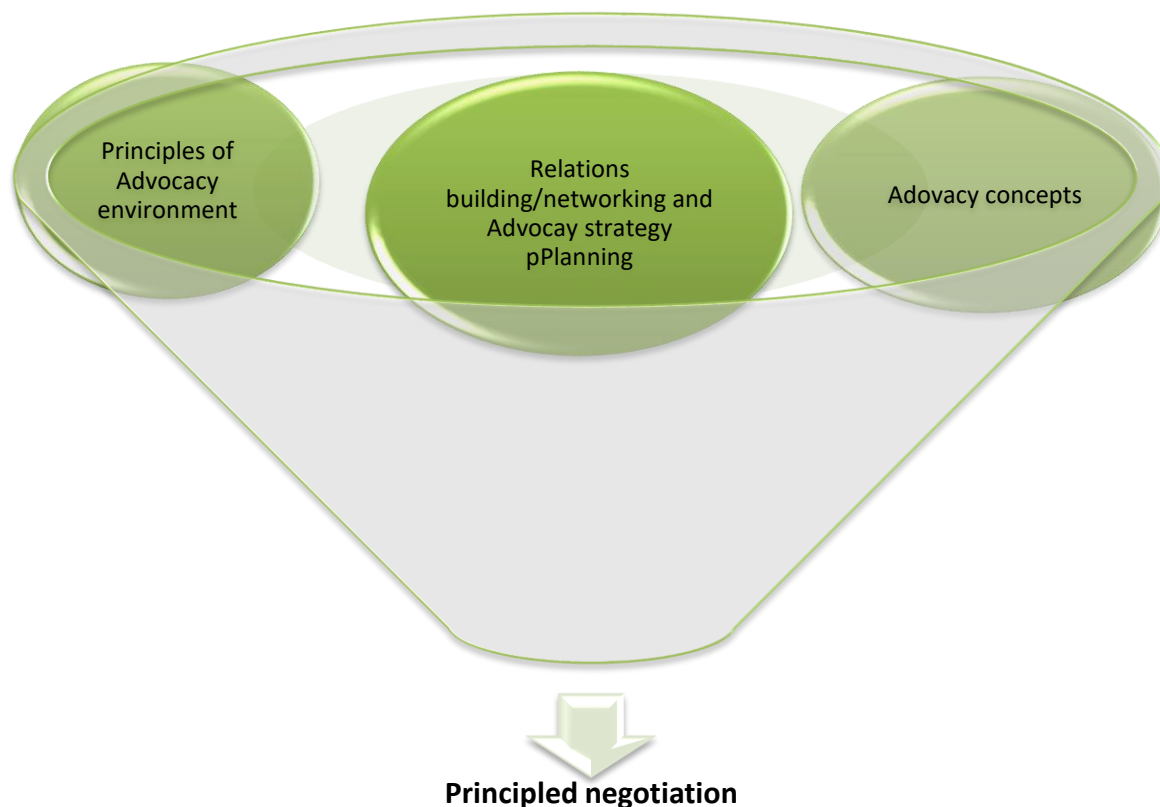
- Development and Creation of HR Systems and Policies
- Preparation of Operational Manuals
- Staff Selection and Recruitment
- Job Evaluation and Development of Job Descriptions
- Documentation and Development of Institutional Record Systems

#### ▪ **Lobbying, Advocacy and Policy Influencing**

For organizations, NGOs or CBO's and Civil Society groups involved in structured and planned approach to lobbying ,advocacy and policy influencing in the areas of development cooperation and governance, APC offers insights into the following areas:

- Identifying relevant issues for advocacy and policy influencing
- Analyze the advocacy environment
- Strategize an advocacy goal with different stakeholder settings and;
- Formulating a concrete advocacy plan

#### Diagram 5: Lobbying, advocacy and policy influencing process:

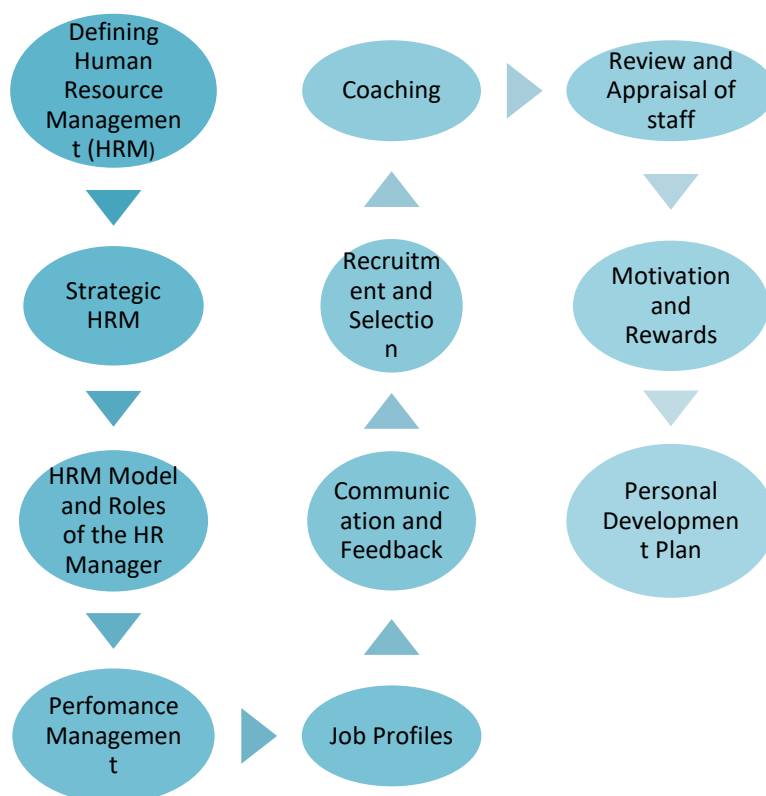


#### ▪ **Management Training, Assistance, Coaching and Supervision:**

APC conducts training modules focussed on development and execution of human resource strategy and management such as recruitment, time management, interpersonal skills, project planning and management. The objectives of this HRM training is summarised as follows:

- Development of a holistic approach to HRM
- Identifying different roles of the HR Manager and his/her strategic position in the organization or company
- Implementation of a variety of HRM tools
- Applying skills for staff selection, review, coaching and assessment
- Developing HRM plan that prepares the organization in dealing its HR issues

**Diagram 7: The performance-based human resource management process:**



While offering the HRM modules, APC will remain involved in ensuring that the partnership operates as planned through assistance in form of direct controlling, on-the-job coaching or supervision.

- **Team building**

- **Tax Consultancy**

- a) Anti-money Laundering Audit, Systems and Training
- b) Capital Allowances
- c) Construction Industry Scheme
- d) Corporate Taxation
- e) Excise Duties
- f) Employer Compliance
- g) Employment Law



- h) Estate Planning
- i) Expatriate Taxation
- j) Fraud Investigations (Tax and Commercial)
- k) Inheritance Tax
- l) Intellectual Property Tax
- m) International Taxation
- n) Marketing and Sales
- o) Personal Taxation
- p) Share Valuations
- q) Stamp Duty
- r) Tax Appeals & Internal Reviews
- s) Tax Enquiries
- t) Tax Information Notices
- u) Tax Investigations
- v) Tax Litigation
- w) Tax Planning for the non-domiciled
- x) Tax Planning Solutions
- y) Value Added Tax

- **Cultural Preparation, Integration and Training**

**Associate Partners:**

1. Benson Nyagowa, MA PPM, B.Com (Management Science), 15 yrs experience
2. George Okeyo MA, B.Com