



M.A. CONSULTING GROUP



*Consulting Services in Economics, Finance, Management and Agribusiness*

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STATEMENT OF  
CORPORATE CAPABILITIES  
MARCH 2014

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M.A. CONSULTING GROUP  
CONSULTING SERVICES IN ECONOMICS,  
FINANCE, MANAGEMENT AND AGRIBUSINESS  
HEAD OFFICE FOR EASTERN AND SOUTHERN AFRICA  
6<sup>TH</sup> FLOOR, INTERNATIONAL HOUSE, MAMA NGINA STREET  
P.O. BOX 73335-00200, NAIROBI, KENYA  
TELEPHONE: (254) 20- 2227834  
TELEFAX: (254) 20-2217768  
EMAIL: [services@magricon.com](mailto:services@magricon.com)  
WEBSITE: [www.magricon.com](http://www.magricon.com)

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## **1.0 OVERVIEW OF THE M.A. CONSULTING GROUP**

### **1.1 Introduction**

The M.A. Consulting Group is a regional organisation providing consulting services in economics, finance, management and agribusiness, comprising of two companies; Mwaniki Associates Limited and Agriconsult Limited incorporated in Kenya in 1983 and 1984 respectively. In over 30 years of growth the group has conducted a wide range of assignments throughout the Eastern African Region, a number of which have been implemented as action programmes.

### **1.2 Objectives**

The Group proceeds from the premise that development is better managed by local experts, supported where desirable by foreign professionals. This combination of resources and talent is essential in developing practical solutions to policy, institutional and business challenges.

The Group utilises appropriately skilled, knowledgeable and experienced consultants and advisors who approach each assignment with a combination of rigorous and objective analysis, backed by practical experience and a keen understanding of the local context. In addition to our regional experience and a large pool of qualified and experienced associates, we maintain strong networks with reputable overseas partners in Europe, North America and Asia, who we regularly associate with in projects where overseas experience and specialization is required.

In order to generate future expertise for the growth of the Group and add to the level of consulting expertise in Kenya and the East Africa Regions, young consultants are trained under the guidance of senior professional staff and associates.

### **1.3 Professional and Support Services**

Our professional staff comprises of a core group of in-house consultants who are available for an assignment depending upon the area of expertise needed. In addition, the Group counts among its associates over 250 professionals who are highly qualified in their areas of specialisation.

The Group maintains excellent office space and support facilities, located in the heart of Kenya's capital city of Nairobi. The offices are in International House, across the street from the Nairobi Hilton International Hotel. Support facilities comprise of secretarial service, office space, and excellent data processing and communication equipment with Internet connection.

### **1.4 Areas of Specialisation**

- **Economic Policy Analysis**

The Group reviews economic policies with the aim of improving the growth rates of manufacturing and agricultural sector. Examples include the linkages between agricultural inputs and the manufacturing sector. The Group also specialises in the analysis of regional trade and investment policies.

- ***Agriculture and Agribusiness***

Through Agriconsult Limited, the Group has distinguished itself as a leader in the implementation of specialised studies in the agribusiness sector. Consultancies undertaken by the group in the agriculture and agribusiness sectors have been in the fields of agronomy, agricultural sector policies, parastatals and marketing boards, agricultural inputs marketing, fertiliser, agricultural finance, evaluation of agricultural research programs, appraisal of agribusiness investment projects, export marketing studies, production and marketing surveys, credit, mechanisation, technology, natural resources, ecology and soil management.

- ***Public Sector Reform***

The Group advises on the restructuring, commercialisation and divestiture of public enterprises in agriculture, industry and infrastructure. This involves detailed technical, financial and legal analysis to develop a menu of realistic and practical options on the most appropriate strategies for reform.

- ***Private Sector Development***

The Group advises on strategies for enhancing and supporting the role of the private sector in economic growth. Areas of analysis include national investment policies, privatisation strategies, money and capital markets development, price and market liberalisation and macroeconomic policies.

- ***Micro and Small Enterprise Development***

The Group provides consulting services in a number of areas aimed at stimulating the growth and development of small enterprises including policy and sector analysis, institutional development, financial systems development, monitoring and evaluation systems and management training.

- ***Economic and Financial Analysis***

The Group undertakes financial and economic analysis of private sector and public sector projects; design of credit programmes for the agricultural and manufacturing sectors; target market definition; assessment of intermediaries; organisational framework; reporting and portfolio management to evaluate progress in meeting project objectives; financial and monitoring systems.

- ***Rural Development***

The Group provides technical assistance to projects whose aim is to improve rural incomes, employment and production. The Group has supported work on rural road infrastructure, water supply and the development of arid and semi-arid areas.

- ***Institutional Analysis***

The Group assesses the institutional frameworks that service the growth of various sectors, and develops new initiatives to strengthen existing institutions or to create new ones.

- **Sector Surveys**

The Group carries out detailed sector surveys aimed at providing data inputs for project identification, project design and policy formulation. Examples include the agribusiness and micro-enterprise sectors.

- **Investment Appraisal and Business Planning**

The Group conducts feasibility studies for commercial enterprises in agriculture, tourism and manufacturing and infrastructure development. It also reviews specific industries to provide inputs for project identification, design and evaluation. Such studies assist financiers in making credit assessments.

- **Market Research**

The Group analyses pricing policies, distribution systems, consumer surveys and promotion strategies.

## 2.0 OUR CONSULTING EXPERIENCE

Since its establishment in 1983, the Group has successfully completed over 90 major consulting assignments. A summary of key assignments accomplished by area of specialisation is provided below.

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### 2.1 ECONOMIC POLICY ANALYSIS

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An Assessment Study to Review the State of the Negotiations for COMESA-EAC-SADC Tripartite Free Trade Area (FTA)- (EAC) 2014

The objective of this assignment was to review the state of the negotiations for the establishment of a Free Trade Area between the three RECs in regard to the legal and institutional framework; the negotiation work plan, (i.e. negotiating principles and rules of procedure; negotiating format and approach; establishment and operationalization of various technical working groups; status of the Draft FTA Agreement and its annexes; modalities for tariff negotiations and a Monitoring and Evaluation mechanism). The Group defined priority intervention areas for the finalization of the FTA negotiations and established baseline data and indicators for these priority intervention areas.

EAC & EU Interest on Trade Environment and Sustainable Development in the Context of EAC-EU EPA Negotiations (East Africa Community) 2013

The objective of this assignment was to identify the EAC and EU's interests in opening and protecting their markets and the rationale behind their negotiations on Trade, Environment and Sustainable Development. This included identifying any specific proposal or issues that the East Africa Community's Partner States have raised in those negotiations and offering recommendations on the position which the EAC Partner States should adopt in negotiating for the comprehensive Economic Partnership Agreement (EPA) with a view to ensuring that the trade and environmental goals of the EAC Partner States are mutually supportive. The Group developed a draft EPA legal text on Trade Environment and Sustainable Development

Mid-Term Review of the First Mid-Term Plan 2008-2011 (Ministry of Planning, National Development and Vision 2030) 2011

The assignment entailed conducting: a desk review of key policy documents including Kenya Vision 2030, First Medium Term Plan 2008-2012, MTP sector plans, ministries strategic plans, Handbook of National Reporting Indicators, Annual Progress Reports on the implementation of the first medium term plan 2008-2012 of Kenya Vision 2030, public expenditure reviews, ministerial and district annual Monitoring and Evaluation reports among others; Undertaking field work/data collection and analysis; Evaluating the results achieved against the MTP 2008-2012 objectives, goals and targets; and Examining the adequacy and relevance of the indicators in the national handbook of reporting indicators. The study provided recommendations for implementation of the remaining period of the MTP 2008-2012 and for preparation of the second MTP 2013-2017.

Attainment of A Single Customs Territory in A Fully Fledged Customs Union For The EAC (East African Community) 2011

The study entailed reviewing and identifying the gaps in the implementation of the Customs Union taking into account the roadmap attaining a fully-fledged Customs Union, Analyzing the implication of multiple memberships of Partner States in Regional Economic Communities in a Single Customs Territory, Proposing best options and modalities for addressing the outstanding issues whilst identifying the required interventions for a fully-fledged customs union, Developing modalities for implementation of the proposed model, Recommending a detailed legal and institutional framework suitable for administering the proposed and implementation roadmap.

Investment Policy Framework in line with Vision 2030 (Increasing Value Addition in Agriculture)-(Ken Invest) 2010

The Group conducted an analysis of the policy framework for investment in Increasing Value Addition in Agriculture, covering the laws and regulations, and various policy initiatives undertaken, identified impediments to investment in the sector and recommended appropriate reform measures to improve investment in the sector; carried out an assessment of current incentives available and propose a new regime of national, regional, and/or sectoral incentive structure, identified successful models used in other countries, to be used as benchmarks; and liaised with stakeholders in the sector to determine strengths and available opportunities to be exploited.

Investment Policy Framework in line with Vision 2030 (Manufacturing Sector) – (Ken Invest) 2010

The Group conducted a sector/subsector situational analysis, conducted an analysis of the policy framework for Investment in the manufacturing sector, identified impediments in the sectors and recommended appropriate reform measures to improve investment in the sectors, provided an assessment of current initiatives available for the purpose of proposing a new regime of national, regional and /or sectoral incentive structure, identified successful models adopted by other countries and investigated structures and reforms adopted, drew up lessons and policy implications for development of the Kenyan manufacturing sector, determined the strengths and available opportunities to be exploited in consultation with stakeholders, identified to what extent the sector engaged with key stakeholders in the economy and identified conflicts, gaps and overlaps.

The NEPAD Eastern Africa Sub-regional Experts Group Workshop (NEPAD) 2004

The Group provided a Consultant who acted as the NEPAD Eastern Africa Project Development Advisor for the NEPAD Eastern Africa Secretariat. The role of the advisor was to convene an Expert Group Workshop on Infrastructure Provision for the Greater Eastern Africa Region to follow up the recommendations made by the Heads of

State and Government Summit held in Nairobi in October 2003. Workshop participants comprised experts from Government and Regional Economic Communities. The advisor was tasked with the responsibility of developing the workshop agenda and work programme, facilitating the workshop and writing a report on the proceedings of the workshop as well as making recommendations on the NEPAD Eastern Africa Project Development Facility.

Kenya Poverty Reduction Project Preparation Mission (AfDB) 1999

The Group was commissioned to assist the African Development Bank in the preparation of the Kenya Poverty Reduction Project to assist government efforts to reduce poverty within the framework of the National Poverty Eradication Plan (NPEP). The key emphasis of the Kenya Poverty Reduction Project is the provision of basic social services, income and employment generating opportunities and strengthening the capacity of grassroots and civil society organisations. In undertaking this assignment, the Group:

- i) paid special attention to finding suitable mechanisms to enhance collaboration between Government and civil society organisations in their efforts to alleviate poverty in Kenya;
- ii) undertook a field visit to a number of selected districts within the target area to consult with potential beneficiaries and grassroots organisations in order to identify their priority needs and views over the most appropriate and transparent delivery framework; and
- iii) Pursued consultations with UNDP-Kenya, World Bank and other donors to discuss co-financing arrangements.

Preparation of National Human Development Report for Liberia (UNDP) 1999

Following the devastating impact of the war in Liberia, which has aggravated its long-term development problems, the Group in collaboration with UNDP Monrovia and New York, reviewed the concept of human development framework to enable compilation of the various human development indices. The Group provided a Technical Adviser for the period of one year to assist in serving as an avenue for collecting and analysing up to date data on the state of human development in Liberia and monitoring progress in enhancing it.

Restarting and Sustaining Economic Growth in Africa – Kenya Country Study (USAID) 1998

This project involved approximately 14 months of an Africa-wide research exercise under the theme of Equity and Growth through Economic Research (EAGER). The research studies, whose main contractor was the Harvard Institute for International Development (HIID) examined the macroeconomic management, institutional and



productivity implications for faster and sustainable economic growth in Africa. The Group, which- was the sub-contractor, implemented the Kenya section of the studies and helped to organise a conference in January 2000 where many of the research papers were presented. The results of the research was published as “Restarting and Sustaining Economic Growth and Development in Africa; The Case of Kenya. (Contemporary Perspectives on Developing Societies)”, co-edited by Professors M.S. Kimenyi and J.M. Mbaku, and Mr. Ngure Mwaniki. Ashgate Publishing Company, U.S.A., June 2003.

Information Dissemination and Training Consultancy – Ministry of Planning and National Development (DFID) 1998	In support of the Deregulation Project (Ministry of Planning and National Development, Kenya), Consultants from the Group met with selected senior decision-makers from the public and the private sector to formulate options to raise the profile of deregulation at the central/national level. A report of the recommendations was submitted to DFID. This project was carried out in association with Bannock Consulting (UK).
Financial Management Study for the Ministry of Finance (SIDA) 1996	Two economists from the Group participated in the review of the financial management processes within the Government of Kenya, including systems, procedures, institutions and human capacity. Recommendations for improvement in the government’s financial management system were identified and a series of action programmes to achieve rapid positive impact were developed for funding by SIDA. In addition, a seminar/workshop was conducted for financial managers in Government Ministries.
Comparative Cost of Production Analysis in East Africa (USAID) 1994/95	The study analysed the costs of production in agriculture and the textile manufacturing industry to determine each country’s comparative advantage in producing these commodities, and whether they can competitively export to regional and world markets. A ranking of each country's performance with respect to each commodity was developed and recommendations made as to how the least competitive countries could reduce their costs and improve their competitiveness.
Kenya Export Competitiveness Study (USAID) 1993/94	The study examined Kenya's export competitiveness vis-à-vis eight other Sub-Saharan African countries. Visits were made to Tanzania, Uganda, Zimbabwe, Botswana and South Africa to review the policy, institutional and economic aspects of the export environment. The study was conducted in association with The Services Group of U.S.A.
UNDP National Management Policy Development Project (UNDP) 1992	The Group provided a national adviser/consultant in international trade under a UNDP Project to improve policy analysis and management capacity in the Government of Kenya.

Analysis of Kenya's Trade with PTA Countries (KAM) 1990	The Group was contracted to conduct a survey and analysis of Kenyan industrialists exporting to the Preferential Trade Area for Eastern and Southern African States (PTA). As part of this assignment, an analysis of macroeconomic trends, performance, and trade statistics in the PTA member countries was undertaken.
Enabling Environment for Kenya Export Processing Zones (GoK) 1989	This study developed a policy package and institutional framework for the establishment of Kenya's Export Processing Zones. The study was carried out in association with The Services Group and SRI-International, and was financed by USAID/Kenya.
Study of Export Incentives for Kenya Industry (KAM) 1989	The study assessed the incentives and policy measures instituted in Kenya for export manufacturers, and made recommendations to KAM for dialogue with the Government on the improvement of the micro-economic and regulatory policy framework. The assignment was financed by USAID/Kenya for KAM.
Brochures for the Investment Promotion Centre of the Ministry of Finance, Kenya (GoK) 1988	The assignment involved the production of statistical information and materials, write-ups, and design of information brochures for Kenya's Investment Promotion Centre (IPC). The materials were used domestically and abroad to promote investment opportunities in Kenya to local and foreign investors.
Foreign Investment, Technology and Management Contracts in Kenya's Joint Ventures (UNCTC) 1987	This analysis of joint venture agreements between the Government of Kenya and foreign investors was conducted over an eighteen-month period. The Group provided research support for the Economic and Structural Analysis component of the study. It was carried out for Kenya's Ministry of Finance and financed by the United Nations Centre for Transnational Corporations.
Priority Areas in African Economic Development (UN ECA) 1987	The Group served as a resource unit for the African Association for Public Administration and Management (AAPAM) Group of Experts on Priority Areas in African Economic Development. The group deliberated on policy issues relating to the improvement of public administration and management in the region. It comprised of senior level policy-makers including heads of civil service, heads of institutes of research and administration and other experts in Africa.
First Regional Workshop on the Optimal Utilisation of Management Consultants (UN ECA) 1987	The Group authored the initial project and workshop proposals selected by the AAPAM Group of Experts for implementation, and participated in the preparation of programme documents. The Group provided resource persons for the workshops attended by heads of civil service, permanent secretaries, heads of institutes of administration and research in Africa and observers from

international organisations, including the World Bank. The workshop was part of a larger project being implemented by the Group, whose objective was to improve the capability and technical competence of management consultants in Africa. Funded by the Canadian International Development Agency (CIDA) through AAPAM.

Policy Implications of Informal Sector Housing Finance (GOK) 1987

The study assessed the sociological, financial, macro-economic and policy implications of the informal sector housing finance system in Kenya. The project was financed by USAID's REDSO office.

Financial Implications of Civil Servant's Housing (World Bank) 1987

The study assessed and documented the scope of the Government of Kenya's investments and expenditures in civil servant's housing and their financial and policy implications. It was used as an input to the World Bank's task force on housing policy.

Investment Climate Analysis (GOK) 1986

The project reviewed Kenya's investment climate and recommended strategies for improving it. The report was well received by the Government of Kenya, with many of its recommendations being implemented. The Group worked in association with SRI-International.

Tobacco Industry Organisation and Development Strategy (GOU) 1983

The project analysed potential foreign exchange earnings from tobacco and tax revenue from cigarettes. It developed a strategy for restoring the tobacco industry into production both on the farm and in manufacturing, which has been successfully implemented by the Government of Uganda (GOU) in co-operation with BAT.

The Working Party on Government Expenditures (GOK) 1982

Mr. Ngure Mwaniki of the Group worked as a consultant to the Commission set up by His Excellency the President of Kenya to examine broad issues of economic policy and management. The study analysed public enterprise performance, government investments, budgetary issues and specific monetary and fiscal policies.

Non-Bank Financial Institutions (GOK) 1982

The study was carried out for Kenya's Ministry of Economic Planning and Development, and produced a working document which formed a framework for further study on non-bank financial institutions in Kenya

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## 2.2 AGRICULTURE AND AGRIBUSINESS DEVELOPMENT

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Technical Assistance to Guide the Establishment and Implementation of Agribusiness Development Centres (Ministry of Agriculture, Livestock and Fisheries) -2013

The purpose of this on-going assignment is to create a network of Agribusiness Development Centres (ABDCs) as a venue where Business Development Service (BDS) Providers can assist value-chain actors to strengthen linkages and add value to agri-food products. The value chains to be covered include; dairy in Central, meat in North Eastern, grains in Rift Valley and fruits in Coast.

Mid Term Review and Evaluation of the Eastern Africa Agricultural Productivity Program (EAAPP) (ASARECA)-2012

In this assignment, the Group was required to assess the extent at which EAAPP, through its strategic approaches and implementation arrangements, is likely to meet the intended development objectives. Through a survey, the group is expected to evaluate the levels of achievement of the MTR targets of the intended output and outcome indicators of the project.

Analyzing Cross Border Trade in Agricultural Products along Selected Corridors of the Nile Basin Region (NBI/World Bank)-2011

In this study, the Group identified potential investments and policy/regulatory actions necessary to promote trans-boundary regional agricultural trade among the Nile Basin region in the efficient use of water resources. The group also prepared recommendations for investments and policy actions to reduce identified, and to the extent possible costs and constraints to trade.

Consultancy Services on Financial Services and Organizational Development (MoA, Small Scale Horticulture Development Project, SHDP)- 2011

The group documented and reviewed potential financial institutions, reviewed their financial services and products, reviewed existing farmers' organizations, proposed ways of strengthening these organizations or forming new ones, link farmers' organizations to financial institutions, develop and execute capacity building programmes for farmers to absorb credit and effectively utilize it, and organize farmers to enhance their capacity to utilize credit and other financial services.

Regional Feasibility Study on Potential for Fertilizer Manufacturing in Kenya and East Africa Region (Ministry of Agriculture- GoK) - 2011

In this study, the group estimated the current and potential fertilizer market in Kenya and East Africa region, assessed the availability of basic fertilizer raw materials in the region and made appropriate recommendations on feasibility of establishing a fertilizer plant in Kenya including appropriate plant size and product range

Concept Paper for the Establishment of Agricultural Development Fund (Agriculture Sector Coordination Unit)-2009

The consulting team carried out a needs assessment of the fund and identified specific areas that should be financed by the fund. The team proposed the legal instruments and modalities for the management of the fund. In addition to a Concept Paper for the establishment of the fund, the team drafted a Cabinet Memo and Bill to be tabled in Parliament.

<p><b>Preparation of a Five-Year Business Plan for the Proposed Kenya Farmers Agency Limited (Ministry of Cooperative Development and Marketing) 2007</b></p>	<p>The government of Kenya identified the Kenya Farmers Agency as a strategic vehicle through which it could achieve its Strategy for Revitalizing Agriculture (SRA). The Group was selected to prepare a business plan for the new agency. Specific duties included:</p> <ul style="list-style-type: none"> <li>(i) definition of the new Agency’s vision, mission, core values, goals and deliverables;</li> <li>(ii) SWOT analysis;</li> <li>(iii) analysis of pricing policies, distribution systems and promotional strategies;</li> <li>(iv) identification of inputs supply gaps</li> <li>(v) identification of the specific strategies for commencing and managing the business;</li> <li>(vi) assessment of resource requirements; and</li> <li>(vii) preparation of a composite budget and implementation matrix.</li> <li>(viii) Design of monitoring, control and evaluation</li> </ul>
<p><b>End-term Evaluation of Agribusiness Development Support Project (USAID) 2004</b></p>	<p>The objective of this assignment was to evaluate the impact of the project which aimed at increasing technologies adoption to improve food security.</p>
<p><b>Rehabilitation and Expansion Plan for Agribusiness in Kenya (Private) 1995</b></p>	<p>The Group, working with technical experts from South Africa, undertook a detailed technical, operational and market analysis of the mushroom business in Kenya. Recommendations for the rehabilitation and expansion of farm production and processing were implemented by the client, resulting in a rapid and significant increase in its share of the domestic market for fresh mushrooms.</p>
<p><b>Agricultural Sector Management Project, Oil Crops Component (GOK/World Bank) 1994/95</b></p>	<p>This project was carried out by Agriconsult in conjunction with the Agricultural Finance Corporation of India. A comprehensive Oilseed Policy Framework was developed drawing on detailed analysis of the pricing and marketing structure as well as agronomic aspects of the oil-crop industry in Kenya.</p>
<p><b>Kenya Maize Sub-Sector Study: A Rapid Appraisal Approach (USAID) 1993/94</b></p>	<p>The Rapid Appraisal study provided detailed information on the maize sub-sector and its participants’ current sources, needs and uses of market information.</p>
<p><b>Cotton Sub-sector Study (GOK/World Bank) 1990/91</b></p>	<p>Agriconsult conducted this study to design a new system of cotton pricing and marketing in conformity with Government of Kenya policy decisions to decentralise marketing, liberalise the pricing structure, diminish the role of the Cotton Marketing Board and rehabilitate Kenya's production of cotton. A comprehensive analysis of cotton co-operatives and cotton processing operations was also undertaken.</p>

<b>Agribusiness Survey in Kenya (Private) 1991</b>	Commissioned by the Agribusiness Association of Kenya, this survey involved detailed interviews with agribusiness firms in Kenya particularly those involved in commercial farming, the processing of agricultural outputs and the supply of inputs to agriculture.
<b>Fertiliser Marketing Development Seminar (GOK) 1989</b>	Agriconsult organised this seminar, attended by senior Government officials at Permanent Secretary level, Heads of Ministerial Departments, Provincial Directors of Agriculture, private sector representatives of all donor organisations from countries assisting Kenya in the fertiliser sector including USA, Italy, Japan, The Netherlands, Sweden, Finland, Denmark, and development agencies which included the World Bank and UNDP.
<b>Economic Impact Assessment of the Tobacco Industry in Kenya (Private) 1988-1989</b>	The project involved an evaluation of agricultural production, leaf processing, management, distribution and marketing aspects of the tobacco industry in Kenya. Detailed fieldwork consisted of tobacco farmer interviews in all tobacco growing areas.
<b>Fertiliser Marketing Development Program (GOK) 1988</b>	The study assessed the impact of fertiliser supply programs in Kenya, evaluated the policy and procedural changes promoted by donors and the Government of Kenya in the supply and use of fertiliser, and proposed a strategy for the development of an efficient fertiliser marketing development system in Kenya.
<b>Agricultural Policy Assessment Study (USAID) 1987-1988</b>	This one year study analysed USAID programs and projects supporting agricultural policy reforms in Kenya. Specific areas assessed included policies related to the development of grain marketing and related commodities; policies affecting private investments in the agricultural sector; policies dealing with the restructuring of the Kenya National Agriculture Research System, and policies related to fertiliser market development.
<b>Agribusiness Development (USAID) 1982</b>	The project provided background information on Kenya's agribusiness sector. The study formed the basis for the Aid Programme in USAID's "Country Development Strategy" for the financial year 1984.
<b>Horticulture Development in Kenya (GoK) 1982</b>	This project examined the domestic and export markets for Kenya's horticultural products. It involved the analysis of the domestic and global supply and demand trends for fresh and processed horticultural products, export prices, costs competition, market channels and infrastructure. Recommendations on strategies to promote the production and marketing of horticultural produce were developed.

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### 2.3 PUBLIC SECTOR REFORM

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Transaction Advisory Services(Assistance for Selecting Terminal Operators)-(Kenya Ports Authority)-2012

This assignment was undertaken in association with Oriental Consultants Co. Ltd, The Overseas Coastal Area Development Institute of Japan, and Nippon Koel Co. Ltd. The study requires the advisory firms to assist the Project Executing Agency-Kenya Ports Authority(KPA) and the eventually Government of Kenya in successfully introducing the most suitable Private Sector Participation(PSP) into the operation of the New Terminal in line with the government policy of landlord port system and for the full benefit of KPA in terms of improving such operational factors as: Efficiency, productivity and port performance; Reducing the financial and administrative burden by employing private sector resources; and Generating increased revenue and reducing public investment

Review and Update of Port Master Plan Study of the Port of Mombasa Including Development of Free Trade Zone (Kenya Port Authority) 2008

M.A. Consulting Group successfully finalized this assignment which required a review and update of the Port Master Plan involving providing a comprehensive review of the port's development opportunities and a detailed and thorough analysis of its constraints. The activities carried out entailed collection of data and conducting traffic forecast for Kenya and eight transit countries, review of previous studies, research into economic trends affecting port service demand, Review of planning information and shipping line strategies, analysis of Mombasa's potential as a trans-shipment hub, preparation of an investment plan and marketing strategy , review of recommendations of the existing Mater Plan in the light of new developments and Development of a Free trade Zone.

**Development of a Business Plan for the Pyrethrum Board of Kenya (PBK) for the Ministry of Agriculture.** (World Bank/Ministry of Agriculture Marketing and Livestock Development) 2006

The objective of the assignment was to develop a business plan for the PBK. The task included an analysis of PBK's financial position and development of financial projections based on future changes. The debt obligations of the PBK were reviewed in a bid to recommend options on how best to reduce the debt. This included a consideration of cost cutting measures. An assessment of PBK's marketing strategy was performed to gauge its suitability based on a market and competitor analysis. Finally, the task called for a recommendation of appropriate options for the conversion of the Pyrethrum Processing Company into a public company.

**Study to Establish the Status of Agricultural Sector Reforms with Emphasis to Regulatory and Institutional Reforms** (Presidents Office, Planning and Privatization, Tanzania) 2006

The objective of this assignment was to carry out a comprehensive review of the agricultural sector reforms that have so far been undertaken in Tanzania since 1983, identify gaps between policy formulation and implementation taking into account the current agricultural context, and propose appropriate measures and approaches to address identified gaps. The outputs of this study will provide Agricultural Sector Lead Ministries and other stakeholders in Tanzania with a comprehensive reference point from where further institutional and regulatory reforms can be developed and implemented.

**Institutional Development Support to Lake Victoria North and Central Water Services Boards, and Nzoia Water Company in the Development of their 5 Year Strategic Plans** (GTZ/Ministry of Water and Irrigation - Water Sector Reform Programme) 2005

Institutional development support was provided in the development of the Strategic Plans of Lake Victoria North and Central Water Services Board; and the Nzoia Water Services Company. The Strategic Plans were developed through a participatory process involving the Directors and Senior Managers of these institutions. This project was sponsored by The Ministry of Water & Irrigation/German Technical Cooperation Water Sector Reform Program (MWI/GTZ WSRP)

**Review of Kenya's National Drug Policy** (World Bank/ MOH) 2005

This study, funded by the World Bank, was carried out in collaboration with Euro Health Group of Denmark. The assignment focused on updating the National Drug Policy of Kenya, which was last done in 1994. A detailed review and assessment of the national policy and the legal/regulatory framework for pharmaceuticals in Kenya in relation to the proposed reform strategies of the Government was done. Recommendations were made on how the pharmaceutical reform efforts of the GOK may be augmented, supported, and monitored, and how the national drug policy may be updated.

**Master Plan Development and Institutional Assessment of the Port of Mombasa** (Kenya Ports Authority) 2004-2005)

The study, which was carried out in collaboration with the Royal Haskoning of Netherlands, focused on the development of a Master Plan and Institutional Assessment for the Port of Mombasa, including its hinterland connections. Also, the development of an Export Processing Zone was reviewed. Activities executed included import and export demand



forecasting for domestic and transit traffic until the year 2025, assessment of a number of Port Development options in terms of port clustering and port layout, Business Planning, trade forecasting, facility planning, cost estimates; institutional aspects concerning the implementation of the Landlord principle and PPP options, and financial analyses.

Tariff Study for the Port of Mombasa (Kenya Ports Authority) 2004-2005

Royal Haskoning of Netherlands in association with the M. A. Consulting Group, were retained to review the port's tariff strategy for the provision of port services. The tariff study consisted of an international benchmark study and the development of a financially sustainable tariff model and a baseline analysis from which the options for an optimal long-term tariff structure were developed.

Consultancy to Develop Ministerial/ Departmental Strategic Plans (GOK/World Bank) 2004-2005

The Group was tasked by the Civil Service Reform Programme of the Office of the President with assistance from the World Bank to Develop Ministerial/ Departmental Strategic Plans for the Ministries of Agriculture; Livestock and Fisheries Development; Water and Irrigation; and, Environment and Natural Resources. This involved the development of strategic plans for the four ministries and in particular, made recommendations on the ministries' organisational structures and human resources complement, the Impact of HIV/AIDS on productivity, Human Resources Planning and Expenditure, Costs of implementing the outlined strategies with reference to the Medium Term Expenditure Framework (2003/04/05/06), and coverage of the Anti-corruption activities that the Ministries' intended to undertake to eliminate corruption.

Preparation of Business Plans for Units that are viable for Employee Participation (Tanzania Harbours Authority) 2002

THA Management contracted Deloitte & Touche and M.A. Consulting Group to identify suitable business units which were based on the findings of Rotterdam Maritime Group, recommend business plans and prepare bid documents for the viable units. The consultants put together a team that reviewed the consultant's privatisation report, carried out a legal due diligence of and interviewing two potential vehicles for employee/management participation in the privatisation process, executed a diagnostic review of selected business units and prepared business plans for three selected business units.

<p>Uganda Plan for the Modernization of Agriculture Public Expenditure Analysis; (Ministry of Agriculture, Animal Industry and Fisheries, Government of Uganda) 2001</p>	<p>The firm was commissioned to support the Ministry of Agriculture, Animal Industry and Fisheries in ensuring that all relevant public expenditures were consistent with the principles and objectives set out in the Plan for the Modernization of Agriculture (PMA) and contributed towards the efficient and effective achievement of PMA targets. Actual tasks encompassed a review of on-going programs and projects and their expenditures, supporting the development of MAAIF spending plans for priority functional areas, supporting the development of the Agriculture Sector Budget Framework Paper (SBFP) 2002/03, identifying institutional reforms and adjustments to implement spending plans for agriculture and assisting the government in developing a draft action plan for follow-on activities.</p>
<p>Development of Institutional and Legal Framework for Lake Victoria Basin (EAC/ SIDA) – 2000 – 2001</p>	<p>M.A. Consulting Group’s institutional development expert participated in a multi-national Consultancy Team comprising: Agrisystems (E.A.) and Natura Consult of Sweden to facilitate the development of the Institutional and legal framework for the sustainable development of Lake Victoria and its Basin.</p>
<p>Study of Commercialisation and Private Sector Participation Options for Water and Sanitation In Urban and Peri-Urban Areas in Kenya (Ministry of Environment and Natural Resources; Water Resources Urban Water Group: World Bank / UNDP; RWSG – ESA; GTZ – UWASAM and BADC) – 2000</p>	<p>M.A. Consulting Group’s institutional development expert associated with Development Impact Consultants in the study of commercialisation and private sector participation options for water and sanitation in urban and peri-urban areas in Kenya. This study was commissioned by the Ministry of Environment and Natural Resources – Water Resources Urban Water Group The outcome was the development of options in private sector involvement in the delivery of water and sanitation services.</p>
<p>Strategic Plan Framework (Kenya Wildlife Service) 2000</p>	<p>M.A was contracted to develop a strategic plan framework for the Kenya Wildlife Services, the national organisation mandated to conserve wildlife and biodiversity in Kenya; and develop organisational structures and approaches to human resource development.</p>
<p>Commercialisation of the Kenya Bureau of Standards (KEBS) 1999</p>	<p>The firm was awarded a contract to assist the Kenya Bureau of Standards transform itself into a market responsive provider of services on standards development, testing and</p>

<p>Commercialisation of the National Cereals &amp; Produce Board (NCPB) (GOK/World Bank) 1996-1998</p>	<p>quality assurance services on a profitable basis. This involved the development of a commercialisation strategy for KEBS and facilitating the preparation of a detailed Corporate Strategic Plan for the commercialised organisation.</p> <p>Agriconsult provided technical services to commercialise the NCPB in line with the government's policy to liberalise grain marketing. A detailed restructuring plan to cover management, staffing, operations and finance was developed and is being implemented. Agriconsult sub-contracted ACIL Australia Pty Ltd. to provide specialised grain business expertise, in this major two-year assignment, which was part of the conditionality between the Government of Kenya, the World Bank and the IMF.</p>
<p>Organisational Restructuring and Institutional Development (Kenya Railways Corporation) 1995-1997</p>	<p>The study involved the management of the reform process in this corporation with emphasis on: Strategic Planning, Organisational Restructuring, Job Evaluation, Commercialisation and Privatisation of Operations, Management of Change and Pre-retirement Training and counselling.</p>
<p>Restructuring Study on the Kenya Tea Development Authority (KTDA) and other Tea Sector Institutions (GOK/World Bank) 1995/96</p>	<p>This study involved the preparation of a comprehensive Tea Sector Policy statement; recommendations on an appropriate legislative and regulatory framework to create a conducive environment for all tea sector participants; and proposals on restructuring the KTDA, which included clarification of its ownership status and options for its privatisation.</p>
<p>Kenya Ports Authority Implementation Strategy (KPA) 1995/96</p>	<p>The assignment's objective was to assist the Kenya Ports Authority (KPA) to develop and implement a Corporate Strategy to improve the efficiency of operations at the port of Mombasa. The assignment involved an assessment of the economic and operational efficiency of port activity; human resource and training needs; organisation and management structure as well as the current information systems and future requirements.</p>
<p>Kenya Ports Authority Restructuring Study (GOK/World Bank) 1995</p>	<p>This study examined the legal, financial, economic and operational requirements for KPA to restructure its activities in line with the government's privatisation program. The Group worked as a subcontractor to the Hickling Corporation of Canada.</p>
<p>Study of Management Contracts in Kenya's Parastatals (World Bank) 1993</p>	<p>This was an input into the World Bank's comprehensive global study of public enterprise reform. It involved thorough case studies of some management contracts of Kenya's parastatals as an input to the Bank's privatisation program and policy work.</p>

Parastatals in Kenya - An Assessment of their Impact and an Action Plan for Reform (USAID) 1992

This major privatisation study was undertaken by the Group in conjunction with SRI-International, Washington, for the Kenya Association of Manufacturers (KAM). The study was used by KAM as a major analytical component in their policy dialogue with the government.

Accounting and Financial Study of Ugandan Parastatals (GOU) 1984-1986

The study, lasting for over one year, involved a review of accounting, financial management, and viability of Ugandan parastatals and included policy recommendations for improving performance in the sector. Ngure Mwaniki of the Group was the Team-Leader for Phase I of this study, which involved a team of 18 international and regional consultants for a period of one- and-a-half years, under sub-contract with Continental Development Associates, Inc.

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## 2.4 MICRO, SMALL AND MEDIUM ENTERPRISE DEVELOPMENT

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Micro-Private Enterprise Development (Micro-PED) - Financial Component (USAID) 1997-2000	The Group, in association with Development Alternatives Inc. (DAI), provided technical assistance to Kenya's micro-enterprise lending institutions to increase their sustainable delivery of financial services to micro-enterprises. The work comprised assessments of the lending operations of selected institutions, workshops and seminars for upgrading micro-enterprise financial institutions operations, strengthening a network of micro-finance institutions, compiling a database of technical assistance sources and providing advice and assistance to USAID in various aspects of project implementation.
Micro-Private Enterprise Development (Micro-PED) - Agribusiness Subsector Development (USAID) 1997-2000	The Group conducted extensive market and feasibility analysis of specific enterprise opportunities in four agribusiness sub-sectors (oilseeds, dairy, animal feeds, fruits and vegetables) in central Kenya, to identify those with the greatest potential for promoting new jobs and small business creation and growth in Kenya's informal sector. This analysis was a critical input into the US\$1.3 million project. A computerised monitoring system to track enterprise and job creation, and Micro-PED's indirect impact in central Kenya was also developed.
USAID Private Enterprise Strategy Development (USAID) 1995	The project involved a background analysis of Kenya's private sector, both formal and informal, and assessed the impact of the then policy changes on the performance of the sector. The analysis was used as an input into USAID's 1995-2000 strategy for private sector development.
Agribusiness Sub-sector Study (USAID) 1994-95	Using rapid appraisal techniques, the study identified key opportunities and constraints for micro-enterprise development in the agribusiness sub-sector. The study was used to design USAID's Micro-PED project which began implementation in 1997.
Evaluation of the Kenya Rural Enterprise Program (K-REP) (USAID) 1994	The Group provided a consultant under sub-contract to a US firm to carry out a comprehensive evaluation of K-REP, one of the leading NGO's supporting small businesses in Kenya. The consultant examined the socio-economic impact of K-REP's credit delivery to micro-enterprises throughout Kenya.
Design of Loan Guarantee System for Emerging Small Scale Enterprises (ODA) 1991	The Group provided a short-term consultant to support the ODA consultant in the design of a loan guarantee scheme, with a major international bank in Kenya (Barclays Bank Group) for emerging small-scale Kenyan enterprises.

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## 2.5 CORPORATE SERVICES/PRIVATE SECTOR DEVELOPMENT

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Consultancy Services to Provide Water Conservation and Demand Management Guidelines (Water Services Regulatory Board)-2009

The Group reviewed literature of various documents relevant to the assignment; reviewed the WC/WDM zero draft guidelines prepared by WARESB; updated this zero draft to form a draft WC/WDM draft guidelines and after incorporating WARESB comments, generated the final WC/WDM guidelines.

Kenya Ports Authority Business Plan (KPA, 2005)

The KPA contracted M. A. Consulting Group to prepare a comprehensive three-year Business Plan (2005/06-2007/08) that operationalises targets outlined in the Government's Economic Recovery Strategy, the Performance Contract (signed between the Authority and the Ministry of Transport) and the Master Plan of the Port of Mombasa. Services provided include undertaking a SWOT analysis; preparation of business objectives; reviewing port organisation and human resources management; financial/ resource mobilisation; making recommendations on the Port's policy, legal and regulatory framework; and developing a monitoring and evaluation plan.

Stakeholders Workshop for Water and Sewerage Management (Nairobi Water Services Board)-2005

The M.A. Consulting Group's Institutional Development Consultant, facilitated two stakeholder workshops in Kiambu and Kajiado Districts, and produced a workshop report detailing the outcome and resolutions of both workshops.

Institutionalization of Meru Water and Sewerage Services Company (MEWASS) - 2002

M.A. Consulting Group, through the leadership of its institutional development expert, was instrumental in institutionalizing Meru Water and Sewerage Services Company (MEWASS). This involved the transformation of Meru Water Supply System and Municipal Sanitation System into a new institution focusing on private sector management approach to service delivery. It led to the establishment of the Trust Corporation as the viable vehicle for service delivery.

Operational Audit of the Uganda Private Sector Competitiveness Project (World Bank, 1997)

The M.A. Group carried out a detailed assessment of this US \$12 million project, funded by the World Bank and being implemented by the Private Sector Foundation. The project had four components; a policy advisory component, a cost sharing grant-scheme, an equity-financing component and an

investment promotion and facilitation component. The objective of the assignment was to determine whether the objectives are being met and procedures respected and provide recommendations for change after the first year of operations.

Five Year Corporate Strategic Plan (Private) 1997

The Group was commissioned by a leading Kenyan publishing company to assist in the development of their five year Corporate Strategic Plan. The Group's team prepared a profile of Kenya's publishing industry, conducted a four-day Corporate Strategy Planning Workshop with the client's senior management team and assisted in preparing the final Corporate Strategic Plan document.

Beach Hotel Development (Private)

The Group acted as lead consultant and adviser to a sponsor undertaking an US\$ 8.0 million dollar private investment project in Kenya. The Group was responsible for overseeing, on behalf of the sponsor, a detailed feasibility study of the investment project, the identification of joint venture partners and negotiations for finance, the management and marketing contracts. The project was prepared in association with the African Project Development Facility (APDF), but its implementation was delayed due to the slump in Kenya's tourism sector.

Feasibility Study on the Nairobi Safari Walk (Kenya Wildlife Service) 1996

The Kenya Wildlife Service commissioned the Group to assess the viability of the Nairobi Safari Walk, a unique facility for conservation education and wildlife management. The assessment carried out included a review of the proposed animal collection and bio-diversity exhibits, verification of the project's capital and operating costs, analysis of the facility's ability to meet its educational and conservation objectives on a self-financing basis, recommendations on entry fees to the facility and a review of the personnel structure with recommendations on staffing numbers and levels.

Feasibility Study for the Purchase and Expansion of a Leading Quarry (Private) 1996

The objective of this study was to establish the viability of a project to purchase a leading producer of machine-dressed stones for the Nairobi area, and to expand its operations so as to double production. The study included a customer survey as well as the preparation of a detailed financing plan.

Feasibility Study for the Expansion of a Bottling Company, Kampala, Uganda (Private) 1996

The objective of this study was to establish the economic and financial viability of a leading producer of Carbonated Soft Drinks (CSD) in Uganda, as well as a rationale for the expansion of its capacity. This involved modernisation and upgrading of the existing plant, constructing an additional line capable of producing 25,000 bottles/hr, and opening an additional plant in the western Ugandan town of Mbarara at a total cost of US\$ 15.5 million.

Survey of Private Sector Growth in Tanzania (USAID/Tanzania) 1995-96	The study identified trends in the creation and establishment of registered private sector companies in Tanzania between 1992 and 1995. It provided an overview of the distribution by size and sector of a randomly selected sample of newly registered firms and obtained detailed information on firm level constraints and opportunities in Tanzania's private sector. Interviews with over 70 firms were conducted in 5 major cities and towns in Tanzania. The study was used to evaluate USAID/Tanzania's Finance and Enterprise Development (FED) Project and was an input into the USAID/Tanzania strategic planning exercise.
Feasibility Study on Dairy Processing Plants in Kakamega and Kiganjo (Private) 1995	This study assessed the viability of new dairy processing projects in Kakamega in western Kenya and at Kiganjo in central Kenya. A detailed field survey of the region was carried out to understand the demand and supply dynamics of the local dairy industry.
Kenya National Chamber of Commerce and Industry: African Regional Programme (Private) 1991	The <i>Private Sector Initiatives in Economic Growth (PSIEG)</i> programme involved bringing together representatives of the private and public sectors in five east and southern African countries to deliberate on pertinent, current economic issues such as structural adjustment, privatisation and regional integration. The Group was selected as project consultants/facilitators to this proposed long-term project.
Market Survey for the Bellerive Community Stove (Private) 1987	The Group conducted a detailed market survey to assess the demand for wood-fuel institution stoves. The assignment involved the study of the characteristics of the market for institutional catering equipment, examining the demand and supply of competing fuels and stove types.
Kenaf as a Substitute for Imported Jute (Private) 1985	A local firm interested in substituting jute with locally produced Kenaf fibre commissioned the Group to examine the economics of Kenaf production, processing and spinning. Recommendations on the agronomic, economic and financial viability of the project were made.



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## 2.6 RURAL DEVELOPMENT

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Wamba/ Samburu Baseline Survey / Feasibility Study (World Vision, Kenya) 1994	The Group was commissioned to assist in the development of World Vision Kenya's future direction in the two areas proposed for Area Development project work; define specific areas of intervention; and examine available baseline information to characterise the current status of the community. Recommendations were made on the feasibility of community-based income generating projects in the region.
Design of a Credit Scheme for the Farmers' Groups and Community Support Project (ODA) 1993	The Group provided a consultant to Kenya's Ministry of Planning and National Development to design the institutional and operational components of a credit scheme. The credit mechanism was used for two IFAD funded community support projects in western Kenya and in Nyeri.
Wamba Food Security Project (GTZ) 1989	This was a long-term implementation programme for the development of a semi-arid area in Kenya. The assignment involved rangeland ecology, agricultural, water and soil management. The Group seconded two long-term technical experts to the project.
Tharaka Rural Water Project (GOK/SIDA) 1989	For this project in a semi-arid area of Kenya, the Group worked under a subcontract from Norconsult. The team for the assignment comprised of a social anthropologist, rural sociologist, hydro geologist, economist, and health planner.
Turkana Livestock Review, Phase I and II (NORAD) 1989	Working as a subcontractor to Norconsult, the Group provided a livestock production (animal science) specialist and an animal disease control expert.
Resource Management for Rural Development Project (GOK) 1986	This project assisted the government of Kenya to promote resource mobilisation for implementing the District Focus Strategy for Rural Development; planning for regional balance and rural-urban linkages; improving administration of district planning and project implementation, and rationalising finance and budget management systems. The Group worked under a subcontract with the Harvard Institute for International Development (HIID).

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## 2.7 INSTITUTIONAL DEVELOPMENT, MONITORING AND EVALUATION

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<b>Evaluation of CDF Projects in Eastern Province (Constituency Development Fund Board)- 2011</b>	This assignment required the firm to conduct a socio-economic evaluation, value for money audit and impact assessment of CDF funded projects and outline the major achievements and challenges faced. The evaluation was conducted in the following criteria namely: relevance, efficiency, effectiveness, economy, impact, sustainability, and accountability of funds based on CDF objectives.
<b>Identification and Feasibility Study for a Strategic integrated Support Programme under the 10th EDF (IGAD/ COMESA) 2008</b>	This assignment required consultants to evaluate the relevance, effectiveness, feasibility, sustainability and impact of the proposed support programmes under the 10 <sup>th</sup> EDF (European Development Fund) in the IGAD Member States (Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda)
<b>Study on the Establishment of an East African Community Common Market (EAC) 2006/2007</b>	<p>A key output of this study funded by the East African Community (EAC) was a Program of Action that will guide the negotiations towards the achievement of a Common Market. The study also produced a model East African Community (EAC) Common Market Protocol. The following activities were carried out:</p> <ul style="list-style-type: none"><li>(i) A review of the status of the implementation of the Customs Union Protocol. This included trade facilitation, the question of overlapping membership and relationships with other multilateral institutions.</li><li>(ii) A review of the aspects of the EAC Customs Union with a bearing on the Common Market Protocol. This was carried out to document progress, inform appropriate positions for negotiating the Common Market and recommend a way forward. The Group spelt out the scope and coverage of the Common Market Protocol, and,</li><li>(iii) An examination of the effectiveness of institutions of the Customs Union in order to strengthen them in readiness for the envisaged Common Market. The institutional analysis identified institutions that required to be set up/reorganized.</li></ul>
<b>Development of Legal and Institutional Structures for NEPAD (NEPAD Kenya Secretariat) - 2004</b>	M.A. Consulting Group, through its institutional development expert, assisted the NEPAD Kenya Secretariat to develop a strategic institutional and programmatic framework. The outputs of the assignment were: the development of legal and institutional structures and positioning of NEPAD Kenya

within the national policy and institutional landscape, and; development of the core functions and rules governing the National Steering Committee and the Secretariat.

**Study of the Legal, Institutional and Operational Management of Ten Towns in Kenya**  
(Ministry of Environment and Natural Resources Water Development Department / JICA )  
2000 – 2001

M.A. Consulting Group, through its institutional development expert, participated in a consulting consortium that undertook the study of legal and institutional strengthening of 10 local towns. The project involved a with a view to recommending options in the effective management of water supply systems (and sewerage systems where applicable) in these areas: rehabilitation of the supply infrastructure; rationalization of operations and maintenance systems and practices; and the overall institutional development options were important aspects of this study.

**DFID Evaluation of Revenue Projects (DFID) 1999/2000**

This project sought to: assess the appropriateness of DFID-supported revenue projects in meeting set objectives since 1990; assess the likely impact of this support on the achievement of wider economic and social goals in the partner countries; and, identify lessons on good practice, design, implementation and monitoring & evaluation of revenue projects. The study lasted 15 months and saw visits to the case study countries and the preparation of case study reports on 4 projects in Zambia, Ghana, Uganda and Pakistan. The Principal Contractor was EME Ltd., in association with Consulting Africa, Birmingham University and M. A. Consulting Group, who provided two economists and an Institutional & Monitoring Expert.

**Kenya Women Finance Trust: Mid-Term Review (DFID) 1998**

Kenya Women Finance Trust (KWFT) provides financial and related services needed to facilitate women’s participation in Kenya’s mainstream economy. Mwaniki Associates was hired by DfID to undertake an Output-to-Purpose Review with the objective of assessing the effectiveness of KWFT in relation to the project’s principal goals, purpose and outputs; evaluating the programme’s impact to-date; documenting lessons about micro-lending in Kenya an making recommendations for the remaining period of the project.

**ApproTEC Ram Oilpress Promotion Project Mid-Term Review (Royal Netherlands Embassy) 1996**

This review, carried out in collaboration with Panafcon, assessed the relevance, impact and efficiency of the Ram Oilpress Promotion Project and recommended changes to enhance its (gender-differentiated) impact. The project was funded by the Royal Netherlands Embassy and implemented by ApproTEC, a Kenyan organisation which creates employment by researching, developing and promoting technologies designed especially for the micro and small enterprise (MSE) sector.

<b>Kenya Water Institute (KEWI) Marketing Consultancy (GTZ) 1996</b>	<p>The Group evaluated the marketability of KEWI's existing courses, assessed the training needs and service demands of the entire water and sanitation sector and developed a marketing strategy and institutional framework for the institution to operate commercially. This assignment was part of an ongoing project to strengthen KEWI to meet the training needs in Kenya's water sector.</p>
<b>Mid-Term Evaluation of the Rehabilitation Advisory Services (RAS) Project (European Union) 1995</b>	<p>This study assessed the economic impact of both RAS and PREFUND (set up to provide rehabilitation services in the form of finance, management and technical expertise to the private and public sector in Kenya under funding from DEG (the German Development Bank), the European Union and the Development Finance Institutions) in the context of the economic environment in Kenya. Detailed interviews were carried out with key financial institutions, private companies and relevant government and donor officials on the role and impact of the project on Kenya's private sector. The Group provided the Team Leader for the study and DEG provided a financial analyst. The report led to far reaching changes in stakeholder participation in this area.</p>
<b>Mid-Term and Final Evaluations of the Christian Health Association of Kenya (CHAK) Histopathology Project (CHAK) 1995</b>	<p>The project provided histopathology services to poor patients through CHAK hospitals, and built capacity for these services to be provided locally. The Group's consultant conducted an extensive survey of CHAK hospitals throughout the country and provided recommendations on ways to improve the project.</p>
<b>Evaluation of the National Agricultural Research Project (NARP) Phase II (USAID) 1994</b>	<p>NARP II was designed to develop a well-managed national agricultural research system to provide Kenya's agricultural sector with appropriate technologies to increase productivity on a sustainable basis. The mid-term evaluation, to which the Group provided the business management and organisational specialist, assessed progress towards the achievement of this purpose. It evaluated the impact of selected inputs, outputs, purpose and goal level indicators of NARP II on the development of those technologies which provide increased returns on investment.</p>
<b>Pilot Project to Strengthen the Capacity of Consultants in East Africa (African Capacity Building Foundation, Zimbabwe) 1993-94</b>	<p>The purpose of the assignment was to develop strategies and identify programs which would be suitable for strengthening the capacity of both local consultants and their associations so that they could become more competitive in the local business environment. As part of the survey, which covered Kenya, Ethiopia, Uganda and Tanzania, a survey was conducted of the consulting industry in Tanzania and a symposium organised for consultants in the country.</p>

**Design of a Monitoring and Evaluation System**  
(Private) 1993/94

The Group was selected to design a monitoring and evaluation system for an export development project, a small business development project and a total quality management project.

**Agricultural Sector Adjustment Operation II**  
(GOK/World Bank) 1992

This 12-month Technical Assistance project, awarded to Agriconsult, improved the capacity for monitoring, evaluation and planning in the Project Development Monitoring and Evaluation Division (PDMED) of the Ministry of Agriculture. This project designed a computerised monitoring and evaluation system and discussed PDMED's role in performing project impact evaluations, with particular emphasis on evaluating national extension activities.

**Carrying Capacity Study**  
(UNESCO) 1982

A consultant from the Group participated in a study on the 'Carrying Capacity' of Kenya, sponsored by UNESCO, FAO and the International Institute of Applied Systems Analysis (Enhancement of Carrying Capacity Model) relating food and energy requirements to various population growth scenarios. The study contract had been awarded to Mwenge International Associates Ltd.

**Human Settlement Programmes**  
(UN Habitat) 1982

The assignment developed a methodology and information collection scheme to monitor, on a global scale, progress in the implementation of the Vancouver recommendations on Human Settlement Programmes. A second assignment carried out for HABITAT analysed the impact of financial and other assistance provided by HABITAT to developing countries.

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## 2.8 ENVIRONMENTAL IMPACT ASSESSMENT

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Impact Assessment of the PSNP Public Works Program (World Bank/Government of Ethiopia) 2008

In this assignment, the Group was required to undertake the impact assessment of the Public Works projects under the Productivity Safety net Program (PSNP) in Ethiopia. Recommendations are to be made as to how the PW projects could be improved for enhanced effectiveness, to maximise positive and minimize negative impacts. The consultants will also produce an Environmental and Social Management Plan.

**Feasibility Studies for the Tana Delta Integrated Sugar Project** (Mumias Sugar Company, Tana & Athi Rivers Development Authority) 2007

Mumias Sugar company (MSC) Ltd. and Tana and Athi River Development Authority (TARDA) in a planned joint venture, are proposing to put up the “Tana Integrated Sugar Project (TISP)” in Garsen Division/Tana River District and partly in Lamu District. This called for a feasibility study that had various components including: economic pricing and market analysis, environmental impact assessment, livestock and wildlife, and social economics and community participation. All these components were carried out by the M. A. Consulting Group. The baseline studies were carried out by a multi disciplinary team involving: socio-economics, ecology, population, livestock, environmental, fisheries, agricultural, agronomy, and economics experts. The Environmental Impact Assessment considered all possible adverse impacts to the delta including effects on the overall ecosystem and irrigation.

**Environmental Impact Assessment for the Kenya Power & Lighting Company Ltd (GOK) 1993-94**

The Group conducted an environmental impact assessment for the Nairobi and the Coast Areas system reinforcement projects. The projects involved the reinforcement of existing substations, the establishment of substations, the construction of additional overhead lines and the laying of underground cables.

### 3.0 OUR CLIENTS

The Group has worked on projects commissioned by the following organisations:

1. African Capacity Building Foundation (ACBF)
2. African Development Bank (AfDB)
3. Agribusiness Association of Kenya
4. Association for Strengthening Agricultural Research in Eastern and central Africa (ASARECA)
5. Canadian High Commission, Kenya
6. Christian Health Association of Kenya (CHAK)
7. (COMESA)
8. Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
9. Department for International Development (DfID)
10. East African Breweries Limited
11. East African Community (EAC)
12. European Union
13. Federation of Kenya Employers (FKE)
14. Government of Ethiopia
15. Government of Kenya
16. Government of Uganda
17. Government of Rwanda
18. Intergovernmental Authority on Development (IGAD)
19. International Bank for Reconstruction and Development (World Bank)
20. Japan International Cooperation Agency (JICA)
21. Kenya Association of Manufacturers (KAM)
22. Kenya Bureau of Standards (KEBS)
23. Kenya Investment Authority
24. Kenya National Chamber of Commerce and Industry (KNCCI)
25. Kenya Ports Authority (KPA)
26. Kenya Railways Corporation
27. Kenya Wildlife Service (KWS)
28. New Partnership for Africa's Development (NEPAD)
29. Nile Basin Initiative (NBI)
30. Norwegian Agency for Development (NORAD)
31. Royal Netherlands Embassy, Kenya
32. Swedish International Development Agency (SIDA)
33. United Republic of Tanzania
34. United Nations Centre for Transnational Corporations (UNCTC)
35. United Nations Development Programme (UNDP)
36. United Nations Economic Commission for Africa (UNECA)
37. United Nations Educational, Scientific and Cultural Organisation (UNESCO)
38. United Nations Habitat
39. United States Agency for International Development (USAID)
40. World Vision, Kenya
41. World Bank