

COMPANY PROFILE



Company Background

FRIENDS Consult Limited was incorporated in 1997 as a limited liability company to provide financial, business and general consultancy services. Since incorporation, the company has served scores of corporate and individual clients in diverse sectors, ranging from private-sector companies, local and international Non -Government Organizations (NGO), Aid agencies and Government project

Our Vision:

Sustainable Private Sector Led Economies

Our Mission:

Helping our clients to excel through high quality, innovative solutions in business and related socio-economic sectors

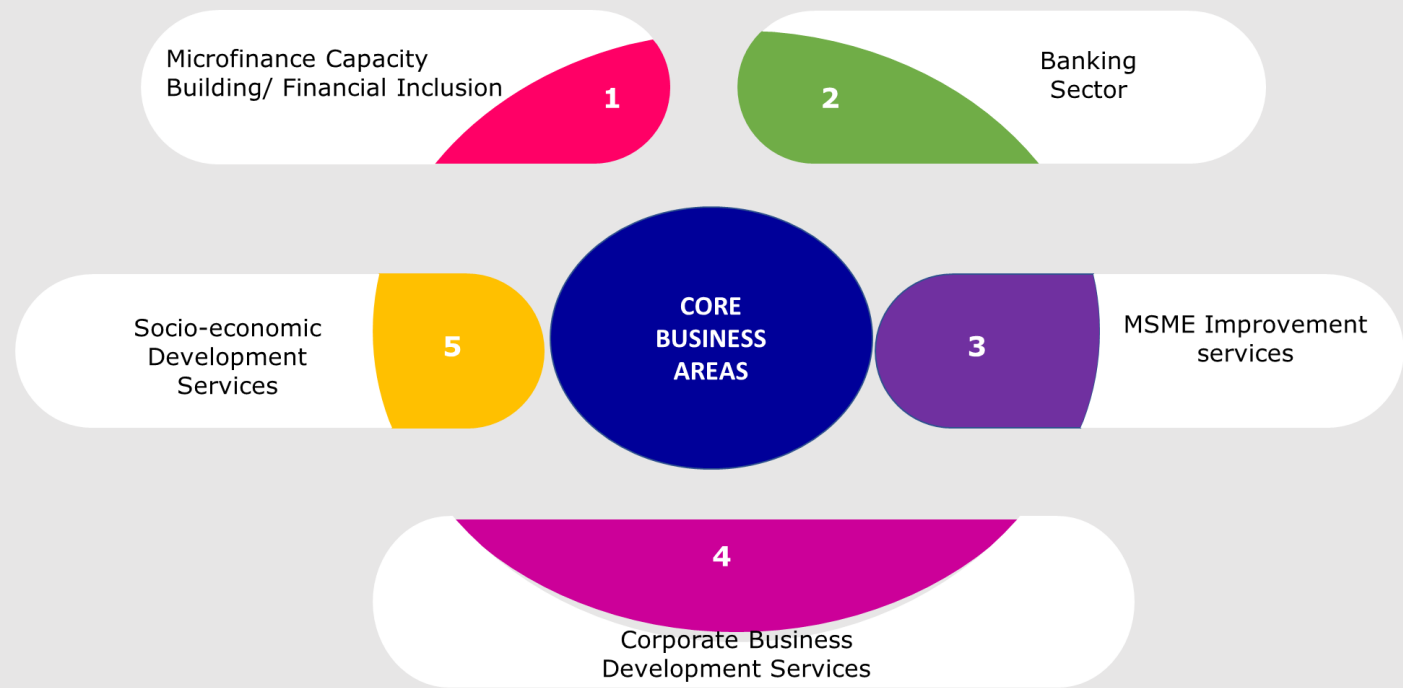
Our Core Values:

- Integrity & Transparency
- Honor & respect of all persons
- Customer delight

All work accomplished by FCL has often received responses like "excellent" from our clients mainly due to our approach in delivering solutions while ensuring high levels of professionalism and quality assurance



OUR CORE BUSINESS AREAS



Microfinance Capacity Building:

Strategic and Business plans for MFIs and network organizations, institutional diagnostics, product review and development, market research, Agricultural Finance, training, branch feasibility and profitability studies, human resource skill audits, development of systems manuals and MFI transformation

Banking Sector:

Organizational assessments, bankable feasibility studies, strategic and business plan formulation, evaluation of SME projects, development of systems manuals and Business valuations; training, product development, capacity needs assessment

Socio-economic Development:

Programme/project evaluation; Needs Assessments; Baseline Surveys; monitoring and evaluation and operational audits; Programme Review & Design; Organizational Assessments / Diagnostics Sector profiling, sector assessments, policy analysis, economic assessments, macro-economic strategy development.



Corporate Business Development Services:

Preparing feasibility studies / bankable business plans, conducting market research, preparing strategic / business plans, designing or strengthening accounting & internal control systems, developing and conducting training programs in strategic, managerial, operational and other areas, carrying out organizational diagnostics and recommending growth, recovery strategies, conducting operational systems analysis and design, conducting financial analyses and cash flow projections, human resource / skill audits, conducting governance needs assessments, developing market strategies, penetration plans and offering technical assistance for implementation.

Micro Small and Medium Enterprises Development & Improvement Services:

Training in Entrepreneurship and other Skills, Project and Program Evaluations, Market Research for MSME identifying their problems, all Consultancies / Technical Assistance mentioned under Corporate Business



Our Approach to Assignments



INTERNATIONAL EXPERIENCE



MICROFINANCE/ FINANCIAL INCLUSION



What is Microfinance Capacity Building?

These are efforts, projects/ programs, schemes and activities that are aimed at building both the institutional and human resource capacity of the microfinance institutions so that they can more ably and satisfactorily serve their growing customer-base while becoming operationally and financially more sustainable. Under microfinance capacity building, FRIENDS Consult focuses on all areas of pro-poor finance including agriculture finance; renewable energy, micro leasing, housing finance.

Why choose FRIENDS Consult Ltd for your Microfinance Capacity Building needs?



We have a long, excellent track record in providing microfinance capacity building



Use tailored, participatory approach at every stage of any assignment to ensure that the solutions are tailored to the cli-



We balance the needs of clients in terms of operational, governance, market competitiveness and other aspects with the aim of helping them to grow while mitigating risks



We have been retained by all the MFIs and support organizations we have worked for to undertake more assignments. Our services are appreciated and thus our relationship with them is highly valued

How do we deliver Microfinance Capacity Building?

FCL is an integral part of Uganda's microfinance industry and fully participates in all key industry events. This way, we detect needs of clients. At the same time, industry colleagues call on us to render our expertise where they need it. FCL has always taken on a participatory approach in working with clients to first identify the real areas of need that should be addressed before providing the solutions to enhance the client / institution's performance. Our solutions are based on microfinance best practices taking into consideration the institutional capabilities and the market situation.

Microfinance Capacity Building is one of FRIENDS Consult's core services that encompasses the following areas;

1. Strategic Planning
2. Product Development
3. Agricultural Finance
4. Project design & Management
5. Monitoring & Evaluation
6. Digital Finance
7. Clean Energy
8. Housing Microfinance
9. Microfinance Capacity Building
10. Technical Assistance

1. Strategic/Business Planning Assignments



EUROPEAN UNION

Development of a National Strategy for Microfinance Capacity Building (2010 – 2014) for the Government of Sierra Leone intended to improve Microfinance operations in the country. FCL worked with Carbro Grontmij of Denmark Denamrk



Development of a five-year strategic plan for Uganda Cooperative Savings and Credit Union (UCSCU). The strategic plan helped UCSCU to refocus its business as an apex body of SACCOs enabling it to address the fundamentals. UCSCU was able to consolidate its own operations, develop more relevant products and services thereby effectively serving SACCOs.



Development of a Five Year Strategic Plan (2018 – 2022) and 10 manuals for Kyamuhunga Peoples Savings Credit and Cooperative Society The strategic plan articulated key strategies that enabled KYAPS to address critical gaps which ensured it complies with regulatory requirements under the Tier 4 Microfinance Institutions and Money Lenders ACT 2016. In addition, FCL developed 10 manuals which enabled KYAPS to strengthen its internal controls thereby improving its risk management and fostering growth.



Developed a 4-year strategic plan (2019-2022). Owing to its exponential growth over the years, Ntende Finance Leadership deemed it critical to commence its transformation journey into a regulated Financial Institution. To this end, the 4-year strategic plan articulated the road map to achieve this goal.



Development of a Strategic and Business Plan. The objective of the assignment was to have a clear growth strategy which would guide the market focus, operators all the other aspects of the institution.



MUSHANGA SACCO

Developed a 5-strategic plan (2015 – 2019) for Mushanga SACCO. The strategic plan articulated strategies that ensured the SACCO continued on its grow trajectory while strengthening its systems to effectively manage its increase risk exposure and ensuring compliance with regulatory requirements.



Five-Year Business Plan and Strengthening Senior Management and Board of Directors Oversight and Monitoring Capacities for HOFOKAM

The assignment enabled HOFOKAM to consolidate its transformation from a community microfinance program into a professionally managed MFI.



Development of a five-year strategic plan for Muhame Financial Services Co-operative Ltd.

The plan included strategies that ensured the SACCO's continued growth and survival, as well as set long term and short term objectives as well as ensuring the appropriate agricultural finance.



Development of a five-year strategic plan for the Federation of Rwenzori Microfinance Associations (FORMA).

The strategic plan provided a roadmap for FORMA; a newly formed apex body to provide relevant services to its member institutions that supported smallholder farmers.



Development of a 3-year strategic plan (2010 – 2012) for Five Talents Uganda (FTU) Limited. FTU had plans of extending operations to all dioceses of Church of Uganda. The strategic plan guided the institution's activities and laid out a systematic growth and operations path for the institution for the next three years.



Development of a Strategic Business Plan (2008-2012) for Agar SACCOS.

The strategic plan helped Agar SACCOS to implement an effective strategy for improved performance and enhancing financial inclusion in Northern Uganda.



Development of a five-year strategic plan for The Born-Again National Credit Services (BANCS) Microfinance Uganda. The 5-year strategic business plan guided to refocus approaches, rethink market frontiers, establish effective recovery mechanisms and turnaround the business to viability



Institutional assessment and strategic plan for Share An Opportunity Microfinance (SAOM). The all-embracing strategic plan helped SAOM to better nurture, mature and wean off SACCOs from its patronage and the SACCOs grew better/ faster on their own



Institutional diagnostic and development of a five-year strategic plan.

The comprehensive but concise strategic plan helped Med-Net in consolidation, improvement, growth, systems and procedures streamlining and other business strengthening activities.



Institutional diagnostic study and preparation of a comprehensive strategic business plan.

The Community Banking Program (FTCU/CBP) was the microfinance banking arm of FTCU. Following this assignment, the program fully de-linked from FTCU and incorporated as PEARL Microfinance.



Development of a Sustainability Strategy for the Association of Micro-finance Institutions in Uganda (AMFIU).

The strategy helped AMFIU to ensure sustained operations amidst donor fatigue, through provision of demanded services that members/ client pay for.

2. Product Development Assignments



Development of 2 new products and refinement of 4 existing products. Nyaravur Farmers' SACCO improved its overall business performance and loan portfolio quality by introducing new products as well as refining some existing products to address its members' needs.



Development of Agricultural Loan products, loan appraisal tools & agriculture lending guidelines for Butuuro SACCO & Destiny Microfinance Ltd. The two MFIs were supported to deliver appropriate agricultural finance products to its members who consisted of mainly smallholder farmers. This support enhanced the performance of the two institutions.



Development of Group Lending Manuals, Developing Agricultural Products and Training of Trainers. The assignment enhanced ENCOT's ability to effectively serve its clientele who derived their livelihoods from the various agricultural value chains. The support entailed developing a training curriculum, training staff; and developing/ refining its agricultural loan products.



Market Research and Development of an Agricultural Loan Product and Training for PML staff. The project's objective was to design a market led agricultural loan product that addressed the needs and demands of low-income Ugandans who depend mostly on agriculture for their livelihood.



FCL conducted a market survey to determine the demand for solar energy and develop the photovoltaic (PV) end-user finance product which informed the design of a market-response end-user loan product for solar equipment for Finca by FCL. For six years following the assignment, Finca was the largest solar micro-lender in the country.



Refining strategy and development of products and capacity building for UCCFS and its 50 Member SACCOs. FCL supported UCCFS to review and implement its five-year strategy, refine UCCFS credit operations and develop products for its 50 member SACCOs and train them for better performance

**Refinement of UGAFODE's Credit Processes, Procedures and Systems.**

The objective of the assignment was to review and improve the lending methodology and the credit risk management at UGAFODE, so as to improve portfolio quality together with productivity; and enhance the capacities of the lending staff and managers through training and mentoring activities.

**Market Research and Development of the Village Banking Financial Model.**

The assignment was intended to help Pride Microfinance in partnership with Swiss contact to complement PML's current Group Guarantee Loan Scheme with a village banking model (VBBM) that would enhance financial access and inclusion in the rural areas.

**Institutional diagnostics and prototype product development of Housing Microfinance.**

The assignment objective as to assess the demand for housing microfinance in Kenya, Uganda and Tanzania, and to assess the readiness and capacity building needs of 7 institutions in the three countries with regard to provision of housing microfinance.

**Development of an Innovative Outreach Mechanism for PRIDE Microfinance Ltd (MDI) to expand financial services to rural areas in Northern Uganda.**

The objective was to enable Pride to serve more rural people and increase business volumes by targeting low income people using low-cost outreach mechanisms which leverage technology; increase profitability for Pride and contribute towards improvement of low income people's livelihoods.

**Refinement of the Housing Microfinance Loan Product for HOFOKAM Ltd.**

HOFOKAM introduced a housing loan product in July 2012, which by March 2013 was not performing as expected and customer complaints were rising. The assignment was therefore aimed at improving the product to suit the customer needs and its improve performance.

**Market Research and Agricultural Product Refining/Development.**

A significant proportion of UGAFODE's clientele and to this end, it wanted to better understand the market including the nature of economic/agricultural activities they were engaged in, their financing needs, the factors that directly or indirectly influenced their borrowing decisions and their experience with the current agricultural loan product. On completion of the assignment, UGAFODE was better positioned to meet their clients' financing needs.



Market research and development of a photovoltaic (PV) end-user finance product. The product was developed complete with a product manual, promotion brochure information and internal training manual. Continues to be profitably delivered by the bank.



AMFIU

Research, training and development of prototype agricultural loan products for microfinance institution and SACCOs. The study aimed at stimulating development of new financial products that would improve access to and usage of financial services especially in rural areas. The research helped to catalogue the various agricultural products offered by MFIs and their features.



USAID
FROM THE AMERICAN PEOPLE

Product review and refinement of Kitagata Savings and Credit Cooperatives Society (Kitagata SACCO). The product refinement was intended to address challenges that were being faced by the institution in the most practical ways. Unattractive product attributes were identified with the active participation of the staff of the Kitagata SACCO and its members. Recommendations were then made that resulted in changes in the financial product features, leading to enhanced



Market Research and Development of Uganda's first ever Micro Leasing Product. The assignment helped Uganda Microfinance Limited (now Equity Bank Uganda) to provide micro leases of Agric equipment to their low-income earners. The product did much better than anticipated in both uptake and profitability until Equity bank took over..



Development of a photovoltaic (PV) end-user finance product. The product development assignment included among other aspects, a market study and strategy for promoting the product to the public.

**Commercial
Microfinance
Ltd**

Evaluation of loan product offerings of Commercial Microfinance Ltd (CMF). The aim of the assignment was to assess the viability, profitability, economic significance and compatibility of each product with others. The result was a rationalization which scrapped products, merged other and reduced the number of products by half, helping to increase efficiency and reduce costs.

3. Agriculture/Agribusiness services



Capacity Building of Three Tea Savings and Credit Cooperatives (Mulindi, Shagasha and Coopec Tea SACCCO) in Rwanda.

The three SACCOs were supported to improve their professionalism and institutional capacities for improved service delivery.



Diagnosis of the current legal and regulatory land scape of Agricultural Finance in Uganda. FCL was contracted alongside NML of the USA to undertake the diagnostic mapping that was used among others as the evidence base which formed the ongoing National Agricultural Finance policy development process in Uganda. The report is being used by stakeholder for lobbying for change of laws and regulations.



Technical Assistance to Unguka Bank and Umutanguha Finance Company to establish and operationalize agriculture finance units. In pursuit of its objectives, AFR hired FCL to support both Unguka Bank (UB) and Umutanguha Finance Company (UFC) to streamline and strengthen the delivery of financial services to their clientele engaging in agricultural activities by establishing well-functioning Agricultural Credit Units to manage the institutions' agricultural credit portfolio.



Analysis and assessment of the Agricultural Finance situation and financial institutions capacity to provide agricultural loans in Uganda.

The assignment was aimed at helping JICA to further boost the agricultural sector by providing funding for onward lending to those in need of agricultural financing.



AMFIU

Market Research, Training, Technical Assistance and Development of Agricultural loan products for microfinance institution and SACCOs offering Agricultural loan products. The study was aimed at stimulating development of new financial products that would improve access to and usage of financial services especially in rural areas. The research highlighted the demand for the financial products offered by MFIs and their features and established the product development process employed by institutions with special emphasis on agricultural loans.



Baseline Assessment for Farmer Based Organizations

The baseline survey helped ADC and key stakeholders to understand the current status of FBO's in ADC's area of coverage in Uganda and also benchmarked interventions against which progress and changes in identified key indicators would be measured until the end of project.



Context analysis and capacity building needs assessment for agricultural cooperatives in Rwanda. FCL conducted a capacity needs assessment that highlighted the critical gaps and challenges faced by agricultural cooperatives to inform business development services. The recommendation focused on ensuring business development services result in improved performance of the cooperatives.



Impact evaluation of the Cooperative Support Program (CSP) implemented by SPARK-Rwanda. FCL conducted an impact assessment of the CSP that targeted agricultural cooperatives and SMEs operating in Beans, Irish Potato, Maize and Horticulture Value chains with an aim to accelerate agri-business development thus promoting rural economic growth and creating jobs in the agricultural sector.



Developing Policy Briefs on Strategic Interventions Towards Enhancing Competitiveness in the Livestock Sub-Sector. The assignment established the specific facts that explain the acaricide resistance in Uganda and proposed alternative practical solutions. The results included alternative policy directions and bold interventions for better management of livestock diseases in Uganda with specific reference to East Cost Fever (ECF).



Baseline study to assess strategic areas in which CARE Uganda could partner with agricultural produce dealers, processors, bulk buyers and input suppliers to improve market access and business opportunities for small scale farmers in Uganda's rural areas. The study conducted improved CARE's ability to reach out and respond to the needs of the agri-businesses by identifying strategic areas in which CARE Uganda could partner with the agricultural value chain actors to improve market access to and business opportunities for smallholder farmers in Uganda's rural areas.



Nation-wide feasibility study for Introduction of micro leasing products in Uganda. The feasibility study carried out by FCL focused on analyzing the needs of smallholder farmers and the available asset financing options in the market. The study made recommendations to ensure the successful development of tailored micro leasing products and services.



Country wide evaluation of the milk value chain. The study identified key market constraints that limited access to markets for the dairy producers in Uganda and made key recommendations for intervention to **Land O'Lakes Inc.** The market study identified opportunities, distribution challenges and consumption in Uganda that adversely affected rural milk producers and made practical recommendations on how to address them.



Training materials Development (TMD) for agribusiness services providers for Rwanda. The assignment was intended to improve the capacity of Agribusiness service providers with the aim of creating and enhancing their capacity to provide support to agricultural cooperatives.



Market research and assessment of the feasibility of Agro- Processing of Five Selected Enterprises (Maize, Rice, Soybean, Millet & Sorghum). FCL conducted a market assessment aimed at generating information for use by Victoria Seeds Limited to enable it to move up the agri-business value chain by exploiting upstream opportunities through forward integration and concentric diversification leading to Agro-processing.



Mapping and analysis of financial service providers (FSP) in northern and eastern Uganda.

aBi trust identified Northern and Eastern Uganda as regions which were largely financially excluded and thus SMEs especially value chain actors (coffee, oilseeds, pulses, cereals, horticulture and Dairy) and private sector agribusiness players could not access affordable and adequate financial services to boost production to their full potential. FCL therefore conducted a mapping exercise that identified key Financial Institutions that could be supported by aBi thus improving accessing to appropriate financial services for the agricultural value chain actors.

4. Project Design & Management



Design of a seven-year financial inclusion project for Government of Uganda “Project for Financial Inclusion in Rural Areas” (PROFIRA) – with funding from International Fund for Agricultural Development (IFAD). PROFIRA’s development objective is “to sustainably increase the access to and use of financial services by the rural population” with an overall goal of increasing incomes, improving food security and reducing vulnerability in rural areas.



Research and Development of the Matching Grant Facility for Capacity Building (MCAP). This was a turn-key design of a basket of funds for microfinance capacity building in Uganda. MCAP rationalized MF capacity building funding by ,making it more effective, efficient and responsive to MFI needs



Interim Management of the Matching Grant Facility for Capacity Building (MCAP) Having completed the design of the Matching Grant Facility for MCAP, FRIENDS Consult was contracted by the Government of Uganda to undertake interim management of the Grant facility for 18 months because procuring the long term fund manager was to take long and yet implementation needed to start immediately after design and there was need for generation of lessons learnt for the long term fund manager.



Management of the Rural Business Culture Component (RBC) Project

RBC was the MOP component aimed at enhancing business aptitude of Rural Uganda through appropriate, grassroots level training and technical assistance. FCL managed it for 18 months, exceeding all targets.

5. Monitoring & Evaluation



Baseline Study and Regular Impact Monitoring for the Umurenge SACCOs (U SACCOs) Automation Project. AFR sought to improve the operational efficiency of the U SACCOs and financial service delivery through automation of operations. The key indicators tracked included: improvement in reporting; increase in active SACCO accounts; decrease in fraud cases; increase in savings for SACCOs resulting from the efficiency improvements; and improvements in client perceptions of SACCOs.



Baseline study for Financial Inclusion project in Rural Areas (PROFIRA). The assignment established benchmarks for pre-existing socio-economic characteristics of households, borrowing and saving, financial literacy and related aspects to enable future measurement of project intervention impact.



Endline Evaluation of the Opportunity International Girls' Education Challenge Project. The assignment aimed at establishing the success of the project in reaching marginalized girls, enabling to be in school, influencing their learning; and documenting lessons learned in terms of what has worked, why and with what effect.



Mid-term evaluation of the Girl Education Challenge fund. The objective of the assignment was to assess key performance indicators of the project including outcomes and documenting lessons learned from the project



Baseline survey for the Girls' Education Challenge Project.

The baseline survey we conducted provided a clear picture of the current issues affecting girls' education in OBUL's operational areas and provided data that formed basis from which the GEC evaluation questions were answered.



Action Research for Village Savings and Loans Associations (VSLAs) and Bank Linkages Initiative Pilot for CARE's Banking on Change (BOC) Project. Financial exclusion was a key constraint to the overall improvement of the livelihoods of communities and CARE in partnership with Barclays Bank Uganda (BBU) sought to address through linkage banking. The research examined the linkage process, benefits and drawbacks of the bank linkages targeting voluntary VSLA members and informed the strategic direction of bank linkage implementation by CARE International and its partners.



Linking of Credit Unions (Financial Coops) to Community Finance Groups in Uganda. The primary objective of the research was to identify the conditions for mutually beneficial linkage relationships between credit unions and community finance groups. The results of the research informed the development of guidelines that groups and financial cooperatives would use to evaluate linking as a general strategy and whether a particular linking relationship was beneficial in helping them meet the financial needs of the people.



Lessons-Learned Review Study of the Promoting Village Savings and Loans Associations Model to Augment Cash Transfers (CAST) Project. The study findings enabled CARE International, DFID Uganda, SAGE and other stakeholders to openly review and discuss lessons learnt over the project implementation period; with the objective of determining the carry-overs and potential replication as well as inform future programming.



Evaluation and project completion report for the 'Scaling Up Savings To Augment Income Nationally' (SUSTAIN II) Project. The assessment identified the extent to which the project had achieved its overall objectives and the impact of the project on the target beneficiaries by establishing how their lives had improved as a result of participating in the VSLA methodology and banking.



Assessment of the activities of the Austrian Development Cooperation (ADC) in the area of microfinance in Uganda. The assignment evaluated all ADC interventions in Uganda's microfinance industry, assessment of the past interventions (2001 to 2009) and, in context informed ADC's forward MF programming



Monitoring of the Seed Capital use, results and impact invested in ENCOT by Humanist Institute for Co-operation with Developing Countries (Hivos). FCL developed results parameters and used them to assess ongoing results and impact on Encot and its clients, in the process helping Encot to grow the volume and quality of its loan portfolio.



Internal midterm impact evaluation of the Rural Financial Services Programme (RFSP). Hired by IFAD the funder, FRIENDS Consult conducted the internal Mid-Term impact evaluation to gauge the progress made against the project intended outputs, key challenges and to recommend a concentration of focus for the rest of the project



Annual impact review of the financial services inclusion programme in Uganda. The objective of the review was to assess relevance and effectiveness of how the project addressed people's challenges as set out in the objectives as per the programme's log frame, to check whether programme was on track and to assess if any adjustments needed to be made for implementation.



Evaluation of the impacts of Microfinance Deposit Taking Institutions (MDI) regulation on the various players in the financial/Microfinance sector in Uganda. The assignment objective was to study the impacts of the MDI regulation on the various players in the financial sector, document experiences, and consider alternative approaches so as to inform the process of review and implementation of microfinance regulatory frameworks



Impact evaluation of the Opportunity Bank's Financial Inclusion project in Eastern Uganda. During the pilot, OBUL developed new service delivery channels through MTN, Warid and Airtel to provide a platform for transacting and Yo Uganda to provide integration services to enable clients access mobile banking services. FRIENDS Consult Ltd conducted an impact evaluation to establish the extent to which the projects intended outputs and results had been achieved in relation to target sets in the logical framework.



Design of a seven-year financial inclusion/rural finance project for Government of Uganda, funded jointly with IFAD – The Project for Financial Inclusion in Rural Areas (PROFIRA). The International Fund for Agricultural Development (IFAD) contracted FRIENDS Consult Ltd as part of the team of consultants to design a seven-year financial inclusion/rural finance project for Uganda Government whose development goal was to sustainably increase the access to and use of financial services by the rural population.



Comprehensive assessment of the Rural Finance Project and Institutional strengthening of the microfinance institutions/non-bank financial institutions in Gambia. FCL was hired by RFP, an IFAD funded project, to undertake a three-year comprehensive capacity building of Village Loans and Savings Associations and MFI. Accomplishments included strategic plans, product development, training, institutional diagnostics, agricultural finance improved approaches and advice to Government as well as the Central bank

6. Digital Finance



Market research on interoperability in mobile financial services (MFS) in Uganda. The demand side market survey aimed at informing the BoU and selected industry players on what to consider as they work together to come up with standards and rules for interoperability. The study enabled FSDU and other stakeholders to understand the strength of consumer and/or agent demand for interoperable MFS transactions. It also provided a clear understanding of consumer needs across P2P and CICO transaction sets, current shortcomings in running proprietary operations, geographic distribution footprints of current offerings, concerns around trust and security and an understanding around pricing versus the perceived benefits of interoperability.



Market research for the use of the mobile phone as a platform for investing in government securities.

The market research focused on a comprehensive analysis of the Fin Scope 2013 dataset with the intention of assessing the overall feasibility of a retail government securities market through a mobile phone platform by quantifying the market that included use of mobile money, knowledge and attitude about government securities, income levels among other attributes.



Baseline study for the Youth Digitalized Financial Services in Kibaale district. The study established the extent and depth of change in the Kibaale targeted youth before, during and after the project implementation and provided key insights on whether the pilot had achieved its objectives with recommendations to scale-up the project so that more financially excluded youths get access to digitalized financial services to contribute to efforts aimed at a deeper, broader and more inclusive financial sector in Uganda.

7. Clean Energy



Hivos
people unlimited

Sustainable Energy Markets for Africa (SEMA) Project. This was a four-year regional financed by The European Union to increase uptake of solar energy through linkages with rural financial institutions. FCL managed the project in Uganda and exceeded all the contracted results/ outcomes.



Design of the UECCC working capital facility, guarantee facility, and development of manuals. FCL developed market-responsive products, designed a generic product appraisal tool for solar companies selling systems on cash basis, designed the Working Capital Facility, designed the Guarantee Facility, designed for PFIs a generic receivables financing product for solar companies selling systems on a pay plan, including an appraisal tool. FCL also developed the Finance Manual and refined the Internal Audit Manual



Baseline survey for grid extension project at Amen Parish-Soroti Sub county, Soroti district. The baseline survey's major objective was to assess the then socio-economic situation of the benefiting households, institutions and SNEs. The baseline survey information provided indicators for subsequent impact assessments

Hivos
people unlimited

Scoping study for renewable energy finance in Kenya and Uganda. The objective of the study was to inform future research, programs, practice, and policy on renewable energy finance in the two countries. The scoping exercise included identification of and interviews with relevant energy entrepreneurs, MFIs, SACCOs and government and non-government stakeholders in both countries.



Development of a photovoltaic (PV) end-user finance product.

This assignment involved designing the product, promoting it, and determining; loan processing, pricing, prospects, and challenges. The new product helped Finance Trust to offer tailored products to its clients and increased its penetration of the market in both the rural and urban areas of Uganda.



Private Sector Study of the Uganda Domestic Biogas Programme (UDBP).

The study among others:- Identified and assessed the capacity of other actors in the Biogas sector; assessed the capacity gaps of the implementing partners; Assessed and analyzed the level of preparedness of Financial Institutions to finance the products; Built a business case, a break-even point for a BCE to become viable and design a trajectory for them and undertook an overall analysis of the biogas business highlighting its sustainability potential.



Impact Assessment of Solar Home Systems Dissemination and Electrification of Social Institutions. The impact assessment highlighted the challenges encountered and provided recommendations for practical improvement, implications for future interventions and likely market impact of the project.



Market study on alternative, cost-effective power sources for various Savings and Credit Cooperative Organizations (SACCOs). The assignment quantified the electrical power required to operate CIT (Communications and Information Technology) equipment in each of the 5 SACCOs affected.



Market study and development of a photovoltaic (PV) end-user finance product. The assignment studied the structural and operational peculiarities of Uganda Microfinance Limited, and resulted into development of an appropriate product prototype; adopted into a specific product brand

8. Housing Microfinance



Stromme Microfinance
East Africa Ltd.

Institutional diagnostic of Stromme Microfinance East Africa's 6 partner institutions (large MFIs) in Uganda, Kenya and Tanzania, and Market Study on Housing Microfinance as well as Development of a Housing Microfinance Loan Product. The consultancy focused on determining demand for housing by the low income earners in identified partner institutions of Stromme Microfinance East Africa; and determining the partner institutions' readiness of to offer the housing microfinance product.



Stromme Microfinance
East Africa Ltd.

Development of the Housing Microfinance Loan Product for HOFOKAM Ltd.

The mini-market research that established the needs of the customers and the public in general. The assignment identified skills and competencies gaps as well as systemic weaknesses within their credit operations; skills gaps along with the areas of vulnerabilities with the housing loan product processes at the different branches visited.



Stromme Microfinance
East Africa Ltd.

Design of a housing microfinance training curriculum

The training curriculum that includes:- challenges of broadening microfinance to provision of full range of financial services; a framework for low income housing finance; an appreciation of the legal, regulatory and policy frameworks in the region that can affect housing finance; bottlenecks and challenges to scale in low income housing finance; specifics about housing microfinance (overview of HMF, construction technical assistance, housing support services, marketing and promotion of HMF products and HMF product development) among others

9. Training/Capacity Building



Training of 174 SACCOS in Eastern and Northern Uganda on Credit and Default Management under Project for Financial Inclusion in Rural Areas - PROFIRA

To achieve the GoU financial inclusion targets as articulated in NDP-2, FCL trained and mentored SACCOS leadership providing critical knowledge and skills will over the 3 years resulted in high quality loan portfolios ensuring their sustainability.



Training of branch managers of MLF Zambia and MLF Malawi

The assignment whose goal was to build the capacity of branch managers to be able to effectively and efficiently manage branch operations. MLF branches have since improved on the overall performance.



Capacity Needs Assessment and Training for Uganda Central Cooperative Financial Services Limited (UCCFS) and member Savings and Credit Cooperatives.

The assignment involved an overall institutional capacity development of UCCF through training and technical assistance including development of a 5-year business plan. The It was accomplished in two broad activities including:- Institutional diagnostic of UCCFS and member SACCOS; and Training and Technical Assistance of UCCFS and member SACCOS



Training management staff of Pride Microfinance Ltd in "Effective Execution"

PRIDE, as a leading MDIs sought to further consolidate its industry position by enhancing the performance of its management staff. To this end, FCL delivered a tailored training ensuring that managers and supervisors acquire top notch effective execution skills to enhance performance and motivate workplace cultures aligned to the organizations' business strategies.



Training of staff in Agricultural Lending and Risk Management.

The training intended to build staff capacity in effective implementation of the financial interventions; equip the staff with technical knowledge necessary to handle agribusiness financing; support the existing and planned suite of agribusiness related products; implement risk mitigation mechanisms in order to increase the institution's zeal for lending to agribusiness projects; better deliver more responsive agribusiness financial products to its clients, adequately manage risks related to agricultural lending and enable overall business growth.



Training of Trainers Microfinance Investment Support Facility for Afghanistan (MISFA)

FCL supported MISFA to develop a core team of microfinance trainers for the country. The assignment entailed enriching the participants' adult training skills and deepening their knowledge of microfinance concepts. The ToT was split into 2 modules to enhance knowledge acquisition and retention.



Training of Trainers in microfinance Performance Monitoring Tool (PMT)

The objective of the assignment was to develop a comprehensive trainer's manual and conduct a training of trainers on the Performance Monitoring Tool (PMT), a key reporting tool in Uganda's microfinance industry, that would be used by MFIs to improve on their performance reporting



Training/Capacity Needs Assessment, Training and capacity Building of the Rwanda Cooperative Agency (RCA) staff, UMURENGE SACCO staff and SACCO supervisory committee in Loan portfolio/ delinquency management, internal control, financial management.

The assignment was intended to put in place in RCA the systems to support sustainable SACCOs that are able to widen access to financial services by mobilizing savings and capital investment.



Training on financial analysis and performance monitoring

AMFIU through a competitive bidding process hired FCL to undertake the tailored training for its member MFIs in Financial Analysis and Performance Monitoring (after doing the needs assessment). The training helped improve the skills of the participants in financial reporting and performance improvement



Credit Risk and Delinquency Management Training as well as Review of Operations Manual

In order to better manage increased operations and portfolio growth, ENCOT hired FCL to review its operations procedures and consequently update/refine its operations manual with clearly articulated policies and procedures geared at driving business.



Improving Lending Methodology, development of a training manual and training in Credit Risk Management

The Technical Assistance (TA) Facility of REGMIFA hired FCL to help them improve the credit process and strengthen the Credit Risk Management to ensure adequate management of credit and operational risks.



Training Needs Assessment and training of management and staff of Ntende Finance Ltd on Credit and Default Management

The training equipped staff with appropriate skills and competencies to effectively manage and achieve a high quality loan portfolio.



Credit Risk and Delinquency Management training

The assignment objective was to equip them with skills that would enable them assess risks and manage delinquency which would in turn enable them reduce the Portfolio at Risk (PAR) from 8% to less than 3%



Training on credit risk management for HOFOKAM Ltd's loan supervisors, loan officers, and other selected staff.

The purpose of the training was to equip the participants with the knowledge and skills to identify the causes of credit risk in their branches and how they can prepare internally to avoid, reduce and/or manage these challenges.



Training on Agricultural lending for HOFOKAM Ltd's loan supervisors, loan officers, and other selected staff.

The training equipped participants with knowledge and skills that enabled them to manage agricultural lending in a way that minimized loan losses, and enhanced profitability to the institution and thereby enhancing the economic livelihood of clients.

Micro Enterprise
Development
Network (MED-
Net)

Training in Financial Analysis

The training helped managers to understand and gain competence in financial analysis, enhancing participants' competence to read and fully understand financial statements, and assess management and staff performance.



Training in Financial Analysis and Product Pricing

The training enabled the participants to:- Effectively understand and harness generally accepted financial principles so as to interpret key financial statements and be able to calculate key financial ratios, cost and price their loans and other probable products; Equip staff with the necessary practical skills on analyzing and interpreting financial statements



Executive training in Customer Care & Business Development

This was pragmatic executive training for Finca Ugandan's senior management team, aimed at helping them integrate more effective relational skills and business development/ customer case principles into strategy and operations



Training in Effective Ownership, Governance and Management.

These training contributed to the strengthening of the governance and management of SACCOs supported by the improve access to financial services. FCL developed and delivered tailored training of the leadership of over 100 community based financial organizations.



Micro-Finance Support Centre Ltd. (Apex for Community-based Finance Institutions) 2005 PMT trainings

FCL conducted a series of training Programmes on the PMT and its usage to MSC Ltd and its stakeholders. This included MSC Ltd board members, senior and middle management, back office & field officers and some staff of the institution's partners on how to use and PMT tool.

10. Technical Assistance



Technical assistance in Refinement of UGAFODE's Credit Processes, Procedures and Systems. The objective of the assignment was to review and improve the lending methodology and the credit risk management at UGAFODE, so as to improve portfolio quality together with productivity; and enhance the capacities of the lending staff and managers through training and mentoring activities.



Technical support for the strengthening and management of CBS NSINDIKANJAKE SACCO operations. The purpose of the assignment was to establish the level at which the CBS NSINDIKANJAKE SACCO was in alignment and compliance with the regulatory requirement and best practices in a bid to strengthen it. This was achieved through training and mentoring the Board and management as well as developing tailored products and services.



Technical support for the strengthening and management of COVOID SACCO. The purpose of the assignment was to contribute to the Establishment of the saving and credit cooperative societies (SACCOs) of the partner Institution (COVOID SACCO). This was achieved through mentoring the Board and management for a specified period of time.



Technical support for the strengthening and management of WAHI Financial services. The assignment was intended to strengthen the capacity of the formed MFIs by WAHI financial services to enable her to professionally and sustainably manage it in a bid to deepen the community managed microfinance (CMMF) program and make it more holistic and sustainable in the long run.



Technical assistance in the Development of a Business Planning, Finance Policy Manual; Loan Processes Procedures; Manuals and Human Resources Policy for Kolping Entrepreneurs' Development Programme. The objective of the assignment was to enhance strategic planning and development of policies and procedures for human resources management; finance; risk management and credit (loan policy). All this was done, giving the MFI a clearer structure, goals and and processes for business growth.



Technical Assistance and Capacity Building of Three Tea Savings and Credit Cooperatives (Mulindi, Shagasha and Coopec Tea SACCCO) in Rwanda.

The assignment was aimed at supporting capacity building initiatives at the three (3) SACCOs to improve their professionalism and institutional capacities for improved service delivery. It was envisaged that the improved performance of the three institutions would result in better service delivery to the rural communities, thereby improving their livelihoods and ensuring the overall institutional sustainability of the SACCOs.



Technical Assistance in the Development of Internal Controls Procedures Manual for the Umurenge SACCOs.

The assignment was aimed at building strong and robust internal controls to guide board, management and staff of the Umurenge SACCOs in the execution of their daily operations to ensure that the new emerging risks exposure are properly managed.



Technical Assistance for On-Site Internal Audit services. The assignment was aimed at building ENCOT's capacity to implement and monitor internal controls that help prevent, detect, and correct non-compliance with policies and procedures as well as deal with fraudulent activities.



Technical Assistance Mission Review of Operations Manual and Risk & Delinquency Management Training for ENCOT.

The assignment aimed at reviewing ENCOT's operations procedure and developing a comprehensive operating manual that encompasses customer service, client targeting, credit analysis and delivery channels while taking into consideration decentralization with branches.



Comprehensive assessment of the Rural Finance Project and Technical Assistance in Institutional strengthening of the microfinance institutions/non-bank financial institutions in Gambia.

The technical assistance was aimed at strengthening of the microfinance institutions/non-bank financial institutions to enable sustainable development rural finance, and enhance the access to pro-poor financial services. FCL conducted a sector-diagnostic, prepared a strategic action plan, trained scores of managers and staffs, developed and guided pilot of products, developed institutional strategic plans and gave other related TA



Study of the Tier IV Regulation of Microfinance Institutions (Companies and NGOs) in Uganda

This project aimed at helping AMFIU and its partners to come up with proposals aimed at ensuring continued financial sector stability, safety of people's deposits, enhancing financial inclusiveness and regulation, borrowers' protection and overall national economic development.



Design of and Compilation of the Microfinance 'Sound Practices' Reference Guidebook for the industry

The consultancy focused on areas of best practices that include strategic focus; financial sustainability; outreach; governance; management; product development; customer care; change and innovation; asset management; apexes- professional bodies and governments.



Study of the impact of Microfinance Deposit Taking Institutions (MDI) regulation on the various players in the financial sector in Uganda.

The assignment aimed to study the impacts of the MDI regulation on the various players in the financial sector and document main experiences while considering alternative approaches so as to inform the process of review and implementation of microfinance regulatory frameworks in Uganda after four years of its promulgation.



Country Studies on Legislation and Regulations Governing Micro Finance Industry and Its Users – A Case Study of Uganda

The study involved preparing a paper on the recent status with respect to Legislation and regulations affecting the microfinance industry and microfinance users in Uganda; evolution of such legislation and regulation and the lessons to draw.

BANKING



Like in the microfinance industry, our solutions in the banking sector include undertaking bankable feasibility studies; business plans, conducting market research, designing or strengthening accounting & internal control systems, product development; institutional capacity building, training; profitability analyses and other capacity building initiatives. A sample of our past experiences / solutions delivered for cooperate business as summarized below.

Product Development



Market survey to determine the demand for solar energy and develop the photovoltaic (PV) end-user finance product, followed by the design of a market-response end-user loan product for solar equipment.



Diagnostic Assessment for Agricultural Finance

The assignment involved an institutional diagnostic of the bank regarding the current status, gaps/challenges that needed to be addressed and recommendations for improvement. Key areas covered by the diagnostic included departments likely to interrelate with and/or support delivery of agricultural finance.



Technical Assistance in the Design and Development of an Agricultural Micro-Lease Finance. ASPS DANIDA in collaboration with GIZ sought to design and develop an agricultural lease product intended to support farmer groups and rural entrepreneurs along the food value chain who have had no or limited access to affordable yet necessary equipment.



Consultancy Services to Support Capacity-Building in Agribusiness Finance: Supporting internal resources in the implementation of agribusiness products within the framework of the bank's strategy towards contributing to the agriculture sector.

Credit & Lending Process



Financial Risk Management and Asset Liability Management (ALM) in the face of Transformation

The assignment aimed at developing an appropriate financial risk management and ALM capacity, which would enable the institution management to regulate, identify, monitor and manage its financial risk exposure, as well as to proactively manage its assets and liabilities during and after transformation into a commercial bank.



Development of Regulations and Guidelines for Non-Bank Financial institutions. AfDB and the government of the Gambia hired FCL to develop manual guidelines and Instructions based on the new NBFI's ACT 2016 to close the gaps that existed in the sector.

Research & Capacity Building



Comprehensive audit of the skills; existing and required within the middle and high level management in Uganda's Banking sector

The assignment aimed at providing FSDU and UBA with current information on skills, existing and required within the middle and high level management in the Banking sector



AMFIU

Research to Establish and Promote Understanding of the Financial Sector Benchmarks: Establishing and promoting the understanding of benchmarks for a vibrant financial market.



**THE UGANDA INSTITUTE OF BANKING
AND FINANCIAL SERVICES (UIBFS)**

Research to Establish International Best Practices on Regulation of Pricing of Services in the Financial Services Sector

The research focused on Commercial banks, Credit institutions, MDIs, MFIs and SACCOs. The assignment concentrated on issues of interest rates (effective interest rate and attendant charges); service fees (ledger, ATM, statement, drafts, EFT charges etc) and remittance fees.



**Opportunity
Bank**

WASH Credit Market Survey in the catchment/ operational areas of three OBUL branches namely; Iganga, Kawempe and Kyenjojo

FCL conducted a market assessment of the WASH credit facility to determine the level of interest in WASH products by the targeted communities. The assessment provided OBUL with a better understanding of the concentration of WASH needs, existing potential for WASH financing to address the gaps in improving access to appropriate WASH services, current provisions for WASH, necessary technologies for investment in WASH at the various levels as well as customer willingness and ability to pay for WASH services.

Regulation



Development of Regulations and Guidelines for Non-Bank Financial Institutions in line with The Gambia's Non-Bank Financial Institution Act 2016.

The objective was to elaborate guidelines, manual and instructions for the NBFIs in line with the NBFIs Act 2016, the best practices in the financial sector in general and Islamic microfinance.



Support the Uganda Bankers Association task force on the regulatory reforms in the banking sector

Hired by FSD-Uganda, FCL undertook extensive research, stakeholder interviews, searches of best-practices in other jurisdictions and II other activities in order to make solid recommendations for regulatory review in Uganda's banking/ financial services sector.



Diagnosis of the current legal and regulatory landscape governing agricultural finance in Uganda.

In 2016/2017, the Uganda Agribusiness Alliance (UAA), on behalf of the Agriculture Finance Platform (AFP) and the Agriculture Finance Technical Working Committee (TWC) of MoFPED, carried out a Diagnostic Mapping of the agricultural finance landscape in Uganda. Also, the report did not assess the specific legal and regulatory gaps of the agricultural financing landscape in Uganda that needed addressing to support agricultural finance. FCL was hired in association with NML to undertake a much more detailed Diagnosis of the agricultural finance legal and regulatory landscape in Uganda and make recommendations.



Research to Establish and Promote Understanding of the Financial Sector Benchmarks

With the overall objective of establishing and promoting the understanding of benchmarks for a vibrant financial market, the assignment focused on determining relevant performance indicators using the metrics-focused approach and according to institution types; establishing a criteria to define various peer-groups that allow meaningful comparison and benchmarking of those institutions within their respective peer group; working out relevant Key Performance Indicators (KPIs) for each institution type; establishing best practices for institutions in the industry.



Research to Establish International Best Practices on Regulation of Pricing of Services in the Financial Services Sector

The research focused on Commercial banks, Credit institutions, MDIs, MFIs and SACCOs. The assignment concentrated on issues of interest rates (effective interest rate and attendant charges); service fees (ledger, ATM, statement, drafts, EFT charges etc) and remittance fees.

FCL worked as a secretariate on a 6 year European Investment Bank funded project involving provision of technical assistance (TA) to various EIB financial sector operations in Uganda. The FCL MD was the country coordinator for the project in Uganda. The overall objective was to Strengthen the performance of the partner Financial Institutions in the overall field of MSME finance and supporting the efficient use of the facilities to ensure a maximum positive impact for the development of the SME sectors in the project countries. Trainings undertaken by the MD representing FCL under this project include;



Microfinance Lending Training for 106 Credit Supervisors

The training was tailored for Credit Supervisors, since in this way the bank could trickle down the training and knowledge to their juniors.



Training of Trainers for the 12 Credit Staff

The management of the bank subsequently sought technical assistance for trickling down of the resourceful training to junior staff by their senior colleagues. It was on this premise that a 3 days Training of Trainers Course was conducted for 12 credit staff.



Product Knowledge and Development Training Course

In a bid to focus on offering solutions to their clients and prospects, DFCU Bank clearly understands the volatility in the market and therefore sought to empower its staff with a mastery of the Banks products and Unique Selling Points. The training intended to increase business volumes for DFCU bank by selling suitably packaged solutions.



Long Term Lending Training for 38 Staff

This course was developed and delivered to selected staff from Credit, Relationship management and branch functions.



Product Knowledge and Development Training for 24 Staff

The goal of this training was to enhance the bank's ability to grow the business by reviewing, refining products to better appeal and suitably packaging them as solutions for clients.



Training of Trainers for Credit Evaluation and Portfolio Management

This training was of special significance because in a sense, it is great capacity building for the bank to be able to cascade the usable skills in Credit Evaluation and Portfolio Management to its branches and other departments through internal training by well-prepared trainers. The eventual result is intended to be better processes, smoother credit operations and a healthier loan portfolio– all implemented by more knowledgeable, empowered staff.



Credit Portfolio Management Training

The 3 day training in Credit Portfolio Management was conducted for twenty eight (28) staff of the bank. This training was done by the bank managers who attended the ToT two weeks earlier, under the guidance of the trainer. The rationale was that by working with the ToT participants in preparing and delivering the Credit Portfolio Management (CPM) training.



Product Knowledge and Development Training for 32 staff. The three day training exposed the NIC Bank managers and staff to the principles and practices of product development.



Strategic Credit Oversight for Senior Management

The course was designed for high level Management and Board executives of the bank. The overall objective of the course was to improve strategic level oversight on credit for the bank.



Product Knowledge and Development training for 17 staff. The course was designed to help the bank to skill its sales/ customer relationship people at all levels to properly package/bundle the products for increased market uptake.



Sales & Negotiations Training for two teams of 39 staff each. The training was intended to deeply appreciate the business dynamics and market rigour, and to equip them with practical skills to better acquire customers, sell to them the bank's offerings comprehensively while negotiating with excellence.



Excelling in Leadership Training for three teams of 35 staff each. The training was intended to empower managers with the ability to lead and manage their direct reports to achieve results; lead teams to face challenges; improve work climate to strengthen performance; reorient roles and manage performance of their direct reports.



Developing Leadership Excellence for 24 Branch and Regional Managers plus department heads. The training was intended to empower managers with the ability to lead and manage their direct reports to achieve results; lead teams to face challenges; improve work climate to strengthen performance; reorient roles and manage performance of their direct reports.



Developing Leadership Excellence for 24 Branch and Regional Managers plus department heads. The training was intended to empower managers with the ability to lead and manage their direct reports to achieve results; lead teams to face challenges; improve work climate to strengthen performance; reorient roles and manage performance of their direct reports.



Developing Leadership Excellence for Middle Managers

The senior management of KCB Uganda realised that there was a need to strengthen the middle management with further practical skills to prepare them for personal and institutional challenges as the bank's business grows and the managers assume more leadership roles. This training empowered middle management staff to appreciate and imbibe tested and proven approaches and strategies for effective leadership.

CORPORATE BUSINESS DEVELOPMENT



What is Corporate Business Development Services we offer?

These are projects, efforts, programs and activities that are aimed at enhancing the productivity, profitability, growth and sustainability of large private enterprise, mainly companies and other incorporated concerns. Our solutions in this sector focus on how to help our clients grow and expand their corporations, improve resource utilization, new product /service introduction, cost reduction, sales volume improvement or other such targets.

How do we deliver Corporate Business Expansion and Development Solutions?

We offer practical training, technical assistance or a combination of both to help clients solve their problems / challenges or to expand. Our approach is through conducting diagnostic review and a participatory approach to discuss and agree on problem areas with the client and then design or recommend a tailored solution

Why choose FRIENDS Consult Ltd for your Corporate Business Development needs?

1. The long list of our customers says it all! We have gained a reputation for providing corporate business solutions that help clients achieve their ambitions and expectations.
2. We have full knowledge about the business and investment climate of Uganda and are able to provide well informed, effective solutions.
3. Our aim when delivering our business solutions is to match the organization's resources and operating environment with its needs and identify key aspects that are relevant to its success in the market.
4. Nearly all the feasibility studies and bankable business plans we have undertaken have helped the respective clients to get funds they needed.

Market Penetration



Facilitation on the TJX vendors code of conduct and Fair Trade principles to Bundikakemba co-operative society in Bundibugyo

The assignment was aimed at supporting the process of Self-Assessment across all supply chains with her Vendors in Bundikakemba co-operative society in Bundibugyo district



Capacity Needs Assessment for Hima Cement Distributors, Sales Representatives and Retailers

To ensure continuous business growth and consolidation of its industry position, Hima Cement contracted FCL to conduct training for its partners along the distribution channels. This helped enhance their competitiveness through strengthening the relationship with the distributors and retailers thereby improving accessibility and consumption to their cement by the customers.



Study of the Effects of a Reduction in the minimum threshold from 45% to 35% in the COMESA Rules of Origin on Uganda's Industrial Sector

The consultancy helped the Government in its decision to accept the proposed Value-Added Threshold, and pointed out the necessary internal preparations and conditions for Uganda to benefit from the reduction. SOCI-ECON, NOT CORP BUSINESS



Capacity Building and Technical Assistance to Women Craft Groups in the Rwenzori Region (Kabarole, Kasese and Bundibugyo)

The assignment aimed at supporting the women craft groups to enhance their skills in group dynamics, governance and record keeping with the goal of preparing for attainment of an international trade fair certification.



Developing an Accounting and Reporting System for The Inter University Council of East Africa (BIO-EARN) Programme

The assignment streamlined and standardized the financial accounting and reporting by the BIO-EARN scientific research programme by addressing challenges in generating financial information and financial accountability, which is a key donor requirement for the continued financing of the scientific research activities.



Developing Policy Briefs on Strategic Interventions Towards Enhancing Competitiveness In Livestock Sub-Sector

The assignment established the specific facts that explain the acaricide resistance in Uganda and propose alternative practical solutions that should be considered; developing and propose alternative policy directions and bold interventions that could be considered to better manage livestock diseases in Uganda with specific reference to East Cost Fever (ECF).

Lighting Africa is a joint IFC and World Bank and Enclude

Market Assessment of Modern Off Grid Lighting Systems in Uganda in partnership with Enclude Solutions.

The assignment analyzed consumption and purchase patterns related to household lighting and consumers' willingness/ability to pay for Lighting Africa approved modern off-grid products; Identified market players at all levels of the supply chain, as well as public and private sector institutions that influence the sub-sector.

Strategic & Business Planning



Development of a 10 year strategic plan for Teacher/Tutor Instructors Education and Training Department.

FRIENDS Consult Ltd was hired and undertook the development of a 10 years' strategic plan for the TIET department. The strategic plan provided focus and guidance to TIET department activities for the next 10 years to ensure that effective human capital development is achieved in alignment with the National Sector priorities.



Technical Assistance in the review and update of UHMUG product facility Business Plan 2014-2019

The assignment objective was to enable UHMUG to transition into a financially sustainable company that makes strategic decisions based on profitability as well as risk-reduction and prudent stewardship of capital assets.



Mid-Term Evaluation for Plan Uganda's Country Strategic Plan

The evaluation aimed to establish the progress of the CSP delivery over the implementation period and the processes put in place to deliver the three Country Programmes within the context of the eight thematic areas and the cross cutting issues.



Development of Uganda Crane Creameries Cooperative Union (UCCCU) Business Plan

The business plan addressed the issues and way-forward for market expansion, internal skills, financial management, stakeholder management, strengthening cooperative and increasing business volumes and revenue.



Development of a 4-year business plan.

The strategic planning process was aimed at developing a comprehensive "Road Map" that would help in setting direction and pace of UHMUG's core functions in the next five years(2014-2019) in a coordinated and focused manner.



Development Of A Ten Year Business Plan (2011- 2020)

The assignment was intended to identify challenges and opportunities and develop strategies that would enable ECOTRUST to maintain its position as a leading conservation institution with programmes country wide, and establishing itself as a financially sustainable organization with a long-term financial strategy.



Strategic Plan for the Nabagereka Trust Development Funds

FRIENDS Consult undertook a market research and designed a six-year strategic plan including major SMME development components of the Nabagereka Trust Development fund.

Feasibility Studies



Feasibility study for a meat processing business

PMIL contracted FCL to conduct a comprehensive feasibility study of their proposed meat processing business. The promoters sought to attract additional equity injection of US\$ 5 million to finance amongst others, working capital as well as installation of additional machinery needed to comply with the halal requirements and choice meat cuts for the target market. In undertaking the feasibility focused on key aspects including:- technical and logistical aspects; Market viability; and Financial Viability.



Feasibility study for Raw Milk Supply Analysis under the UNCDF Local Financing Initiative for Uganda

The study was required for securing commercial financing for the new UCCCU plant in Mbarara. It focused on factual information about the supply of raw milk available to the new UCCCU processing plant in Mbarara, analyzing the risks in the supply of raw milk to the plant, and proposing measures that could be undertaken to minimize such risks.



Feasibility Study for Agro Processing of Five Selected Enterprises (Maize, Rice, Soybean, Millet & Sorghum)

The objective of the assignment was to generate information for use by Victoria Seeds Limited to enable it to move up the agri-business value chain by exploiting upstream opportunities through forward integration and concentric diversification leading to agro-processing



Feasibility Study for the Establishment of a State of Art Milk Tanker Cleaning Facility (SNV Netherlands Development Organisation)

The feasibility study findings provided information for improving milk handling at every stage of the value chain, increasing consumer confidence and triggering an increase in consumption and productivity.



Feasibility study and business plan for construction of a warehousing facility to accommodate increased production for Maganjo Grain Millers

The assignment aimed at assessing the viability of the ware house construction whose objective was to increase output threefold by allowing adequate storage of raw materials and finished goods.

KYAMPISI
FARMERS
LIMITED

Feasibility Study for a Bankable Term Loan and Training in Internal Controls

The study enabled Kyampisi Farmers to attract financiers and its results (business plan), led to the term loan acquisition and successful business expansion of the fleet by 20 vehicles.

Training



Development of Training Materials - Enhancing Financial and Business Management Skills for Women Informal Employment Globalizing And Organizing

Developed training materials that is being used to enhance financial and business management skills for informal women in fair trade.



Refinement and Development of Course Curricular and Materials for the Diploma and Bachelor's Degree Course in Microfinance and Community Economic Development for Uganda Martyrs University.

The assignment entailed refining and developing 16 modules for the Diploma and Bachelor's degree course for the department of Microfinance.



Design of an Accessible and Practical Course on 'Entrepreneurship Skills' for the Club Members

FRIENDS Consult developed and delivered the course that covered key business principles for a successful enterprise. The training specifically covered areas of planning, financial discipline, promotion and sales volume development, customer care, quality control and partnership development.



TJX- Self Assessment of craft groups in Rwenzori and Kampala region

The assignment aimed to contribute towards achieving TJX's vision to evolving its relationship with the women groups from an "aid-based" to "trade-based" relationship. FCL undertook the activities that included conducting a Self-Assessment across all supply chains with the groups and training the TJX vendors to understand the requirements for their new trading relationship with TJX.



Capacity Building and Technical Assistance to Women Craft Groups in the Rwenzori Region (Kabarole, Kasese and Bundibugyo)

The assignment aimed at supporting the women craft groups to enhance their skills in group dynamics, governance and record keeping with the goal of preparing for attainment of an international trade fair certification.

MICRO SMALL & MEDIUM ENTERPRISE DEVELOPMENT



What is MSME development?

These are efforts, programs and activities that are aimed at capacity building of the MSMEs so that they can grow and become more profitable, efficient and sustainable. MSMEs comprise the largest number of businesses in Uganda, and they often need technical assistance and training.

How do we deliver MSME Development Solutions?

We conduct a combination of practical training and technical assistance to help clients effectively plan for sustainability, profitability and growth. Typically, MSMEs can hardly afford to buy suitable training and technical assistance. We often get contracted by their networks or development partners to deliver services to them. We also work with the NGOs, Donors, and promoters of MSME development to design, plan for and evaluate their programs in this sector.

Why choose FRIENDS Consult Ltd for your MSME Development needs?

1. We have developed and conducted training and technical assistance solutions that have helped our clients in this category tremendously.
2. We have conducted research that focused on critical problems and challenges facing MSMEs. This means that we understand the challenges faced and needs of MSMEs in Uganda from a very practical standpoint



Financial Services Survey of USSIA Members

The objective of the consultancy was to identify appropriate financial products for USSIA members and support required to enable them better access to financial services.

**Kitgum District
Farmers'
Association
(KIDFA)/SNV**

Organisational Self-Assessment (OSA) and Development of 3-year Strategic Business Plan.

The OSA focused on reviewing the strengths and areas for improvement, which would in turn inform development of the business plan.

**Matama Hardware
Limited, Kampala**

Feasibility Study for Property Development of a Four Storied Hostel Block in Kampala.

FCL assessed the business viability including market potential, organizational capacity and financial performance. The study concluded on the high business potential leading to access of a bank loan for the client that has enhanced successful operations.



Design of an Accessible and Practical Course on 'Entrepreneurship Skills' for the Club Members

FRIENDS Consult developed and delivered the course that covered key business principles for a successful enterprise. The training specifically covered areas of planning, financial discipline, promotion and sales volume development, customer care, quality control and partnership development.

**Afri-Asia
Uganda Limited**

Business auditing of the company

FCL undertook a company diagnostic by analysing the business activities, staff and management skills and practises, governance style and processes in place and made the necessary recommendations. This helped to support the business growth by increasing its capacity within the constraints of resources availability.



Design of Nabagereka Trust Development Funds

FRIENDS Consult undertook a market research and developed a six-year strategic plan including major SMME development components of the Nabagereka Trust Development fund.

DANIDA



Impact Assessment of the SME Competitiveness Facility - Tanzania.

The assignment involved an assessment of 39 activities funded by the SCF during the first phase which were aimed at helping SMEs to improve their products and to better access local and international markets. The findings of the assessment were used to inform the design/refinement of the second phase of the facility so as to improve competitiveness of SMEs in Tanzania.



Feasibility study for expansion of a Hotel.

FCL undertook a bankable feasibility study that put this hotel into a sure path towards self-propelled growth. The study recommended a strategy that helped put the hotel in a leading market position in Eastern Uganda later expanding into Kampala areas.

**Horizon Coaches
Limited**

Feasibility study and business plan for a Transport Company to acquire a new fleet of buses

FCL produced a bankable feasibility study that enabled Horizon Coaches to get three rounds of financing for expansion. This doubled its bus fleet and more than tripled the profits. The feasibility report also made recommendations for strengthening the management and internal controls, which were implemented. Subsequently, the company financed its growth internally until it became Uganda's leading long distance transporter.



Comprehensive feasibility study for modernization of a bakery and confectionary.

During the market study for the feasibility, FCL established that for the expanded capacity, Hot Loaf needed to be more innovative in both product variety and marketing channels. A term loan was approved and Hot Loaf almost doubled its capacity. Additionally, the company implemented the recommendation that they open choice restaurants at which they served confectioneries and fast foods in addition to bread and buns.



Comprehensive feasibility study for a modern urban shopping mall.

The study report was to introduce the project to potential financiers and attract them to finance the project. The report enabled the promoters/ directors of Garden City to get the long term loan funding which leveraged their equity to fully finance the project. In 2004, FCL was again hired to undertake a feasibility study for the proposed Golf Course Hotel Ltd, connected to the Garden City Mall. Again, the directors were able to secure a term loan to finance the construction of the hotel alongside their equity.



Feasibility study for a commercial serviced apartment.

The assignment involved discussions with the project directors, study of architectural drawings, market survey, data analysis, drafting and finalization of the business plan.



Feasibility study for major fleet expansion

ISARL contracted FCL in November 2004 to do a feasibility study for the project. FRIENDS Consult successfully accomplished the assignment and produced a bankable feasibility report, enabling ISARL to get the US\$ 10 million loan to add to their equity and acquire the trucks.



Feasibility Study for expansion

FCL was hired to undertake a feasibility study which assessed the viability of the acquisition and presented business idea to potential lenders. The result of the study enabled VMC to get funds and acquired new property. VMC modified the property, increased on the spectrum of healthy services provided greatly enhancing the profitability and subsequent sustainability of the company.

Krone (U) Ltd

Feasibility study for additional machinery and equipment

In 2001, KUL contracted FCL to undertake a feasibility study which would aid them in sourcing for funds for additional machinery and equipment. FCL undertook the assignment which enabled the promoters to obtain a long term loan and acquire the equipment. KUL was able to improve on this efficiency, productivity and output thereby meeting the high demand and its contractual obligations.



Business Analysis and business plan for the development of an upscale tourist lodge in lake Mburo national park.

The assignment involved articulation of the concept for Arcadia Cottages that aimed at developing tented camps and African themed accommodation for tourists around Lake Mburo National Park area and analysis of the site. The output was a bankable business plan that enabled the client to obtain loan funding to complement their own equity in putting up the facility.

Kitgum Women Bee Keepers Association (KITWOBEE), SNV

Organisational Self-Assessment (OSA) and Development of 3-year Strategic Business Plan.

The OSA focused on reviewing the strengths and areas for improvement of the women's association. Information generated was aimed at developing a 3 year business plan to guide the operations of the association during the planning period.



Developed a Business Plan for the Introduction of the Road Haulage Service

The assignment involved a demand and supply study of the market and preparation of the business plan. This enabled Millennium Tours & Travel Limited (MTTS) to acquire a term loan that enabled them to finance diversification of their project.

Kyampisi Farmers Limited: Local fuel transporters, Uganda

Feasibility Study for a Bankable Term Loan and Training in Internal Controls

The study aimed at attracting potential financiers and its results (business plan), lead to the term loan acquisition and successful business expansion of the fleet by 20 vehicles.



Financial Services Survey of USSIA Members.

The objective of the consultancy was to identify appropriate financial products for USSIA members and support required to enable them better access to financial services.

SOCIAL ECONOMIC DEVELOPMENT



For donors and other project promoters who do not have local offices or adequate personnel to oversee their projects, we monitor projects on their behalf and submit regular reports and updates. We have recently, also introduced a representation function for international consultants and business associations with considerable interest in Uganda but who do not have local offices.

What is economic social development?

These are services that catalyse change in societies to improve the quality of life of people through economic and social reforms aimed at capacity building. Mainly delivered to the private sector and NGOs offering local solutions to meet the livelihood needs of their beneficiaries, much of the funding comes through the donor programmes of the world's development agencies.

How do we deliver economic social development?

Like in the rest of the sectors, we deliver these solutions through a participatory approach aimed at ownership of the final deliverables by working closely with our clients while maintaining our objectivity and facilitating skills transfer.

Why choose FRIENDS Consult Ltd for your economic social development?

We have vast and long term experience in working in the socio economic sector and have a track record of delivering effective solutions. Our team also has cutting edge competences in providing the required services in the sector.

Research Studies



Context analysis and capacity building needs assessment for agricultural Cooperative Service Providers in Rwanda

The assignment objective was to:- identify agriculture cooperatives service providers and assess their range of interventions; evaluate existing gaps / challenges; facilitate service providers to identify marketable BDS; and facilitate the establishment of cooperative supporters network in order to have a well-coordinated, strengthened & harmonized services to agriculture cooperatives.



Social Protection Study in Northern Uganda

The study analyzed existing Social Protection and health service policies and initiatives that were in place in the Northern Uganda region and also assessed the level of access to these initiatives among vulnerable people and groups especially older persons in the project areas in the districts of Gulu, Amuru and Nwoya. The study also assessed the capacity of CSOs, community structures and the CSDPSP to effectively engage in Social Protection advocacy.



Institutional assessment of BUTO and its 63 Sub-county Integrated Development Associations (SIDAs) to recommend a sustainability strategy. Assignment financed by IFAD

The objective was to determine the market and operational sustainability of SIDAs, and to recommend a strategy for the future. The assignment involved an assessment of BUTO and its retail SIDA partners in all areas including market and outreach, legal and regulatory environment, products and services, financial performance, planning and budgeting processes, policies and procedures, MIS, internal controls, human resource competences and the external relations.



Study of cross-border dynamics between Karamoja (Uganda) and Pokot (Kenya).

The study was mainly aimed at building a body of knowledge on the cross-border dynamics between the Karamojong and Pokot people of Uganda and Kenya. It further provided a background and recommendations that guided the key areas and actions of key stakeholders (local government, civil society organizations, communities and traditional leaders).



Led the team that conducted the Study on the effect of a reduction of local value-added requirement from 45% to 35% for preferential treatment.

The assignment involved research and analysis of the Uganda-COMESA and COMESA-Uganda trade flows (direction, composition and values); overview and analysis of the structure of Uganda's industrial sector (including factor-cost analysis to determine sub sector level competitiveness); analysis and identification of the sectors likely to suffer and those likely to benefit from reduction in the Value-Added requirement from 45% to 35%. Appropriate recommendations were also provided to address issues arising from the study findings.

Baseline Studies



Baseline survey for the Girls' Education Challenge Project.

The baseline survey we conducted provided a clear picture of the current issues affecting girls' education in OBUL's operational areas and provided data that formed basis from which the GEC evaluation questions were answered.



Conducting a Baseline Project for Financial Inclusion project in Rural Areas (PROFIRA).

The assignment was aimed at establishing and mapping out the existing socio-economic characteristics of the households, borrowing and saving behaviors for benchmarking to enable future measurement of the effects and impact of the project interventions.



Baseline Survey for the GEARR (Girls' Enrolment, Attendance, Retention and Results) Project under the Girls' education Challenge Fund

The objective of the baseline survey was to provide a benchmark/yardstick upon which the GEARR Project outcomes will be measured. The indicators enabled PEAS to monitor and improve on the progress, implementation of the project and also helped in evaluating the impact of the programme at the mid and end of the program phase.



Baseline and skills survey of the Building Capacity Towards Economic Empowerment Project (BCEE)

The Baseline survey aimed at providing the project with:- Deeper understanding of the target group in relation to their needs, vulnerabilities, strengths and opportunities; an analysis of the key areas the project needed to focus on and determine the need to streamline current activities to suit the needs of the target groups; and baseline figures that facilitated subsequent performance measurement.



Baseline Study for Home-based Care for OVC-HIV/AIDS Prevention and Empowerment (HOPE) project.

The aim of the study was to enable HOPE Project streamline its activities and establish targets for monitoring and evaluation. The baseline study helped ascertain the current conditions of the target communities so as to streamline project activities to suit specific needs.



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Baseline survey of Kitgum Area Development Program (ADP)

The survey was intended to provide a benchmark/yardstick upon which the programme would measure progress on implementation and also go a long way to help in evaluating the impact of the programme at the end of the program phase. The results of the study generated appropriate indicators for programme interventions which were recommended after the redesign process.



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Baseline survey of Aboke Area Development Programme (ADP)

The survey had the intention of generating information that would clearly enhance the understanding of existing vulnerability issues in Aboke Sub County and the quality of life in the households and the general community. The survey provided baseline information for the activities that were implemented in the sectors of health, agriculture, HIV and AIDS, water and sanitation, education and sponsorship management.



Baseline Survey for the Consolidating of Peace through Strengthening of Women's Economic Associations in Northern Uganda Project

FRIENDS Consult (FCL) managed the project on behalf of International Law and Policy Institute (ILPI) in Uganda. FCL carried out the baseline study which set indicators against which project performance was measured and conducted the Mid-Term evaluation and end of term evaluation of the project. FCL also carried out monthly cohort studies on specific Project beneficiaries.

Project/ Programme Evaluation



Final Project Evaluation of the Cooperative Support Programme (CSP)

The assignment aimed at assessing whether the programme target objectives were relevant to the cooperative and national needs, the extent to which the programme outputs and outcomes were achieved; and whether this was delivered in an effective and efficient way.



Mid-Term Review (MTR) of the Cooperative Support Program (CSP)

The objective was to independently assess the evidence-based information on the performance of the program against the intervention logic and existing program indicators.



Mid Term Review of Coffee Value Chain – NUCAFE/Kabarole Coffee Associations

The assignment involved :- Ascertaining the frequency of NUCAFE visits to the field over the past 3 years; reviewing information flow mechanisms/ communications flow/reporting and feedback mechanisms between NUCAFE, its field staff, the business managers and farmers; assessing the experience of the farmers and business managers



Evaluation of the Country Strategic Plan (CSP) 2010 - 2015

The assignment was aimed at establishing the progress of the CSP delivery over the implementation period and the processes put in place to deliver the three Country Programmes within the context of the eight thematic areas and the cross-cutting issues.



Endline Evaluation of the Opportunity International Girls' Education Challenge Project.

The assignment established the success of the project in reaching marginalized girls, enabling marginalized girls to be in school influencing marginalized girls' learning; documented lessons learned.



Endline Evaluation of the Opportunity International Girls' Education Challenge Project.

The objective of the assignment was to establish the success of the project in reaching marginalized girls, enabling marginalized girls to be in school, influencing marginalized girls' learning; and to document lessons learned in terms of what has worked, why and with what effect.



Mid-term evaluation of the Girl Education Challenge fund.

The objective of the assignment was to assess key performance indicators of the project including outcomes and documenting lessons learned from the project.



Monitoring & Mid Term Evaluation of Establishment and Strengthening of the Women Economic Associations (WEA) in the districts of Gulu, Pader and Kitgum

The project monitoring involved monthly on-going cohort tracking of selected WEA beneficiaries; while the mid-term evaluation focused on assessment of the overall economic effects of the intervention / women's economic associations in terms of promotion of economic re-integration and economic well-being; the effects of strengthened economic associations on micro-economies and sustainability of livelihoods.



End term evaluation of the Establishment and Strengthening of the Women Economic Associations (WEA) in the districts of Gulu, Pader and Kitgum

After having been implemented for 12 months FCL in partnership with ILIP undertook the final project evaluation that focused on the extent to which the project had achieved its set objectives. These included promotion of sustainable livelihoods and social cohesion amongst conflict affected female community members and identification of effective programmatic approaches for strengthening of associations through ongoing monitoring and rigorous program evaluation.



End of Project Evaluation of the Regional Primary Health Care programme (RPHC)

The evaluation assessed the programme relevance and appropriateness of project goals, impact, appropriateness of the intervention and the approach; programme quality, objectives, activities, as well as assumptions and risks.



Endline evaluation for the PEAS Girls' Enrolment, Attendance, Retention and Results (GEARR) Project

The objective of the final evaluation was to assess whether the program target objectives had been achieved and specifically, the aspects of the evaluation.



Mid term evaluation for the PEAS Girls' Enrolment, Attendance, Retention and Results (GEARR) Project

The mid term evaluation assessed the progress of the program target mid way implementation period. The evaluation focused on assessing relevance, efficiency, effectiveness, sustainability and impact of the project on the target beneficiaries in regards to girl's Enrolment, attendance, retention in school.



Mid Term Evaluation of the Regional Primary Health Care Sanitation and EPI Project

The mid-term evaluation assessed the quality care services to populations targeted by the project; level of community mobilisation, participation, contribution and ownership; planning, management and coordination of the project; challenges to project implementation and proffer recommendations to address bottlenecks to project implementation and relevance, effectiveness and efficiency of the project.



End of phase evaluation of 'Poverty Reduction and Economic Empowerment Programme II'

The end of phase evaluation aimed to inform the design of the third phase of the programme. Specifically, the evaluation involved an assessment of the on-going relevancy and appropriateness of the program; programme management effectiveness and sustainability of the implementation.



Midterm Evaluation Of Hope Project Uganda

The mid – term evaluation assessed the achievements and challenges of HOPE project's activities and management in a manner conducive to the implementation of the resulting recommendations and action plan.



End of project evaluation of World Vision Uganda ADP Sustainability Pilot Project (s) in 5 pilot models.

The evaluation scope included an assessment of the appropriateness and effectiveness of each of the piloted models with the objective to learn from them, make comparisons with other sustainability models that have been successfully implemented by related programmes to determine the most appropriate model(s) for adoption in future WVU programmes.



Final Evaluation of capacity building in post-conflict environment in South Sudan.

The evaluation's main objective was to determine the effectiveness of the project's new information systems, training programmes in peace building and resulting changes in attitudes, behaviour and practices in the affected communities.



End of Phase Evaluation of Kirewa Area Development Programme

The evaluation examined the level of achievement of programme goals and outcomes, relevance, effectiveness, efficiency, sustainability of programmes. This was meant to inform a number of stakeholders including World Vision Finland support office and the Finland government who were interested in learning the extent to which their contribution impacted on the lives of people within Kirewa sub county especially on the lives of children.



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Mid-term Evaluation of Gulu Area Development Program

The assignment assessed the impact of the program interventions on the people of six target sub counties of Gulu. It involved research on appropriateness of the program, program performance and its achievements, identified unmet needs, present social and economic conditions faced by OVCs, elderly and other vulnerable people.



World Vision

End of Project Evaluation of Pader General Food Distribution Project Phase V

This was a protracted relief and recovery programme intended to provide emergency assistance in form of food aid to IDPs in Pader, with the goal to support government's efforts to save lives and reduce acute malnutrition of IDPs in Uganda. The evaluation aimed at evaluating the organization, management, implementation and achievements of the project in the phase V.



World Vision

End of phase evaluation of KAMUDA ADP

The Evaluation aimed at ensuring that the programme was on track to achieving the intended programmes goals and also to identify gaps / challenges whose findings and recommendations would guide/inform the second phase re-design for another five year period.



ZOA
from relief to recovery

Mid-term Evaluation and baseline reconstruction for the MFS programme

The mid-term evaluation was broadly to assess the progress towards the MFS programme activities, assess the progress towards the specific outcomes and outputs of ZOA and its partners, identify the key lessons learnt and provide concrete recommendations that would provide a basis for strategic decision making with a view of improving future programmes.



Midterm review of the strategic plan implementation for Naguru Teenage Information and Health Centre 2015/16-2019-20

The strategic plan was mid-way in its implementation and NTIHC hired FRIENDS Consult Ltd to ascertain the progress made and draw recommendations on how to improve its implementation and impact.



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End of phase evaluation of Panyimur Area Development Program (ADP)

The assignment intended to document the impact and sustainability of interventions to target communities; lessons learnt; gaps and challenges affecting ADP effectiveness. Key outputs included an impact assessment of the ADP on the intended primary and secondary beneficiaries, highlighting gaps and challenges affecting the effectiveness and efficiency of the ADP in achieving program objectives



World Vision

End of phase evaluation of Panyimur Area Development Program (ADP)

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Evaluation of the Matching Grant Facility (MGF) Component of the Competitiveness and Enterprise Development Project (CEDP)

The major objective of the assessment was to review the performance of the Matching Grant Facility component of CEDP. Specifically, the assignment was aimed at determining the performance of the Matching Grant Facility and its contribution towards the attainment of the project development objective.



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End of phase evaluation of World Vision's Masaka Lwengo Area Development Programme.

The evaluation involved assessing the appropriateness of the program design, scope of achievement of intended objectives, relevance, impacts, adequacy and efficiency of systems and making recommendations that would be useful in future similar programs.



World Vision

End of phase evaluation of World Vision's Tubur Area Development Programme in Soroti.

The evaluation assessed the appropriateness of program design to the needs of the community; the extent to which Programme/project outcomes and goals have been achieved; investigated whether the project resources were used efficiently and effectively; assessed the degree of involvement of girls, women, boys, and men in planning, implementation, monitoring and survey; integration of interventions with District priorities.



Operational Audit of the Second Private Sector Competitiveness Project (PSCP II). The operational audit was meant to inform the oncoming mid-term review, examined the key aspects of the project design, continued relevance, management structure, implementation progress, compliance, and assessed the potential for impact and sustainability. PSCP was aimed at improving market penetration and overall performance of formal business in Uganda.

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