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The ATMS Project:

The African Training and Management Services (ATMS) is a Regional Project of the UNDP, with the IFC as the Executing Agency and the AfDB as the Regional coordinating body.

The ATMS Project was initiated in 1989 with the aim of enabling African SMEs to become competitive, profitable and sustainable on the global Market. It assists these companies by providing Management and Capacity Building services over a period of three years or longer. It does this by seconding qualified, experienced, hands-on, professional management and related services to selected private companies and commercially operated public enterprises, with the aim of strengthening management teams while developing local management capacity.

The ATMS Project's ultimate goal is to leave in place locally managed businesses that are profitable, competitive, and sustainable and integrated into the international business community.

About AMSCO:

The African Management Services Company (AMSCO) was also set up in 1989 to solely and exclusively implement the ATMS Project. AMSCO has its registered office in the Netherlands, and its Operational Head Office in Johannesburg, South Africa. It also has Regional Offices in Kenya covering East Africa, Ghana covering West and Central Africa, and South Africa covering Southern Africa.

Kenya Portfolio

ATMS/AMSCO's local initiatives continue to contribute to the economy of Kenya. With an overall mission to assist in Private Sector Development, ATMS/AMSCO is currently providing support in the following areas:

- Increasing value of Agriculture in support of MDG 1 and MDG 7
- Enhancing development of Financial Services market in support of MDG 1 and MDG 8
- Business Process Off shoring of MDG 1 and MDG 8
- Manufacturing for the region in support of MDG 1 and MDG 6

The beneficiaries of ATMS/AMSCO's initiatives have reported significant growth in both revenues and profitability and this trend is expected to continue into the future. This has also resulted in an increase in the taxes paid by beneficiary companies to the Government of Kenya.

The skills transfer between ATMS/AMSCO's Experts and local managers are real and have contributed to the creation of resource capacity in the local industry.

LIST OF AMSCO COMPANIES AND MANAGERS IN KENYA

CLIENTS	SECTOR	SIZE	MANAGER	POSITION
AfricInvest Capital Partners E. Africa Ltd	Investment Vehicle	S	Skander Oueslati	Private Equity & Investment Specialist
Alios Management Kenya Ltd	Leasing services	S	Jan - Albert Valk	Leasing & Asset Financing
Bridge International Academies	Education	S	Patricia Griffins	Director of Operations
			Jaime Zarafonetis	Director of Training
Catalyst Principal Partners	Investment Vehicle	S	Biniam Yohannes	Senior Partner
			Marlene Ngoyi	Principal Investor
Inreturn Kenya Ltd	Investment Vehicle	S	Eelco Benink	Investment Manager
			Steve Otto	Managing Partner
Innscor Kenya Ltd	Food & Beverages	M	Morne Deetleefs	Managing Director
Juhudi Kilimo Ltd	Micro Finance	S	Nathan Robins	Finance & Rural Development Director
Kencall EPZ Ltd	Business Process Outsourcing	M	Rodger Hunwicks	Chief Technical Officer
Kenya Association of Manufacturers	Others	S	Jalay Pandya	Kaizen Consultant
Kickstart International Ltd	Agriculture	M	Tamara Matthews	Development Officer
			Mudit Sharma	Project Manager
			Valentine Joseph Gandhi	Associate Director IEM
KK Security Ltd	Services	L	Peter Hitchcock	Regional Director
Kuku Foods Kenya Ltd	Food & Beverages	S	Eugene Norval	Operations Manager
Lordship Africa Ltd	Services – Real Estate Development	S	Jordan Scott	Managing Director
Mobile Venture Kenya Ltd	Services - Technology	S	Jesse Moore	Managing Director
Opportunity Bank Kenya Ltd	Micro Finance	S	John Giles	Chief Executive Officer
			Mark Horwood	Regional Head of Risk Management
Phatisa Kenya	Investment Vehicle	S	Paul Whyte	Regional Operations Officer
Planet Rating	Services - Microfinance	S	Ingrid Smit	Technical Director
Rift Valley Products Ltd	Agriculture	S	Pieter Veister	Chief Executive Officer
Synovate Kenya Ltd	Services - Research	S	Gordon Asiimwe	Senior Research Manager
Universal Corporation Ltd	Pharmaceuticals	S	Kay Weyer	Project Manager

Case Study

Juhudi Kilimo Ltd

Sector: **Micro Finance**

Location: **Nairobi Kenya**

Number of employees: **40**

PROJECT BACKGROUND

Juhudi Kilimo is a social enterprise that provides asset financing and technical assistance to smallholder farmers and small-to-medium agro-businesses throughout Kenya. Juhudi operates exclusively in very rural areas, giving smallholder farmers access to the tools they need to scale up and succeed.

Its mission is to provide market-driven, wealth-creating financial services for rural smallholder farmers and enterprises while achieving a positive social impact.

CHALLENGES

At the time of commencement of the AMSCO intervention, the company was facing the following challenges:

- Start up operations with no track record
- New business model that was being tested for the first time
- Low capital base
- An inefficient Management Information System

Juhudi clients



AMSCO'S SOLUTION

AMSCO's intervention at Juhudi Kilimo commenced on September 1, 2009 with the secondment of the Chief Executive Officer Mr Nathan Robinson.

At the commencement of the contract, AMSCO's project deliverables included:

- Improving operations of the company to enable it to meet its business objectives
- Securing financing for the company to enable it to scale up its lending
- Marketing and branding of the company
- Putting in place an IT infrastructure to support the company operations
- Building the Human Resource Capital

AMSCO IMPACT

- The company won the social entrepreneur award of the year 2011 for its achievement in doubling the income of its clients as a result of their asset loans
- Over 7300 farmers in Kenyan rural community have received a Juhudi Asset finance loan, enabling them to start the journey towards escaping poverty
- The innovative model of productive asset loan finance, backed by asset insurance and life insurance, limits the exposure of the client and prevent them from falling deeper into poverty in case of failure of the venture
- The AMSCO Manager has helped the Company to raise US\$3 Million for its lending portfolio
- The ATMS Foundation provided training grants of US\$ 13, 614 for the training of the Company's Loan Officers and Operations Staff
- Juhudi has increased its loan repayment rate from 90% in 2008 to 96% in 2010
- Juhudi has also increased its average loan size from US\$455 in 2008 to US\$594 in 2010

INTEGRATION WITH THE MDGS

MDG 1: ERADICATE EXTREME HUNGER & POVERTY

This project is contributing significantly to eradicating extreme poverty for more than 7,000 families that have been assisted to acquire income generating assets. The project works predominantly in rural Kenya where poverty levels are most pronounced.

The insurance on the assets also assists the family to avoid falling into further debt incase of loss of the asset. Juhudi supplements it's lending with training to the farmers to assist them to better manage their businesses thereby creating more sustainable livelihoods for the families.

Juhudi Kilimo receiving the Schwabs Award



Case Study

Synovate Ltd

Sector: **Professional Services - Research**

Location: **Nairobi Kenya**

Number of employees: **215**

PROJECT BACKGROUND

Previously known as the Steadman Group, Synovate is a research and marketing intelligence company that seeks to support social, political and economic development as well as facilitate the growth of private business and enterprise through the provision of high quality, independent research and monitoring information.

The Company was initially setup to primarily carryout media monitoring services in 1984. Market research services commenced immediately thereafter. It is currently the largest research service provider in Kenya. Its research products include business research on company's advertising campaign, competitiveness, customer satisfaction, loyalty, emerging markets, growth strategies, media monitoring, product design & development. On social issues, it includes surveys into health issues, education, water, housing and democratization.

CHALLENGES

At the time of commencement of the AMSCO intervention, the company was facing the following challenges:

- Need to improve profitability
- Need to increase customer satisfaction, retention & loyalty
- Need to improve consistency in quality of service
- Need to improve staff retention & development
- Need to improve corporate image & branding
- Need to improve business process & effectiveness

Synovate Media Monitoring



Training Participants



AMSCO'S SOLUTION

AMSCO's intervention at Synovate Group Ltd commenced in November 2006 with the secondment of Ms. Vivien Marles as the Group Training & Strategy Director. In October 2010 AMSCO seconded an additional Manager in the capacity of Senior Research Manager. The responsibilities of the AMSCO Managers included:

- Establish a center of excellence for the promotion of professional development and skills building in the practice and application of market intelligence and research as a key decision-making tool in the public and private sectors both internally and externally
- Create a professional cadre of trained and accredited social and commercial research practitioners by establishing a professional accreditation system
- Train and support research practitioners on methods, the 'tools of the trade' and communicating and using research effectively within their organizations
- Demystify research as a discipline and prepare users of research information for the world of change that research presents to them

Synovate Media Monitoring





AMSCO IMPACT

- Revenue has grown by 492% to stand at Kshs 813 Million in 2010
- Profit before tax has grown by 1,355% to stand at Kshs 212 Million in 2010
- Corporate Tax remittance have also grown by 1,077% to stand at Kshs 64 million
- The company also provides employment for 215 full time employees having grown from 140 at the commencement of the contract
- The ATMS Foundation has supported skills development in key areas of the business such as Management development, Research, Data analysis & Interpretation, Proposal & Report writing at a cost of over Kshs 1.8 million
- The company's brand equity has been enhanced making it the largest and most widely recognized research company in Kenya
- The company supports socio economic development of Kenya through research programs in Education, Health, Trade, economic development and democratization

INTEGRATION WITH THE MDGS

MDG 1: ERADICATE EXTREME HUNGER & POVERTY

The company has increased direct employment by 50% since the commencement of the AMSCO intervention and provides as part time employment for over 200 other people who are trained as field staff. Its products are assisting business success by informing investments in agribusiness, rural development, enterprise development etc.

MDG 1: ERADICATE EXTREME HUNGER & POVERTY

Synovate has helped to conduct research on HIV/AIDS, Malaria and other diseases to determine impact of interventions and best strategies for fighting the scourge. This was specifically covered by the Social Healthcare Survey and the Knowledge Attitude & Practice survey.

MDG 8: DEVELOPMENT OF GLOBAL PARTNERSHIP FOR DEVELOPMENT

The Company has also conducted research on effectiveness of grant funding in areas such as agriculture, health and education, helping to inform investment of development assistance received by the country and improve effectiveness of such interventions. These include the Financial Sector Deeping Survey, Social Healthcare Survey, Rural Livelihood study and Education Sector survey.