



SMJR Consult

Growing Businesses, Eradicating Poverty

1. INTRODUCTION

1.1. Who we are

SMJR Consult is a Management Consulting firm registered in Uganda. It is also the consulting arm of SMJR Company Ltd, a **for profit Social Business**, whose mission is the creation of innovative business solutions for poverty alleviation. Our focus area is Eastern Africa, with a particular focus in Uganda, Kenya, Rwanda and Burundi.

1.2 Our Vision

Making a significant contribution towards the alleviation of poverty in Uganda, and the wider Eastern African region

1.3 Our Mission

We aspire:

To be a leading, respected and valued partner to **(1) Small and Medium businesses (SME's), and (ii) Community Based Organisations** through the provision of world class but affordable business advisory support.

Larger Organisation Consultancy 35% SME Consultancy 65%

1.4 Location

Our office is located in Bugolobi at the following address:

Physical Location:	Plot 51 Luthuli Avenue, Bugolobi.
Box Address:	P.O. Box 2487 Kampala
Telephone:	+256 312 10 90 15; +256 772 44 95 90
Primary Email:	admin@smjrconsult.com
Key contacts:	Mr. Stanley Musiime (MD) Stanley.musiime@smjrconsult.com

1.5 The SMJR Way

In the delivery of our mission and objectives, we will lean fully upon our creed:

- (1) Social focus- we shall always be focused first towards maximising the social impact of our work before profit.
- (2) Professionalism- Operating to the highest standard at all times in our engagements with all our stakeholders
- (3) Partnership- Building the networks and associations that will increase the value and effectiveness of our offering to our clients
- (4) Expertise- continuous professional development. Staying relevant, thereby offering our clients the best support.

2. WHAT WE DO

2.1 Shape of our Client Portfolio

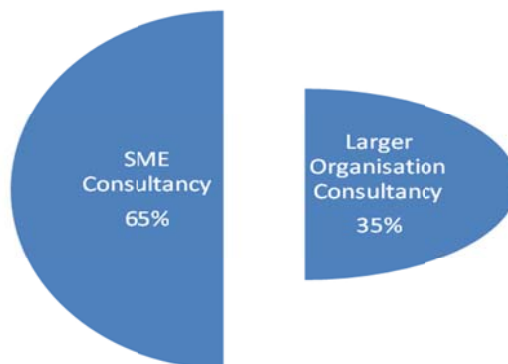
Our clients are targeted into 2 main clusters, (i) the Small Business and CBO, and (ii) The larger Organisation. In terms of focus and prioritisation, 60-70% of our effort goes towards supporting the Small Organisation and CBO, in line with our strategic direction, mission and vision.

Because of our experience working with the large organisations, and the higher remunerative powers of such organisations (which allows us to subsidise fees to smaller clients), we plan to target 40% of business from the larger organisations

SMJR Consult clientele includes:

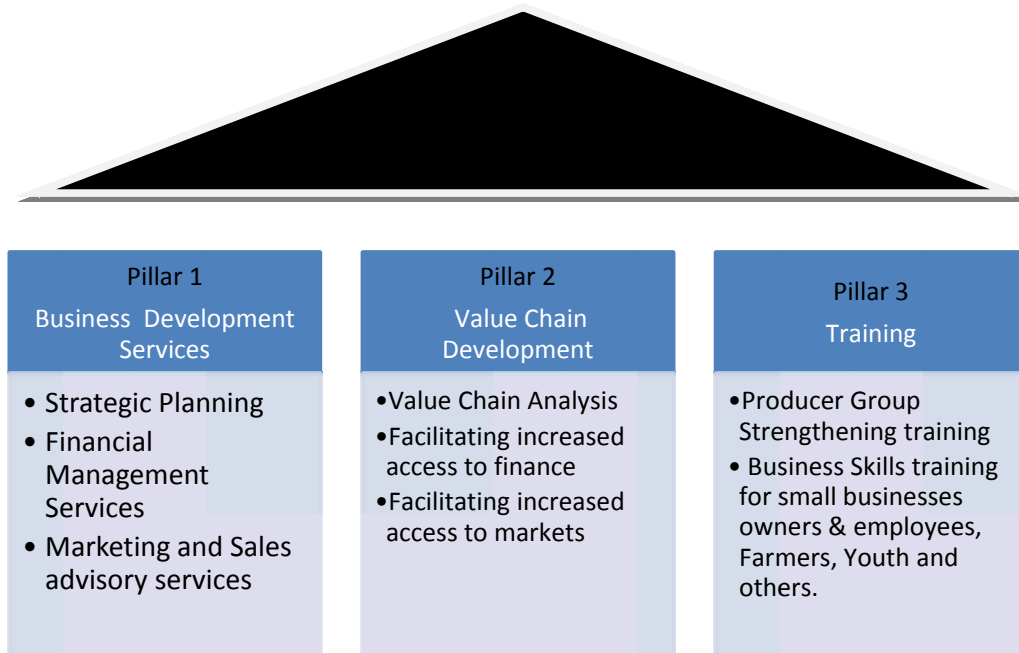
- Small and Medium business Enterprises (SMEs)
- Producer Groups/Collective Marketing Groups/Community Based Organisations
- Development Partners
- Private Sector Associations
- Non-Government and International Organisations

SMJR Consult Targeted Shape of Client Portfolio



2.2 OUR SERVICES

Our Service delivery is structured along 3 Key pillars



PILLAR 1: BUSINESS ADVISORY SERVICES

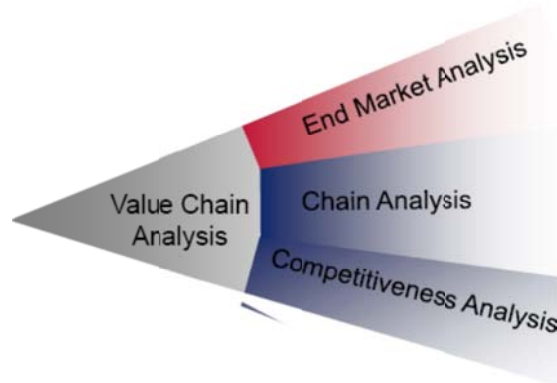
- (1) **Strategic Planning and Support** (including but not limited to the following)
 - a) Strategic Business Planning and Business Plan preparation
 - b) Organisational Design
 - c) Diagnostic analysis, Problem Analysis,
 - d) Business Environment and situational analysis
 - e) Clarifying Mission, Values and Objectives
- (2) **Financial Management Services** (including but not limited to the following)
 - a) Financial Planning and Budgeting
 - b) Financial reporting
 - c) Book keeping
 - d) Cash flow management and analysis
- (3) **Marketing and Sales advisory Services** (including but not limited to the following)
 - a) Developing an integrated Marketing and Sales Plan
 - b) Effective Marketing Spend strategy formulation
 - c) Sales effectiveness score card development
 - d) Market Research

PILLAR 2: VALUE CHAIN DEVELOPMENT SERVICES

The SMJR approach towards Value Chain Interventions is rooted in the 3 areas of [1] Value Chain analysis [2] Access to finance and [3] Access to Markets. Our products and services under these areas are described further below

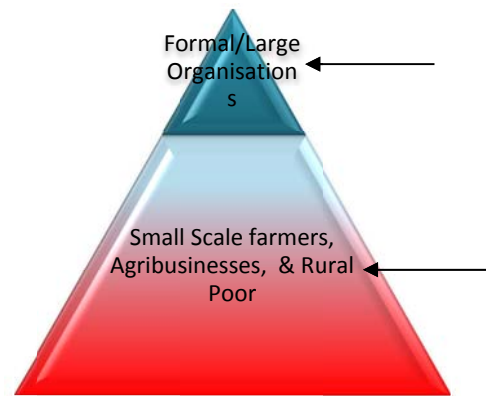
(1) Value Chain Analysis (bringing products from conceptual stage to end markets)

- a) End Market Analysis
- b) Chain Analysis
- c) Competitiveness Analysis
- d) Value Chain Mapping
- e) Value Chain Selection
- f) Value Chain Monitoring and Impact Assessment



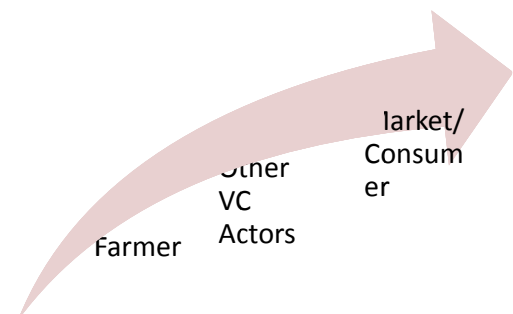
(2) Facilitating Access to Finance

- a) Development, Installation and training of 'made to fit' financial management systems for Producer Groups and Agribusinesses
- b) Development of financial literacy materials for Small scale farmers
- c) Up scaling financial skills capabilities of Value Chain actors.



(3) Facilitating Access to Markets

- a) Improving Enterprise Selection at farmer level
- b) Trade education for farmers and small traders [sensitization & access of market information]
- c) Facilitating linkages between farmers and Large scale buyers



PILLAR 3: TRAINING AND CAPABILITY BUILDING

Leveraging our experience, while adopting from best practices elsewhere, we have developed a set of well designed, practical, and highly participatory training methodologies. We are putting these to great effect in our 2 core training areas of [i] Producer Group Strengthening and [ii] Business Skills training.

Our Approach

Our training is designed to complement our other focus areas of discussed above. We therefore focus our training in only 2 key areas:

[i] Producer Group Strengthening:

Some of the Core areas covered under this are as follows:

- a) Importance of working in Producer/Collective Marketing Groups
- b) Formalising a Group
- c) Understanding and Leveraging Group Dynamics
- d) Governance practices for Groups
- e) Financial management & Records management for Producer groups
- f) Improving access to markets for Collective Marketing Groups



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[ii] Business Skills training

Some of the Core areas covered under this are as follows:##

- a) Attributes of successful business persons
- b) Idea Generation
- c) Planning for Success- Goal & Objective Setting
- d) Translating Goals, into clear Business Plans
- e) Creating financial reports and record keeping
- f) Improving sales and market share
- g) Accessing & Managing finance for businesses



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3.0 HIGHLIGHTS OF MAJOR ASSIGNMENTS COMPLETED

A. BUSINESS DEVELOPMENT SERVICES

1. Strategic Plan Development for Enterprise Uganda Clients

As a consultant for Enterprise Uganda, SMJR Consult has been retained to support various small but growing businesses with various business development services. In the course of this relationship SMJR has worked with several clients providing a wide range of services. Some of the clients supported are listed below:

I. NYAKAKONI WOMENS GROUP:

Started in 2003 by Women in Mbarara, this group now boasts over 100 members, and a collective goat herd of over 1,500 goats. SMJR was retained to review the business with a view to supporting the group enhance their business operations with a particular focus on maximising sales.

Through interactive tutoring sessions with the Women, the Group now has a clear business strategy, that focuses on Rwanda export market. The group expects to deliver sales revenues of 400 million by 2012. SMJR was successful in supporting the women with a clear Business and Marketing Plan

II. HOTEL PARADISE ON THE NILE:

One of the Prominent Mainstream hotels in Jinja, a family business owned by principal directors Mr and Mrs Otile, the hotel is poised to consolidate its position as the leading 3 Star Hotel in Jinja. SMJR supported the business to develop its 2010-2015 Business Plan. The key benefits of this plan to the directors was its articulation of the Long term goals (Vision) of the business, and a road map prioritising the Strategic Initiatives and Specific activities required to deliver the Business Objectives.

III. LIZ ARTWORKS:

This business is owned by a young female entrepreneur with bold aspirations. While Liz had the desire and the business savvy to sniff market opportunities, she was in dire need of support with regard to streamlining and creating a structure and order to her business. Working together with the entrepreneur, SMJR developed a clear 3 year business plan, fully supported by financial, human resource, sales and procurement plans. Liz now has a clear idea of the kind of the kind of work (Objectives) she needs to get done before she can realise her aspiration of 'becoming the leading art and crafts retailer in Uganda, by setting up a one stop centre that provides the best quality African products, commanding a 75% Share of the Ugandan Art and Crafts Industry.'

IV. KIWENDA HORTICULTURAL FARMERS ASSOCIATION:

With a great range of products that included Wines and Juices, the association was unable to make breakthroughs in its marketing efforts. SMJR was retained to support the group develop and implement an effective marketing strategy. Through a month long programme of direct training and support to the group, progressive changes have been made and the group has received Purchase commitments from 2 Key

Supermarkets including Capital Shoppers as soon as key product quality parameters are met. The group is now also actively liaising with the Uganda National Bureau of Standards (UNBS) to procure the required certifications..

BDS Services to Other clients:

Several other clients have been supported with a range of BDS Services. Some of the clients include the following:

V. UGAROSE FLOWERS LTD:

Ugarose turns over more than 5 billion Uganda Shillings annually through flower exports into Europe. The farm is based in Entebbe on a 50 Acre piece of prime land. The Directors of this business contracted SMJR Consult to review and advise on the Governance, Management Reporting Systems and Financial Management processes. This was in a view to strengthen internal business Operations. The family owned business, now has a clearly board which includes non shareholding directors, which meets regularly. In addition, the Managing Director, now has access to a business reporting process that enables the business to rapidly indentify and deal with issues. Also the business has an installed financial management system-QuickBooks that now effectively safeguards the business financials, in addition to providing robust detailed information to support decision making.

VI. TOPLINE INVESTMENTS LTD:

Topline investments is a well capitalised small and growing financial institution. The directors aspire to grow into a fully fledged Deposit Taking Microfinance Institution such as Pride, and Equity Bank. SMJR is providing support in the transformation process through the development of a comprehensive Strategic Plan, and Roadmap. SMJR will continue to support Topline Investments as it executes its strategy of transformation over the next 3-5 years.

VII. JOY TRADERS LTD:

A Distributor for the leading alcoholics Beverage Company in Uganda, Uganda Breweries Ltd, Joy traders is one of the Biggest Operators in Kampala redistributing alcoholic beverages to Outlets in parts of Kampala. SMJR is currently retained providing business improvement services. In particular, SMJR Consult is supporting Joy Traders Ltd to improve internal systems, so as to safeguard the highly liquid assets of the business.

VIII. MUKAMAYAGABA FAMILY ENTERPRISES:

The owners of this business, after being in operation for over 5 years, decided to scale up their operations with a long term aspiration of becoming the leading players in the poultry business. SMJR Consult was contracted to provide a diagnostic study as well as strategic and business plan for the business. In line with the Terms of Reference, SMJR Consult prepared a detailed strategic and business plan that will support Mukamayagaba family enterprises to realise their mid to long term (5-10

year) aspirations of becoming a leading player in the poultry and piggery business in Uganda

IX. PLC limited:

A company formed by a group of close colleagues, in need of strategic direction and focus, contracted SMJR Consult to guide it through a strategic planning process, through which a critical evaluation of the various strategic choices was done. Faced with two key choices of (i) Banking and financial management services and (ii) real estate development, the Directors needed guidance on where to place strategic focus. SMJR Consult was successful in supporting the directors and we fully expect to see PLC investments as a fully fledged and recognised financial institution in the near future

X. Bee Natural Uganda Ltd

The leading processor and seller of Ugandan honey products, controlling 70% of National market share, this company contracted SMJR Consult to provide Strategic Marketing Support services. The Company has a bold vision of becoming the leading preferred supplier of Honey and other Bee Products across the Eastern African Region, as well as to access the European and broader International Market. SMJR Consult was contracted to develop a Marketing Plan that outlined a clear strategy to achieve the directors strategic aspirations.

B. VALUE CHAIN DEVELOPMENT SERVICES

1. Base line Studies and Quantitative baseline survey for Apiculture Value Chain

SNV in Uganda, has indentified Apiculture as one of the key areas of intervention that provides great opportunity to incorporate the rural poor into a vibrant economic activity.

SMJR Consult was contracted to conduct a number of (i) regional and (ii) country wide quantitative baseline surveys, to establish the level of engagement of stakeholders within the Apiculture Value Chain. Primarily SMRJ Consult was required to establish Production, Income and Employment levels generated across the Value Chain, so as to inform and support SNV's future interventions in the sector. The reports produced are in the possession of SNV Uganda.

2. Developing and Implementing a Financial Management System for Coffee Depots in Kisozi Sub county, Kamuli District- a Kulika-EU-SOLIDAREDAD Project.

Kulika Uganda in partnership with European Union-SOLIDAREDAD, implemented a project 'Establishing an export market for certified responsible coffee with small holder producer groups in Uganda.' The project was based in Kisozi Sub county, Kamuli District. The project aimed to train farmers on coffee management practices and sustainable agriculture

SMJR Consult was retained by this project to (i) Develop and implement a financial management system to establish controls to effectively manage the finances and

resources of the Depot committees and (ii) to provide training to the coffee farmers on how to effectively manage their group finances.

3. Quantitative baseline survey for Lucero District Farmers Association (LUDFA) outreach in the Horticulture (pineapple) value chain

The Luweero District Farmers Association (LUDFA) is an umbrella organization for approximately 5,000 subscribed members (farmer associations, family units and individual members) in Luweero district of Uganda. SMJR Consult was retained by SNV to support LUDFA in establishing its outreach in terms of Production, Income and employment of all Luweero based pineapple farmers.

4. Quantitative baseline survey for Uganda National Dairy Traders Association client outreach in the Dairy value chain

SNV Uganda actively supports the Dairy Value Chain. As one of its interventions for 2010, SNV desired to acquire a clear validation of data at client outreach level in the Dairy Subsector.

SMJR Consult was contracted to prepare a sex aggregated report, highlighting the key measurables of Production, Employment and Income within the value chain.

SMJR's report will ensure that target setting is improved and outputs/outcomes made increasingly SMART during future planning processes as for monitoring and evaluation purposes

5. Value Chain Analysis for Kizinda Farmers Association.

Enterprise Uganda has retained the services of SMJR Consult to provide Services in respect of Developing Business Plans for SME's on the Strengthening Women Entrepreneurs Project (SWEP)Kizinda farmers association- A community based organisation started by concerned persons to primarily address the crisis of HIV infected widows, the CBO, has grown from its original 15 members to 120 members currently (Dec 2009).

SMJR Consult on a pro bono basis has supported the group in (i) clarifying its milk and matooke value chains (ii) set up a microfinance management structure to manage funding received from a Rotary Club of Haile in the UK.

6. Three year strategic plan for Apitrade Africa's MARIPAA program in the apiculture value chain

As a result of the first African Honey Expo held in October 2008, Apitrade Africa took steps to develop the concept of Market and Investment Promotion of Apiculture in Africa (MARIPAA), an idea to make service provision and investments more accessible to stakeholders in the industry.

SMJR Consult working as a local capacity builder for SNV Uganda was contracted to develop a 3 year strategic plan for Apitrade Africa intended to outline focused market investments and service provision interventions within Apitrade Africa in addition to assisting in stimulating the effectiveness of Apitrade Africa's internal systems and structures towards implementing these services.

SMJR Consult has since strengthened the ability of Apitrade Africa to be more efficient and effective through the development of a long term strategic vision that focuses on delivering MARIPAA at national level and in East & Southern Africa.

7. Assessment of the current INFOTRADE products and services

FIT Uganda is a management consultancy firm that supports the development of sub-sector value chains. In supporting agricultural market chains, FIT Uganda set up an agricultural market information system INFOTRADE. In order to make this service readily available to its end users FIT Uganda contracted SMJR Consult to assess the price suitability of the current INFOTRADE services and products and propose value price tags for the target users. In line with the TOR SMJR Consult developed; (1) A cost benefit analysis for the services and products on offer; (2) Guidelines on how to price the different services and products, these guidelines were structured in a way that they focus on fulfilling the needs of the end users and ensure the products sustainability; (3) Products/service packaging forms and methods of delivery; (4) Proposed payment methods and procedures to be adopted by FIT Uganda.

8. Financial Literacy Manual for Small Scale Farmers

SMJR Consult was contracted by AgriProfocus, a network of Development Agencies and Organisations to develop a popular version of financial literacy for small scale farmers. This was in recognition of the fact that currently little information exists that is designed and targeted at the small scale farmer- providing much needed education and information on how to better save, access finance, and manage finances for the business.

9. Value Chain Analysis and Mapping for Groundnuts and Maize in Eastern Uganda

As part of increasing access to Markets, SMJR undertook a maize and groundnut mapping study to discover and articulate the patterns and behaviours of maize and groundnut consumers so as to support VECO EA's initiatives in supporting farmers with the relevant enterprise selection strategies, that fully aligned with existing market requirements.

C. TRAINING & CAPACITY BUILDING

1. Producer Group Strengthening to Farmer Groups in Kaabong, Karamoja (USAID MERCYCORPS)

SMJR Consult was contracted by USAID MercyCorps to provide a two week training to their young and fledgling Producer groups as part of a broader initiative to promote peace in the Karamoja region through developing economic opportunities. The assignment was successfully carried out with using a highly practical, and participatory methodology.

2. Business Skills training to Value Chain Actors in Kaabong , Karamoja (USAID MercyCorps)

SMRJR was contracted to provide a one week Business Skills training to several value chain actors in the Karamoja region as part of a USAID MercyCorps Peace Building initiative. SMJR consult drew on its well designed methodologies to deliver a highly successful and impactful training.

3. Financial Management training for Kamuli Coffee Producer Groups.

SMJR Consult was contracted by Kulika to provide training to their coffee Producer Groups based in Kamuli

4. Business Skills training for Small Business Owners in Kasokoso- an Urban Slum Area

The Rotary Club of Bugolobi, having adopted the Kasokoso village, in Mutungo, contracted SMJR Consult to carry out a business skills training to the business owning residents of Kasokoso. This event attracted over 100 participants and was highly successful on account of its highly practical and participatory methodology.

4.0 OUR TEAM

Passionate about what we do!!

Musiime Stanley

With several years of experience within the corporate sector at local (Uganda), regional (East Africa, Cameroon) and International Level (UK, USA), Stanley is very knowledgeable about best practice for good business.

Stanley's core area of expertise lies in financial and Strategic Management, and has consulted in;

- Financial management,
- Strategy formulation and implementation,
- Sales strategy, and
- Marketing strategy

Stanley has consulted for both Large Organisations, and Small Medium companies including but not limited to:

- **Diageo Cameroon-** where he supported the senior management team in drafting their strategic and financial plan for financial year 2009.
- **East African Breweries Uganda-** where as an internal consultant, was responsible for the supporting the leadership team in the development of (i) the Overall business strategy (ii) the financial strategy (iii) the sales and marketing strategy and (iv) the supply strategy.
- **Ugarose Flowers Association-** an SME business, exporting cut flowers to Europe with turnover in excess of \$2 million, and employing over 300 people. Provides consultancy on financial performance, process improvement and human resource management
- **Kizinda farmers association-** Supported by Rotary, and Heifer Project among others, provides pro bono consultation to this group on commercialising agricultural processes.

Deborah Mulumba PhD

With a PhD in Social Sciences, and an MA in Women Studies, Mrs Deborah Mulumba is an experienced researcher and consultant in the area of Women Studies, Conflict resolution and Poverty alleviation.

Among some of her **Publications** are the following;

- Mulumba D (1998) Refugee Women and the Traumas of encampment in Uganda IN *East African Journal & Human Rights* Vol. 5 No 1 1998
- Mulumba D (2002) „The role of women in conflict resolution in Uganda“ In Tripp A and J Kwesiga *Women in Uganda* Kampala: Fountain Publishers ISBN 9070 02 340 3
- Mulumba D (2005) Gender relations, reproductive health and livelihood security among women refugees in Uganda; the case of Sudanese women refugees in Rhino Camp and Kiryandongo refugee settlement. ISBN 90-8504 – 304-2
- Mulumba D (2005) „Humanitarian Assistance and Refugee Question as Source of Conflict in Uganda In Aaron Mukwaya (ed) *Uganda’s Fundamental Change Domestic and External Dynamics of Conflicts and Development*. Kampala: Makerere University Printery ISBN 9970-9019-5-2
- Mulumba, D. (2008) “The Capacity of war and HIV/AIDS-affected households to provide livelihood and protection to orphans and vulnerable children in Uganda” *East African Journal of Peace & Human Rights* Vol 14/2 2008 pp 423 - 439

She has a strong record of consultancy and some of her recent consultancies include the following:

Selected Consultancies Completed

- April 1999 „Knowledge, Attitude and Practice of Reproductive health methods by Sudanese refugees in Rhino Camp“ Commissioned by DED
- March 1999 Action Plan for the Department of Disaster Management and Refugees, Office of the Prime Minister. Funded by UNICEF
- April 2006 Mapping existing gaps, interventions and opportunities for UNIFEM engagement on women’s rights in Uganda. Commissioned by **UNIFEM**
- September 2006 Rapid Assessment of sexual and reproductive health needs in northern Uganda. Commissioned by **UNFPA**
- December 2006 Sexual and Gender based violence in war affected communities in Uganda (Study commissioned by Planning Division Ministry of Health). Report commissioned by Ministry of Health in May 2007. (**Co-researcher**)
- June 2007 Catalyzing Positive Change into SRHR Status of Conflict- Affected communities in Uganda: participatory research report into SRHR; and documentation of the Adolescent Initiatives. Consultancy funded by **DFID and commissioned by Marie Stopes**
- November 2008 Gender-Based Violence in Camps and Areas of Return and

- Transit in Northern Uganda: Inter Agency Rapid Assessment Report to **UNFPA**
- February – June 2009 Gender and Migration – Policy analysis for Uganda supported by Edulink Project funded by European Union and implemented by Oldenburg University, (Germany) Makerere University, Mbarara University (Uganda) and Alfahad University (Sudan). (ongoing).

Ssejjemba Kennedy

Kennedy is an experienced business and management consultant with varied and relevant practical experience in marketing management as well as training. Currently studying for his Doctorate Degree (Doctor of Business Administration) from Maastricht School of Management focusing on development Value Chains in Uganda, he also holds an MBA from Makerere University as well as a Post graduate Diploma in Marketing (CIM UK).

Some of the clients served Include Bank of Uganda, National Water and Sewerage Corporation, Agricultural Sector Programme Support-DANIDA Agribusiness component, Ministry of Agriculture and Animal Resources, to mention a few.

Kennedy has been retained as a Lecturer Marketing and Strategy at the Faculty of Economics and Management-Makerere University since 2006. He has also been retained as a Business Development Consultant, Agricultural Sector Programme Support (ASPS) - Danida (Agribusiness) since 2006.

Sheba M. Bamwine

Sheba holds an M.A in International Relations specializing in International Development and a B.A in Development Studies. She possesses a wealth of skill and experience in project planning and management including expertise in different methods of research and data collection.

Sheba has participated in a number of project monitoring and evaluation assignments especially in the areas of education, economic development and value chain development. She also adds to the firm competence in facilitating required client follow up interventions like facilitating Multi-stakeholder processes, producer group strengthening activities and knowledge brokering.