



Profile

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1.0 Background

Tomosi Foundation, a subsidiary entity under Tomosi Group begun in March 2009 in honor of a simple peasant man from western Uganda, who had faith in the power of small beginnings. In a continent where peasant families quiet often are reduced to begging for food or live on insufficient diets, Tomosi, a semi- illiterate herdsman, made decision that his children will “never beg for food nor will his home suffer from hunger”. It may sound a simple and insignificant decision today, until one learns that traditional Ankore herdsman long ago, never cultivated and quiet often abandoned land as soon as the dry spells set in; and those who grew food on a small scale were ostracized by their community and presented often as failures in life who had lost cattle and resorted to “digging.” By the time Tomosi Rwabwogo died in 1999, he was the single supplier of the best bananas, vegetables and fruits in his neighborhood, sustaining many families through the dry seasons that are a feature of the area. He also helped build a church and school that are now testament to his vision. He was also able to hold on to a large piece of land, even though he had few cows, as many families moved away in search of water and pasture leaving their ancestral lands to be taken.

Tomosi Foundation supports charities with a focus on Agriculture, value addition, Enterprise training, education and sound spiritual living, the issues that Tomosi’s life championed. The Foundation reinforces genuine efforts of people trying to leapfrog from peasantry and negative conditions, to being of value in life and to their communities. It teaches responsible citizenry and offers its resources to clearly those Africans who are seeking to overcome their situations by taking responsibility. Tomosi Foundation activities are supported by proceeds ‘tithed’ from the subsidiary companies under Tomosi Group as part of the Corporate Social Responsibility. For example, over the last three years, Tomosi Foundation has spent over USD 100,000 contributed by in-house sister companies to support activities in Education, agriculture and health mainly in form school fees, entrepreneurship trainings and start-up capital for youth and women groups in the agricultural sector.



Nama primary school renovation, Gaining Scale training



Gaining Scale training

2.0 In-house partnerships

The works of Tomosi Foundation in the area of Enterprise training /capacity building are anchored by Tomosi’s Farm Bwesharire and TERP Media, an in-house training and communication arm of the Group.

2.1 Tomosi’s Farm Bwesharire

The springboard of Tomosi Group is farming, with the earliest startup being Tomosi’s Farm Bwesharire Ltd (TFBL), producers of the “Milkman”



brand of dairy products. The Tomosi's farm began in 1964 as peasant holding for the first generation holders; Mr. & Mrs. Tomosi Rwabwogo with 30 heads of less productive local cattle and growing food for local sales and home consumption in a community that prized nomadism and rejected growing crops. The farm was the first to introduce the growing of vegetables, fruits, cereals and grain and its market was the very community in the dry seasons that, with extremely low milk production and a poor diet, turned to the farm as a source of rescue. Tomosi's farm has since been a source of inspiration, education and agricultural transformation in the area, leading the charge to value addition over the years, of the farmers' output. Beginning in 1997, the farm was expanded with several purchases of land, improved breeding and feeding by the second-generation owners, from its original 76 acres to the current 500 acres.

The reason

The Tomosi's farm investment in Agriculture is driven by the following key reasons:

- 1) By the turn of the century, Africa will have an estimated 40% of the global population (UN figures) with a middle class of well over 1 billion people. These will need better protein and organic foods. Uganda in particular has 78% of her population under 30. When these come into a full consumption age, there will be a huge need for food and shelter. We would like to be part of this revolution by providing high quality dairy and beef products to this market. There is a lot of future revenues that can be tapped for many decades to come but currently hidden in these population numbers and undeveloped agricultural systems.
- 2) To increase the incomes of our nations, the leadership in Africa will require investment in skills and knowledge in the agriculture sector. This sector contributes a lion's share of the GDP of many African nations. Our years with dairy farming have taught us that unless there is deep collaboration between the producer, the trader and the processor, a lot of value is lost and the productivity chain gets stunted causing poverty eradication effort to stall. The Tomosi's farm aims to be the regional leader in helping improve the productivity of farmers and setting an example for the African elite who currently regard agriculture as too risky a venture. This in the process creates a vicious cycle of low productivity, given that the current producers of food in Africa tend to be uneducated rural folk who neither have capacity to raise productivity nor can they support productivity enhancement measures without the elite showing by example.





Value addition

Tomosi's Farm in 2014, on account of production improvements at the farm and the community, partnered with a private equity venture fund to establish and manage a 50,000 litre per day, milk-processing plant in south-western Uganda. The plant started operations in May 2016 and currently produces yoghurt, long life and Fresh milk. The farm has a standing Memorandum of understanding with the university of

Ghent in Belgium and the Mountains of the Moon in Kabarole district, with the key objective of undertaking training and technology transfer in the field of breeding, farm management, processing and developing farmers' hands-on-training modules customized to the Ugandan context. One of the other purposes of the MoU is to help and conduct research in dairy nutrition, disease control and crop husbandry. The Tomosi's Farm has a 200 seater training facility at the farm and conducts training for farmers that are part of the Bwesharire Farmers' Co-operative Society in improved farm practices, technology and entrepreneurship skills. Our goal in the next three to five years is to have a fully-fledged Farmers' Agricultural Training Institute and model farm to serve Uganda and the regional market.



The training facility at the farm.

Bwesharire Farmers' Co-operative society

Begun in 2009 after the extension of electricity and chilling facility at the farm for farmers' milk. It has a membership of approximately 300 farmers and is spearheaded by Tomosi's Farm Bwesharire as a founder member. The farmers under this co-operative maintain a regular supply of milk to the processing facility under a pre-negotiated price of milk. In turn, the Farm supports the farmers by offering financial services, advisory and farm extension support through Tomosi's farm financial services, a micro-finance institution situated at the farm in Kiruhura District.

2.2 TERP Media

TERP Media Ltd as a communication and training arm of the Foundation and our other businesses has supported thousands of Ugandans through training, helped youth to manage startups in agriculture, trading, artisanry, provided both the theoretical construct of the businesses and practical demonstration of 'how to'. This has in the process inspired and provided a feedback structure and monitoring performance to a number of individuals/institutions in public, Government, Non-Government and Private sector.

Experience in developing materials and training

Here are some examples of the institutions we have supported in developing content and delivery of trainings/capacity building:

i) The Uganda Registration Services Bureau (URSB):

Nature of works undertaken: Provision of consultancy service to carry out training of youth and women groups in entrepreneurship skills in various regions of Uganda.

The above project run for a duration of three months from May-June, August 2018 in four key regions of Uganda. These are: Gulu, Mbale, Masaka and Mbarara. A total of **approximately 2,000 participants** comprising; farmer groups, traders, transporters, co-operatives, youth and women were trained. They majorly came from the informal sector were trained in four thematic areas; Business registration, Business development, Finance management and Strategic planning.

The specific topics were; Tools for mindset change, Communication skills for entrepreneurs, Developing a great Customer service culture, sales and marketing, Financing a business and Access to credit, Keeping books of accounts and records management.

The goal of the training was to create awareness, provide entrepreneurship skills and lead to increased registration of small-scale business outside Kampala and main towns. Based on the participants' feedback and client evaluation, the above project was a success generating countrywide appreciation from Local leaders, Central Government and Government bodies such as Uganda Revenue Authority. The project left a strong yearning for more structured and consistent training for local business in order to increase employment in rural areas and keep the youth in productive ventures. Our approach was to use role models among other styles of communication and teaching, to bring successful entrepreneurs to demonstrate the possibility to the youth that it is doable in the rural areas in agriculture if we are focused and committed to changing our attitude and learn a new skill. A number of small-scale businesses expressed commitment to undertake formal registration. We are in further discussion with URSB to conduct follow up sessions to ensure business continuity of tis exercise.



ii) Alliance One Uganda (AOTU):

Nature of works undertaken: Provision of public relations, media services, events and farmers' trainings.

Alliance One Uganda is part of Alliance One International Inc., a listed entity on New York Stock Exchange that supports farmers in Gulu, Hoima and Arua. Alliance.

TERP Media Ltd has since November 2014 supported the process of changing the mindset of farmers from Tobacco growing to grain and cereals in order to supplement the food and incomes of farmers. We have developed materials and content to help farmer relations, training and stakeholder engagement in partnership with the ministries of agriculture and trade. We have helped in the **identification of an alternative crop for farmers such as cocoa and maize that can be grown to provide a source of food and as well as supplement farmers' incomes.**

As an For example, from 20th-23rd February, 2018, TERP Media Ltd conducted a farmers' and local leaders training program in the districts of Arua, Yumbe, Pader, Maracha, Koboko, Apac and Gulu. The objective of the program was to improve alternative crop yield and productivity, teach enterprise skills and boost household income by employing improved agricultural techniques and practices.



iii) The Youth startups 'Gaining Scale teaching' series:

As part of the Tomosi group Corporate Social Responsibility programme (CSR) to make a contribution in stemming the raising levels of unemployment among the youth, we developed material and declared training under the above name to various youth startups. We delivered in twelve (14) sessions from February 2017 to April, 2018 with topics ranging from; Learning to learn and behavioral change, Communication skills, Sales and marketing strategies for a young business, Human resource in a growing firm, Building and managing assets, Entrepreneurship and product development, Leadership and supervision and many others.

One session was held per month with a minimum attendance of 300 participants from the public comprised of youth business leaders, emerging farmers, students intending to start own businesses, co-operatives and SACCOs, women business leaders and small-scale business startup leaders. In total, over 3800 participants were trained and awarded certificates in entrepreneurship skills. The training was largely conducted by Mr. Odrek Rwabwogo, farmer and entrepreneur, based on his knowledge and experience building business in the last twenty years. Key note speakers were brought in for specific topics (The sessions were resourced by the Tomosi Foundation, the group charity arm that contributes to charities in education, agriculture, health and small-scale businesses). The above training material has been summarized and reproduced in print, CDs and audio and the company shall be launched in a book format in December, 2018 as part of the celebrations to mark 20 years.



What is the Idea:

To take managers, staff and shareholders of various youth startups in agriculture, trade, services, education, manufacturing etc., randomly picked from applications made to our teaching centre to attend this programme through social media and spend every Saturday of the end of the month, navigating through the key management functions of an enterprise.

We have so far covered **fourteen sessions** with the youth on the following topics:

- 1) Strategic enterprise **Management** in a modern way
- 2) Unlearning **Bad Habits** to begin an entrepreneur's journey to success
- 3) The **Leadership Role** in building a successful enterprise
- 4) **Finance Management & basic Accounting** principles for startups
- 5) How to **Design** great products that the market rapidly carries
- 6) How to **Develop** products with a lasting impact on the market
- 7) Preparing & Managing a winning **Sales** pitch
- 8) The **Customer** support function in a growing business
- 9) The difference **Marketing** makes in a young enterprise
- 10) **Innovation** as a business tool for growth and expansion
- 11) The **Communication** function in a business
- 12) The Human **Resource** function in an enterprise
- 13) Building the **Art of Negotiation** in a young business
- 14) What holds back good **Execution** in a business

We encourage the youth already engaged in some form/type of business or another. This is because we demand commitment of a certain threshold from them in order to get them to mature their businesses. First timers into business or those intending to start a business of their own are welcome but are largely not our main focus. The above tools are good for a going concern whose owners and managers want to up their game, learn from their mistakes and sustain growth.

Gaining scale trainings and a course outline

iv) **The Uganda Youth convention (UYC-2009-2010):**

Along with the various volunteers from the public and private sectors, TERP Media Ltd reached out to selected 6,500 young people (50 from each district) for a week of enterprise training at Makerere University. This was done by partnership among the leading private sector entities; Britannia, Mukwano, Malaysia Furnishings and Enterprise Uganda who provided food and accommodation and public sector (Ministries of Finance, Planning and Economic development and that of Labour, Gender and Social Development) who provided training facilities at Makerere university.

The topics covered ranged from; Business skills, Strategic Business Planning, Design of products and Understanding taxation. A number of graduates of this session are now local business and civic leaders in their areas.

v) **Training of farmers in packaging, sales and marketing strategies for the Uganda products of coffee, cotton and Fish in Central Uganda (2003-2004).**

Under the USAID project termed "Uganda Compete", TERP Media Ltd supported district officials and farmer groups in training to raise the quality of the products by learning packaging and marketing tools.

vi) **Training of tour operators, hoteliers, the media, exporters and public officials on 'Branding Uganda'**

This was to prepare Ugandan businesses for export to foreign markets and helping them build response structures to market signals. This project was done in conjunction with CNN cable news network and the Ministry of Trade and Industry. TERP Media Ltd produced six months of advertising, public relations and effective public communication, raising Uganda's tourist arrivals from 614,000 people in 2004 to 1,000,000 by 2010. Eventually CNN picked Kidepo game lodge (in Karamoja) among the top 10 destinations in Africa and by 2012, Uganda was voted the World leading tourist destination by **Lonely planet**, the World's leading travel magazine. Working with government, private sector and representatives of tour agencies, TERP media developed the brand "**Uganda Gifted by Nature**" tagline and brand artifacts, scripting for videos etc.

Training of public sector officials in Communication skills- 2004

TERP Media conducted training sessions for the key public sector officials at the ministries of Finance, economic planning and public service. This was to prepare them to communicate to rural audiences on matters of agriculture, water and sanitation improvement and to develop materials that rural audiences understand easily.



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