



REIGN BUSINESS DEVELOPMENT AGENCY

promoting sustainable businesses

2023

COMPANY PROFILE



Promoting Sustainable **Businesses**

Table of Contents

1.0 Background	4
1.1 Vision	5
1.2 Mission	5
1.3 Objectives	5
1.4 Core values	5
1.5 Value proposition	5
1.6 Organizational structure and governance;	5
2.0 Major Sectors/programs	6
3.0 Company's products and services	6
4.0 Target clients and Area of operation	8
5.0 Strategic approaches	9
6.0 Institutional Capacity	9
7.0 Major Achievements	10
8.0 On-going project	14
9.0 Current funders/sponsors	15
Contacts	16

Highlights of REBDA

Develop competent human resources with the right set of skills, knowledge and mindset to manage profitable and sustainable enterprises.

Encourage the adoption of productivity enhancing technologies and management practices

Reign Business Development Agency (REBDA)

Facilitate access to affordable credit & markets for technologies, raw materials and products

Create platforms for networking and establishing contacts and Develop corporate organizations with strong and reputable brands with national and international appeals

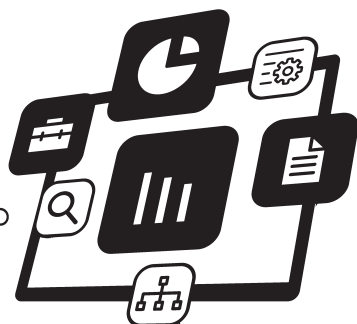


1.0 Background

Registered with the Uganda Registration Services Bureau (URSB) in 2015 as a company limited by guarantee, Reign Business Development Agency (REBDA) is a non-profit social enterprise dedicated to the improvement of the livelihoods of the urban and rural poor through the provision of business development services to entrepreneurial women and men that operate start-up, scale-up and later stage Micro, Small and Medium Scale Enterprises (MSMEs).

REBDA provides a range of services aimed at boosting the competence and competitiveness of individual entrepreneurs in the Great Lakes region in general and Uganda in Particular. REBDA aims at helping entrepreneurs in the said region to reach a reasonable degree of productivity and profitability by supporting the said entrepreneurs attain a rational capacity to provide goods and services with a high level of competitiveness in the market locally and globally. The company provides solutions to owners and managers of Small and Medium enterprises both in the start-up and expansion phases. In so doing we contribute to improvement of livelihoods of urban and rural communities and growth of local and national economies.

Providing
Solutions



- To owners and managers of Small and Medium enterprises both in the start-up and expansion phases
- Thus contributing to improvement of livelihoods of urban and rural communities and growth of local and national economies.

1.2 Vision Timely and integrated Business



Mission Get people into business and help them stay in business



1.3 Objectives

The overall objective of REBDA is to strengthen the capacity of business enterprises to attain higher levels of productivity and profitability in a sustainable manner. The specific objectives/goals include:

- Develop competent human resources with the right set of skills, knowledge and mindset to manage profitable and sustainable enterprises.
- Encourage the adoption of productivity enhancing technologies and management practices
- Facilitate access to affordable credit & markets for technologies, raw materials and products
- Create platforms for networking and establishing contacts.
- Develop corporate organizations with strong and reputable brands with national and international appeals

1.4 Core values

We cherish certain guiding principles that form the basis for our decisions and actions. These include;

- Empathy; In REBDA it is important to place and or imagine yourself in the circumstances that the person receiving any REBDA service is in.
- Dignity; In REBDA it is important to give every one we come into contact with, that self-worth befitting a human person.
- Exemplary; In REBDA it is important to walk the talk, that is, we shall be the first to do that we which we preach to others.
- Innovation; In REBDA we shall keep challenging ourselves to do things better and to encourage others to do things in new and better ways so as to improve both physically and financially.
- Reliability; In REBDA, we shall endeavor to keep our word and promises in our service.

- Honesty; we speak openly and frankly about issues related to the company

1.5 Value proposition

REBDA'S theory of change is very simple; our services contribute to improvement of livelihoods of urban and rural communities and growth of local and national economies by boosting the competence of individual entrepreneurs and enhancing the capacity of business organizations to provide goods and services with high levels of productivity, profitability and competitiveness. Our services are designed to develop/strengthen supply/ value chains and increase efficiency of clients' operations through reduced costs, increased and faster access to affordable finance (grants and loans), improved customer service, faster access to markets, enhanced quality of current product lines and services, and a more rapid introduction of new products and services.

1.6 Organizational structure and governance;

REBDA is governed by the Annual General Assembly. The day-to-day operations are spearheaded by a 5 -member board of directors which has delegated its responsibility to a 7-member management team headed by the Chief Executive officer. It has three departmental heads (Operations, Marketing and Finance and Administration) and 4 field staff that serve clients on day today basis. The management team combines extensive industry experience, theoretical knowledge and networks that enable them to develop and provide customer tailored tools, knowledge/skills and other products.



2.0 Major Sectors/programs

Our agriculture and business development services are provided to entrepreneurs operating businesses in the following sectors/industries;

- Agribusiness
- Manufacturing/industrialization
- Financial Services
- Energy and Extractives
- Tourism and Hospitality

Cross cutting themes

- Gender inclusion
- Climate resilience/environment,
- Digitisation
- Nutrition and health

3.1 Business and Technical Skills Training;

The training products aim at equipping business owners and managers to acquire the knowledge and skills necessary to start, manage and expand their enterprises. To ensure accelerated learning, our training sessions involve a unique blend of case studies and experiential learning exercises. Besides, we supplement our practical training sessions with manuals and CDs that become reference points for the learners. Clients can choose from business skills training, organizational development, agriculture and forestry training and savings and credit training. We provide both standard and slanted/customer tailored courses.

3.0 Company's products and services

REBDA'S core area of competence/expertise include;

- Training (management and technical)
- Technical Assistance/Advisory
- Business Linkage Services
- Policy and advocacy services
- Project management Services
- Business incubation Services

Business Skills Training;

Our business training product is generic and is targeted at both prospective and existing individual entrepreneurs and business managers in all sectors of the economy. Our core business training package is the Start and Improve Your Business (SIYB) which was developed by ILO and has been tested in various countries all over the world and has proven to be effective in unlocking the entrepreneurial potential of SMEs. We have Master Trainers and Trainers that have been certified by ILO to deliver Training of Trainers (TOT) and Training of Entrepreneurs (TOE). Next to changing attitudes, the knowledge and skills that we impart and the tools we provide to participants enable them to

conduct feasibility studies; prepare bankable business plans; prepare loan proposals; maintain proper business records; prepare books of accounts; manage cash flow; produce enterprise budgets; cost & price products; conduct market surveys; write sales/ advertising copy and retain customers among other things. The Start and Improve Your Business (SIYB) package includes a business game which is a practical simulation tool to help participants understand the realities of starting, running and expanding a business. In addition, we also deliver the Farming as a Business (FaaB) training package.

Organisational development/ Corporate governance training

Our organizational development package is aimed at strengthening the governance skills for leaders of organisations. It includes topics like management of meetings, conflict resolutions, managing risks, policy formulation, strategic planning and communication.

Financial Literacy Skills Training;

Our trainers have been certified as master trainers and trainers by Bank of Uganda (BOU) in collaboration with GIZ to deliver Financial Literacy (FL) training courses. Our training sessions equip individuals (both young and old) with the knowledge, skills and attitudes needed to effectively manage finances. Key among the topics covered include;

- Personal financial management – developing and using personal budgets
- Savings – developing saving plans linked to personal goals
- Loan management
- Investment – choosing the right investment
- Insurance – choosing the right insurance policies

- Planning for retirement – developing retirement plans
- Financial service providers – financial service options and their terms/conditions
- Taxation

We train entrepreneurs to form and manage Savings and Credit Co-operatives (SACCOs) and small savings and lending groups. We also train trainers and support them as they form and provide technical assistance to VSLAs and SACCOs. For small savings and lending groups we use the Village Savings and Loan Association (VSLA) methodology, a standard and proven package that enables resource poor rural and urban communities to improve savings culture and also professional run their organisations. These VSLAs later become key entry points for delivery business development services and building stones for formidable Savings and Credit Co-operative Societies (SACCOs).

Technical/Vocational Skills training

Our vocational/technical training is targeted at increment the capacity of both existing and intending entrepreneurs plus their staff to effectively and efficiently manage technical aspects of their enterprises. Our training sessions cover, but are not limited to crop production & processing; wood production and processing; poultry production and processing; dairy production & processing; fish production & processing; irrigation & water harvesting; pig production & processing; renewable energy & other vocational courses (tailoring, cosmetology, shoe making, candle making, soap making etc).

We deliver courses certified under the workers Practically Acquired Skills (PAS), an accreditation scheme managed by the Directorate of Industrial Training (DIT) of the ministry of education and sports.

3.2 Technical Assistance/ Advisory Services

We guide clients through the entire process of raising/securing and managing capital for fixed assets acquisition and working capital requirements. We can be contracted to carry out the following tasks;

- Feasibility studies/investment analyses; assess the financial viability and economic, technical and environmental feasibility of different project ideas
- Preparation of bankable business plans and strategic plans; clients can use them not only as road maps for business owners and managers but also as tools to communicate to funders/bankers making the task of raising investment funds easier.
- Writing fundable project proposals
- Development of organizational policy manuals (human resource, finance, board operations, transport etc)
- Keeping of books of accounts & providing Tax advisory services (TIN, filing returns)
- Prepare financial projections and loan applications
- Carrying out Environmental Impact Assessment (EIA) for proposed investment projects
- Sub Sector/Value chain studies and market surveys
- Carrying out Fair trade/organic Certification audit
- Conducting farm clinics/diagnostic studies

We can be contracted by organizations engaged in forestry and construction (oil, power, manufacturing etc) to train workers and managers in a number of aspects including labour management, first aid, health and safety, waste and environment management.

3.3 Business Linkage/ market access services;

As part of the efforts to strengthen/upgrade value/supply chains, REBDA organizes producers into organisations (groups/cooperatives/companies), facilitates the supply of inputs, links the producers to financial service providers and connects them to markets that pay more remunerative prices.

4.0 Target clients and Area of operation

4.1 Target clients

Our BDS are primarily designed to suit the needs of people engaged in or intending to start enterprises especially those that fall under the above-mentioned sectors. Our services can also be available to corporate and Government employees self-employed professionals (doctors, lawyers, accountants, engineers, consultants, electricians, architects, mechanics, artisans, artists etc).

4.2 Area of operation

REBDA has implemented projects in the districts of Rukungiri, Rukiga, Kabale, Rubanda and Kanungu in South West; Kamwenge, Mbarara, Kabalore, Bunyangabo and Kasese in Mid-West; Terego, Madi-Okolo, Arua, Yumbe and Maracha in West Nile; Gulu, Lira, Oyam and Pakwach in Northern; Papchorwa, Iganga, Bugiri, Jinja, Butaleja, Kween, Mbale and Tororo in Eastern Uganda and Kampala, Nakaseke, Luwero and Kiboga in central Uganda.

5.0 Strategic approaches

5.1 Collaborative development

Most of our target clients are resource constrained. As individuals they find it difficult to access quality business development services. By joining common-interest associations they are not only in a better position to cost effectively access business development services but they get useful contacts and business networks. Reign group will therefore strive to collaborate with organizations of MSMEs.

5.2 Strategic partnerships

To effectively deliver on our objectives we seek and build strategic partnerships with for profit businesses, non-profit organizations (NGOs, CBOs and business associations) and Government agencies engaged in BDS facilitation. Through these partnerships we are able to leverage the scarce resources to reach out to more clients.

5.3 Technical approaches

Among the key extension service delivery approaches/models that REBDA employs include Participatory Action Planning (PAP), Farmer Field Schools (FFS) and Farmer Business School (FBS) Methodology, Village Savings and Loans Association (VSLA) methodology, Making Markets work for Poor (M4P) methodology, Start and Improve Your Business (SIYB) and Value Chain Development Approach.



6.0 Institutional Capacity

REBDA has built a multi-disciplinary pool of over 23 staff with vast experience and the skills required to handle a variety of tasks and whose capacity is continuously being enhanced further in order to add value to program implementation. The team has expertise and experience in Agronomy, agribusiness, animal production, agricultural engineering, aquaculture, finance and investment, Organisational Development and corporate governance, business management, natural resource management and manufacturing, tourism and hospitality, socio-economics, education and project monitoring.

Our staff have been trained by Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Bank of Uganda (BOU), National Farmers' Leadership Training Centre (NFLC), Food and Agriculture Organisation (FAO), CARE Uganda, Agricorn and International Fertiliser Development Centre (IFDC) as Training of Trainers (TOTs) for Agronomy, Business Skills, Leadership, Agriculture Finance and Financial Literacy. We have Master Trainers and Trainers certified and licensed by ILO and BOU to deliver the SIYB and GET ahead training packages and financial literacy respectively.

7.0 Major Achievements

Beneficiaries Served

Over the last 8 years, Rebda has provided technical, business, organizational development and financial literacy skills training and technical assistance to over 1,241 farmer groups (with a total membership of over 24,420 farmers), 800 VSLAs, 93 producer cooperatives, 202 SACCOs, 131 companies, 19 agribusiness clusters, 28 farmers/traders' associations and 10,619 youth.

2017-2018, REBDA trained and coached over 18 farmer organisations in Kisoro and Kabale and Rubanda in agribusiness management practices and market linkage. The organisations were also linked to financial service providers

and output markets.

In 2021, REBDA supplied agro-inputs (bean seed, fertilisers, pesticides and post-harvest handling and farming equipment) and provided advisory services to and individual farmers engaged in maize, coffee and beans value chains in selected districts under the e-voucher system for the Agricultural Cluster Development Project (ACDP) of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). A number of farmer organizations were also facilitated to put in place the documents that there needed to get grants for value addition under the same project.

Projects implemented

For the last 8 years, REBDA has been directly implementing community level activities aimed at achieving the outputs similar to those of Agriterra

Inclusive Agribusiness Markets

Between 2020 and 2021, REBDA supported/facilitated 76 farmer groups/organizations in South western Uganda to access market for their beans (seed and grain). The organisations sold beans to Grow more seeds and Chemicals funded by Abitrust. The support included training in bean agronomy and post-harvest handling, mentoring, facilitating negotiations and provision of marketing information.

In order to deliver more value to farmers, Reign, has for the last 5 years, been off-taking produce and seed produced by the farmers that have been benefiting from our business development services. In furtherance of this goal, the company started a fully-fledged seed production and marketing project in 2018 as an income generating project for the organisation. In 2020, a subsidiary company was registered in order to streamline and professionalize the management of the seed project. For now, as approvals for seed trading license are being sought from the National Seed Certification Seeds (NSCS) of MAAIF, the company is focusing on production and marketing of Quality Declared Seed to farmers, production of certified seed on contract from licensed companies, off-taking of grains and supply of inputs to farmers.



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Figure 1 training session

REBBA has also supported the formation, registration and strengthening of over 331 FGs (over 8,000 farmers),

76 FG clusters, 19 Sub County Agribusiness Clusters and 1 district potato traders association. Over 100 Farmer Groups were trained in Farming as a Business (FaaB) and supported to undertake collective actions (produce marketing, input purchase and savings and credit).

Financial Services

Between 2015 and 2016, REBDA also supported the formation and strengthening of 205 VSLAs in Kabale District. These VSLAs were linked to financial institutions through the IFDC CATALIST project for potato value chain



actors

Figure 2 VSLA and FG Training in kabale district

REBDA trained and supported 235 Farmer Groups in Kisoro District and Rubanda in business planning, marketing and networking, investment, loan management and personal financial management. These



FG were also trained in VSLA.

Figure 3 VSLA training in kisoro

In 2021, REBDA in association with Vida Management Consult and Acholi Private Sector Development Company was assigned by Ministry of Water and Environment to enhance Farmers and farmer groups in finance accessibility & financial management in 5 catchment areas of Wadelai, Tochi, Mubuku II, Doho II and Ngenge Irrigation Schemes. REBDA developed training materials that were used to train 250 VSLAs and 30 SACCOs. These VSLAs and SACCOs were linked to formal financial institutions (FFIs). REBDA also developed digital financial



platforms for the FG, Farmers, VSLAs and SACCOS.

Figure 4 Farmers attending a financial literacy training session in Wadelai:

Green Manufacturing, Energy and extractives, Sustainable tourism & hospitality

2018, REBDA trained 118 Farmers in Potato Crisps and Chips Production and business skills with in Kisoro district



Figure 5 training session in kisoro district.

2020-2021, REBDA enabled over 50 SMEs in the Rwenzori region to secure funds needed to execute their green business Ideas through the” Support of enterprise selection and provision of business development services to green small and medium enterprises (green manufacturing, clean energy, Waste management, sustainable tourism and sustainable transport) in Uganda to obtain (growth-focused) debt capital” project for Adelph Research GmbH and in association with SEED

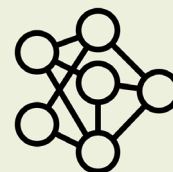
REBDA has trained a number of farmer groups in production and use of energy efficient cookstoves and charcoal briquettes as part of the initiatives aimed at reducing deforestation, minimizing health challenges associated with air pollution and reducing carbon emissions.

Climate Resilience/Environment conservation

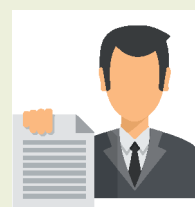
Between 2014 and 2015, REBDA implemented a 16 months project on promotion of viable landscape management technologies among potato growers in 5 selected landscapes under IFDC CATALIST project in Kabale & Kisoro; Buhara S/C, Kamuganguzi S/C and Ikumba S/C & Kisoro (Kanaba & Bukimbiri)

Through this project, over 200 acres were rehabilitated using stabilized trenches and check dams and agroforestry technologies. Rebda trained 1000 farmers in land use planning, soil and water conservation, agro-forestry and climate smart agricultural practices

Through the EURECCCA project in 2019-2020, Rebda supported communities in Maziba catchment to prepare wetland restoration plans and supervised their implementation. Rebda submitted a community livelihoods assessment to Ministry of Water and Environment (MWE) in order for it to enhance resilience of communities to climate change through catchment based integrated management of water and related resources



2018, REBDA trained 118 Farmers in Potato Crisps and Chips Production and business skills with in Kisoro district



2020-2021, REBDA enabled over 50 SMEs in the Rwenzori region



Between 2014 and 2015, Rebda implemented a 16 months project on promotion of viable landscape management technologies among potato growers in 5 selected landscapes under IFDC CATALIST project in Kabale & Kisoro.

Nutrition and Food Security

Provided training and technical support and supplied vegetable seed, fertilizers and chemicals to schools and Village Health Teams for establishment of kitchen gardens at households and nursery beds at schools in Kisoro District under the USADI ICAN Project in collaboration with Caritas Kabale. A total of 25 nursery beds established at primary schools, 700 kitchen gardens established at household level and 50 kitchen gardens established at schools.

Trained and provided technical support to VHTs, Lead farmers (demonstration hosts), lead mothers, science teachers, parent group chairpersons and LG extension staff in good and climate smart agronomic practices for micronutrient rich foods (orange fleshed sweet potatoes, iron rich beans, fruits and vegetables) in 15 selected districts in the country under the world Bank funded and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) implemented Uganda Multisectoral Food Security and Nutrition Project (UMSFNP). A total of 100 parent groups were supported to establish demonstration climate smart kitchen/backyard gardens at lead farmers' homes. Over 60 district and sub country extension staff and 100 lead farmers were trained. Information and Extension Communication (IEC) materials to popularise production and consumption of micro-nutrient rich foods and climate smart agricultural practices were produced and disseminated.

Trained 60 Apples farmers in the Districts of Kabale and Rukungiri in Advanced apple orchard management under the PSFU implemented and World Bank funded Skills Development Facility (SDF). The training covered crop care, integrated soil fertility management, post-harvest handling and irrigation.

Refugee economic empowerment

REBDA has been contracted by ILO to manage 20 Financial Education Workshops for 500 refugees and host communities in Nakivale, Imvepi Rhino Camp between 2022 and 2023. Over 500 business owners/entrepreneurs have been trained in Financial Education (FE) and about 20 Trainers have been certified by ILO to conduct/roll out financial education training

REBDA is providing mentorship and practical hands-on business Skills Training to a total of Four Hundred Forty-Five (445) refugees, asylum seekers and most vulnerable Ugandans this year in Kampala – Nakawa and Nsambya, who are currently undergoing a business fundamental course



Figure 6 completion of the entrepreneurship training in the catering class

6 groups of refugee farmers with a total of 425 participants in Isingiro were trained by Rebda in 2016 through the Farming as a Business (FaaB) project for Humanitarian Initiative Just Relief Aid (HIJRA).

In 2016, Rebda participated in the preparation of a concept note for a livelihood and skills development project for refugees and host communities in mid and South Western Uganda. In this project REBDA developed a detailed proposal for funding from European Trust Fund which is still ongoing

Skills Development Training

REBDA provided business and financial literacy skills to youth that were undertaking Vocational Skills Training from Bamwe Agribusiness Training Centre with Support from AVSI under SKY Project. The organization also undertook a DIT certified modular training for youth in apple/horticulture for youth in Kabale and Rukungiri in 2028. REBDA is licensed by DIT as an assessment centre.

Business Incubation and acceleration

REBDA has for the last 3 years been implementing a business incubation and acceleration program for SMEs in Western Uganda with technical and financial support from adelphi research gemeinnützige GmbH under the European Union funded Uganda Green Enterprise Finance Accelerator (UGEFA) program. Over 50 SMEs have so far benefited from the incubation and acceleration program.

8.0 On-going project

REBDA has ongoing activities/projects in Western, Northern and Central Uganda

- UGEFA Catalyser Support Cycle V in Western and Central, March2023-March2024 for Adelphi research gemeinnützige GmbH. 36 MSE and 7 companies are to be supported
- REBDA is providing mentorship and practical hands-on business Skills Training to a total of Four Hundred Forty-Five (445) refugees, asylum seekers and most vulnerable Ugandans this year in Kampala – Nakawa and Nsambya, who are currently undergoing a business fundamental course
- REBDA has been contracted by ILO to manage 20 Financial Education Workshops for 500 refugees and host communities in Nakivale, Imvepi Rhino Camp between 2022 and 2023. Over 500 business owners/entrepreneurs have been trained in Financial Education (FE) and about 20 Trainers have been certified by ILO to conduct/roll out financial education training
- REBDA has been contracted by adelphi research gemeinnützige GmbH for the “Financing and Capacity Building for Micro and Small Climate Smart Enterprises: filling the gap of the missing middle” project that is taking place in Western and Central, from September 2022 to July 2023. 45 individuals/participants have so far been supported and 38 of them have already received grants
- REBDA has also been contracted by adelphi research gemeinnützige GmbH for the “Seed Starter Support: Financing and Capacity Building for Micro and Small Climate Smart Enterprises: filling the gap of the missing middle” project that is taking place in Western and Central, from March 2023 to June 2023.
- April 2022-march 2023, REBDA has carried out 3 workshops, 7 workshop days covering 3 modules namely; Investment & Growth Management, Organisational Development and Job Creation and Scaling Green and Social Impacts. 8 companies have been supported and linked to financial institutions to get loans. Of the 8 companies one has already paid back its loan

9.0 Current funders/sponsors

Central to our success has been strategic collaboration with organisations involved in facilitating provision of business development services including;

1. International Fertiliser Development Center (IFDC)
2. International Labour Organization (ILO)
3. Food and Agriculture Organisation (FAO)
4. Alliance for Green Revolution in Africa (AGRA)
5. Jesuit Refugee Services (JRS)
6. Adelphi Research GmbH
7. Agriterra,
8. Ministry of Water and Environment (MWE)
9. Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
10. Banyankole Kweterana Cooperative Union (BKCU)
11. National Potato & Horticulture Platforms
12. Seed Companies; Grow More Seeds, Naseco
13. Financial institutions; Micro finance Support Center, Stanbic Business Incubator



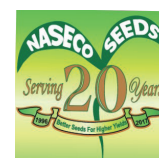
Food and Agriculture
Organization of the
United Nations



MAAIF
Ministry of Agriculture
Animal Industry and Fisheries



Ministry of Water and Environment
REPUBLIC OF UGANDA



BANYANKOLE KWETERANA
CO-OPERATIVE UNION Ltd





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