

# MOTHER KEVIN PROVIDENCE SOCIAL ENTERPRISE





# Vision



## Mission Statement

To empower and promote holistic and sustainable economic growth and development among Little Sisters of St. Francis (LSOSF) and vulnerable families in Jinja Communities.



# Problem Statement

## **Problem Statement**

In today's world fast food is the order of the day. In the process of eating chemically produced foods many people suffer from incurable diseases such as cancer, diabetes, High Blood Pressure and other related illnesses. People are becoming more conscious of their health hence they opt for organic foods which are healthy in nature but are scarce. Therefore, Mother Kevin Social Enterprise seeks to venture into agribusiness for production of organic products and advocate for climate change.



# Solution Description

Mother Kevin Providence Social Enterprise aims at building capacity for vulnerable families and provide market for their farm products.

- Vulnerable families have access to land, they stay at home most of the time therefore can start and run agribusiness.
- The organic products will provide nutrition.
- The Enterprise has network, market and has the ability to influence and connect products of vulnerable families to the Institutions, Hotels, Bakeries and Supermarkets.



# Theory of Change

| Mission  | To empower and promote holistic and sustainable economic growth and development among Little Sisters of St. Francis(LSOSF) and vulnerable families in Jinja Communities.   |  |  |  |
|--|--|--|--|--|
| Inputs   | Activities   | Outputs  | Outcomes   | Impacts  |
| <ul style="list-style-type: none"> <li>• Two Poultry Houses with a capacity of 2000 birds each</li> <li>• Six acres of land allocation</li> <li>• Availability of staff residence</li> <li>• Technical Team of trained Sisters</li> <li>• Donor support</li> <li>• Institute support Revenue from production</li> <li>• Irrigation system</li> </ul> | <ul style="list-style-type: none"> <li>• Create awareness</li> <li>• Recruiting, vetting and training of sisters and members of vulnerable families for agribusiness</li> <li>• Excavation and reservoir construction</li> <li>• Installation of water tanks</li> <li>• Clearing the land</li> <li>• Ploughing the land</li> <li>• Setting up the garden</li> <li>• Seedling raising</li> <li>• Planting</li> <li>• Weeding</li> <li>• harvesting</li> </ul> | <ul style="list-style-type: none"> <li>• 100 members from vulnerable families vetted and awareness created</li> <li>• Training of 100 members and sisters in progress</li> <li>• Beneficiaries showing initiative to start their own business</li> <li>• Increased income</li> <li>• Job creation</li> </ul> | <ul style="list-style-type: none"> <li>• 100 members receive 10 eggs/chicks each for start.</li> <li>• Improved nutrition among Sisters and community.</li> <li>• Increased income</li> <li>• Revenues created</li> <li>• Adequate water supply</li> <li>• Continuous supply of organic products</li> <li>• Reduced cost of utility</li> </ul> | <ul style="list-style-type: none"> <li>• Improved nutrition and increased income in families within Jinja communities.</li> <li>• Improved state of life of beneficiaries.</li> <li>• Reduction of unemployment</li> <li>• Preservation of mother earth</li> </ul> |



# Value Proposition

To organize members from vulnerable families in Jinja, train, support and connect their products to market in various institutions and supermarkets. To meet the market demand with fresh organic products.

For Hotels, Formation Houses and Sisters in Jinja city that need organic products, Mother Kevin Providence Social Enterprise is a sole producer of organic products.





# Product

| Whole Product Description   | Attributes   | Benefits   |
|---|--|--|
| <b>The entire bundle of value we deliver to customers and beneficiaries</b>   | <b>Tangible and intangible characteristics that define our product</b>   | <b>What our whole product delivers and customers have a compelling reason to buy</b>   |
| <ul style="list-style-type: none"><li>◦ Eggs</li><li>◦ Broilers</li><li>◦ Kuroilors</li><li>◦ Vegetables</li><li>◦ Pork</li><li>◦ Milk</li><li>◦ Mushroom</li><li>◦ Fruits</li><li>◦ Beef</li></ul> | <ul style="list-style-type: none"><li>◦ Organic</li><li>◦ Affordable</li><li>◦ Available</li><li>◦ Reliable</li></ul>            | <ul style="list-style-type: none"><li>◦ Quality organic products</li><li>◦ Increased income</li><li>◦ Improved health through provision of nutrition</li><li>◦ Savings</li><li>◦ Tasty</li></ul> |
| <ul style="list-style-type: none"><li>◦ Training of Sisters and 100 members from vulnerable families</li></ul>  | <ul style="list-style-type: none"><li>◦ Capacity building</li><li>◦ Mentorship</li><li>◦ Coaching</li><li>◦ Counseling</li></ul> | <ul style="list-style-type: none"><li>◦ Increased income</li><li>◦ Improved livelihood</li><li>◦ Behavior change</li><li>◦ Change of mindset</li><li>◦ Positive attitude</li></ul>               |



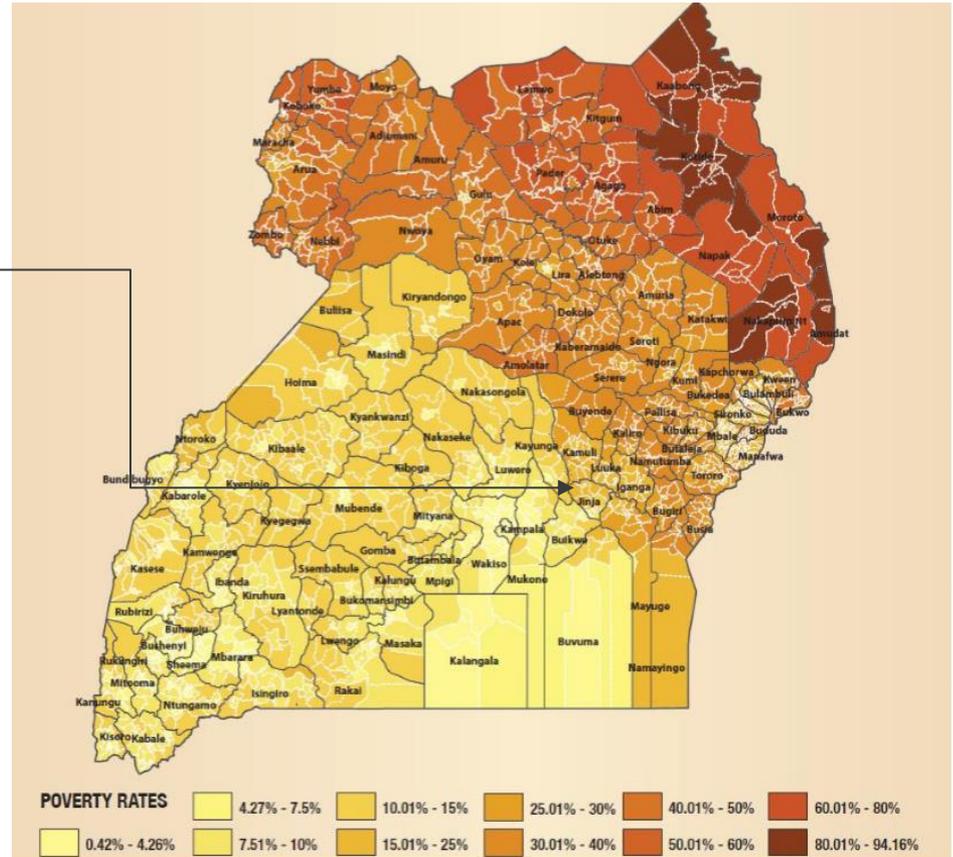
# Competitive Landscape

| ENTREPRENEURS                                   | COST OF EGGS | QUALITY OF EGGS | QUALITY OF MEAT | DISTANCE TO MARKETS | DELIVERY TIME | PACKAGING |
|---|--------------|-----------------|-----------------|---------------------|---------------|-----------|
| Mother Kevin<br>Providence Social<br>Enterprise | Average      | Strong          | Strong          | Strong              | Strong        | Average   |
| Evangelizing<br>Sisters                         | Average      | Strong          | Average         | Strong              | Average       | Average   |
| Benedictine<br>Sisters                          | Average      | Strong          | Average         | Weak                | Average       | Average   |
| Private<br>Entrepreneurs                        | Strong       | Average         | Average         | Average             | Strong        | Average   |
| Super Market                                    | Strong       | Strong          | Strong          | Strong              | Strong        | Strong    |



# Target Market

- Addressable market – Uganda
- Available market – Jinja
- Poverty rate in Jinja is below 25%





# Target Market Segmentation – *Beneficiaries*

| SEGMENT DIFINITION  | SIZE | REASON FOR ADOPTION   | REASON FOR NON ADOPTION   |
|---------------------|------|---|---|
| Vulnerable families | 100  | <ul style="list-style-type: none"><li>▪ Improved livelihood</li><li>▪ Improved income</li><li>▪ Job opportunity</li><li>▪ Trust in Church based programmes</li><li>▪ Acquisition of knowledge and skills</li></ul>  | <ul style="list-style-type: none"><li>▪ It requires commitment</li><li>▪ Lack of capital</li><li>▪ Religious reservations</li></ul> |
| Employees of MKPSE  | 10   | <ul style="list-style-type: none"><li>▪ Highly motivated staff</li><li>▪ Trust</li><li>• It will give them an identity</li><li>• They have faith in church-run ventures</li><li>• They will acquire knowledge and skills</li><li>• It will give them an occupation</li><li>• It provide income for them</li><li>• Hope for the future</li></ul> | <ul style="list-style-type: none"><li>▪ It requires commitment</li><li>▪ Lack of capital</li></ul>                                  |



# Target Market Segmentation – *Customers*

| Segment Definition                      | Size  | Compelling Reason for Adoption   | Reason for Non-adoption   |
|---|---|--|---|
| Hotels                                  | 375 people who eat bird meat per week in each Hotel | <ul style="list-style-type: none"><li>• Good quality (organic products)</li><li>• Timely delivery of products and observation of quantity</li><li>• Trust</li><li>• Availability</li></ul>                         | <ul style="list-style-type: none"><li>• Other available options</li><li>• Expected standard not met</li></ul>     |
| Formation Houses                        | 30 people per house                                 | <ul style="list-style-type: none"><li>• Tasty and nutritious</li><li>• Proximity</li><li>• Trust</li><li>• Credibility</li></ul>   | <ul style="list-style-type: none"><li>• Price</li><li>• Other available options</li><li>• Accessibility</li></ul> |
| Little Sisters of St. Francis Community | 50 Sisters and support staff                        | <ul style="list-style-type: none"><li>• Good quality (organic products)</li><li>• Availability</li><li>• Low cost</li><li>• Free offers</li><li>• Common interest (shared vision) to grow the Enterprise</li></ul> | <ul style="list-style-type: none"><li>• Available options</li></ul>   |



# Marketing, Sales, and Distribution

| Segment          | Positioning  | Marketing Strategy   | Sales & Distribution Strategy   |
|------------------|--|--|---|
| Hotels           | <ul style="list-style-type: none"> <li>• Suppliers of high quality and nutritious organic products (chicken, eggs, vegetables and tomatoes).</li> <li>• Good customer service.</li> <li>• Ability to consistently supply.</li> </ul> | <ul style="list-style-type: none"> <li>• Social media – especially low social media like: Twitter, Facebook, Instagram</li> <li>• Word of mouth</li> <li>• Direct selling</li> </ul> | <ul style="list-style-type: none"> <li>• Interaction with managers</li> <li>• Telephone communication</li> </ul>                        |
| Schools          | <ul style="list-style-type: none"> <li>• Organic and high quality nutritious products.</li> <li>• Good customer care</li> <li>• Convenience and proximity</li> </ul>   | <ul style="list-style-type: none"> <li>• Social media</li> <li>• Word of mouth</li> <li>• Surveys visits</li> <li>• Post sale survey</li> <li>• Display of posters</li> </ul>        | <ul style="list-style-type: none"> <li>• Deliver on order</li> <li>• Direct selling</li> <li>• Producer to Customer (B to C)</li> </ul> |
| Super Market     | <ul style="list-style-type: none"> <li>▫ Packaging with logo as a distinguishing factor</li> <li>▫ Favorable pricing</li> <li>▫ Organic products</li> </ul>  | <ul style="list-style-type: none"> <li>• Research and collaboration with other business partners</li> <li>• Photos and video of products on sale</li> </ul>                          | <ul style="list-style-type: none"> <li>• Deliver on order</li> <li>• Direct selling</li> </ul>  |
| Formation Houses | <ul style="list-style-type: none"> <li>▫ Organic products</li> <li>▫ Favorable pricing</li> <li>▫ Convenience and proximity</li> <li>▫ Customer service</li> </ul>   | <ul style="list-style-type: none"> <li>• Word of mouth</li> <li>• Telephone calls</li> <li>• Social Media</li> <li>• Direct selling</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Direct selling</li> </ul>  |



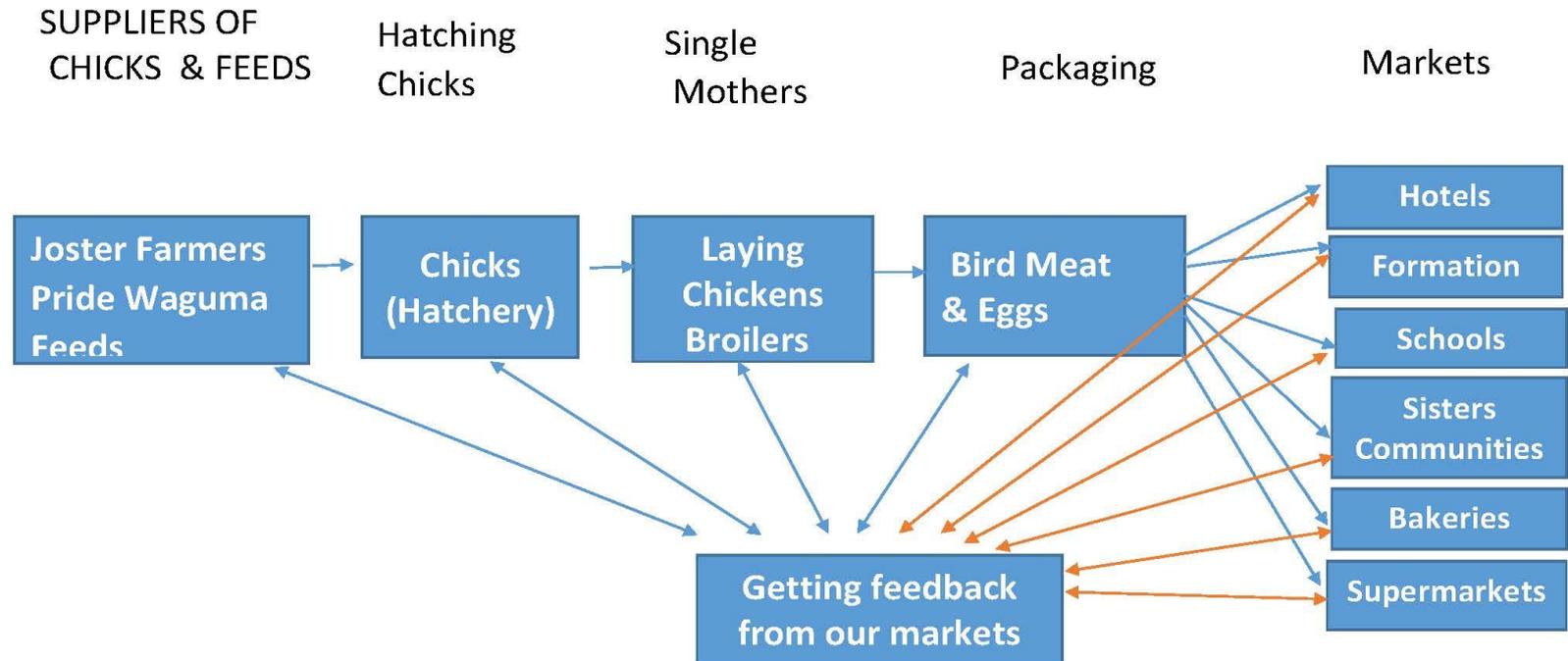
# Key Partnerships

| Partner                  | Type of Partner   | Value Exchanged  | Written Agreement & Status |
|--------------------------|---|--|----------------------------|
| Source of the Nile Hotel | Producer – Business to Business ( <b>B to B</b> )                                     | We supply high organic quality products (Chicken, Eggs and Vegetables) on cash                           | Weekly delivery agreement  |
| Formation House          | Distribution and Sales Business to Customer ( <b>B to C</b> )                         | We supply high organic quality products<br>High and average price on cash                                | Informal                   |
| Schools                  | Business and Customer ( <b>B to C</b> )<br><br>Community based                        | We sell high organic quality products that improves nutrition.<br><br>Cost being high and average prices | Informal                   |
| Super Market             | Business to Business and Business to Customer ( <b>B to C</b> ) and ( <b>B to C</b> ) | High nutritious organic products<br><br>Attractive packaging   | In discussion              |



# Value Chain

## VALUE CHAIN FOR MOTHER KEVIN PROVIDENCE SOCIAL ENTERPRISE – POULTRY FARM





# Unit Economics

|                                | EGGS             | BROILERS      | KUROILERS     | EGGS             | BROILERS      | KUROILERS     | EGGS             | BROILERS      | KUROILERS     |
|--------------------------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|
| Year of Operation              | Year 1 (2020)    | Year 1 (2020) | Year 1 (2020) | Year 2 (2021)    | Year 2 (2021) | Year 2 (2021) | Year 3 (2022)    | Year 3 (2022) | Year 3 (2022) |
| "Unit" in Unit Economics       | 1 tray (30 eggs) | 1 broiler     | 1 kuroiler    | 1 tray (30 eggs) | 1 broiler     | 1 kuroiler    | 1 tray (30 eggs) | 1 broiler     | 1 kuroiler    |
| Number of units                | 105              | 246           | 181           | 1080             | 5700          | 850           | 4550             | 6000          | 1500          |
| Average selling price per unit | 12,000           | 12,000        | 20,000        | 12,000           | 12,000        | 20,000        | 11,500           | 11,000        | 18,000        |
| COGS per unit                  | 2442             | 6495          | 18560         | 2442             | 6495          | 18560         | 2310             | 6150          | 16530         |
| Gross Margin per unit          | 9,558            | 5,505         | 1,440         | 9,558            | 5,505         | 1,440         | 9,190            | 4,850         | 1,470         |
| Total selling price            | 1,260,000        | 2,952,000     | 3,620,000     | 12,960,000       | 68,400,000    | 17,000,000    | 52,325,000       | 66,000,000    | 27,000,000    |
| Total COGS                     | 256,410          | 1,597,770     | 3,359,360     | 2,637,360        | 37,021,500    | 15,776,000    | 10,510,500       | 36,900,000    | 24,795,000    |
| % of Gross Margin              | 79.65%           | 45.88%        | 7.20%         | 79.65%           | 45.88%        | 7.20%         | 79.91%           | 44.09%        | 8.17%         |



# Lives Impacted

|   | RECEIVERS                                    | 2020                      | 2021                     | 2022*                    | 2023*                    | 2024*                    |
|---|--|---------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | Poultry Management<br>Training for Sisters   | 25                        | 35                       | 50                       | 65                       | 80                       |
| 2 | Hotel meals (bird meat consumption)**        | 1095                      | 1095                     | 1095                     | 1095                     | 1095                     |
| 3 | Lives Improved (nutritionally)               | 50 Sisters,<br>15 workers | 65 Sisters<br>18 workers | 75 Sisters<br>20 workers | 85 Sisters<br>22 workers | 90 Sisters<br>25 workers |
| 4 | Single mothers trained in Poultry Management | 15 mothers                | 40 mothers               | 50 mothers               | 60 mothers               | 70 mothers               |
| 5 | <b>People Impacted/yr.</b>                   | <b>1180</b>               | <b>1243</b>              | <b>1290</b>              | <b>1327</b>              | <b>1360</b>              |
| 6 | <b>CUMULATIVE/yr.</b>                        | <b>1180</b>               | <b>2423</b>              | <b>3713</b>              | <b>5040</b>              | <b>6400</b>              |
|   |  |                           |                          |                          |                          |                          |
| 7 | Organic manure for soil conservation         | 453 kgs                   | 907 kgs                  | 1814 kgs                 | 2268 kgs                 | 2722 kgs                 |
| 8 | Organic vegetables<br>From organic manure    | 38,100 kgs                | 76,200 kgs               | 127,000 kgs              | 152,400 kgs              | 177,800 kgs              |



# Projected growth

| YEAR | ACTIVITIES PLANNED   |
|------|--|
| 2020 | Recruitment of Single Mothers and Formees in Formation Houses  |
| 2021 | <ul style="list-style-type: none"><li>▪ Expansion of production of bird meat and eggs</li><li>▪ Increase of sales and markets</li><li>▪ Purchase of Water Tanks.</li><li>▪ Ongoing recruitment of Single Mothers</li><li>▪ Reaching out to Formation Houses</li><li>▪ Renovation of Chicken House and expansion of Piggery House in Wanyange site.</li></ul> |
| 2022 | <ul style="list-style-type: none"><li>▪ Reaching out to Sisters in Communities</li><li>▪ Construction of a Hatchery House</li><li>▪ Purchase of Hatchery</li></ul>   |
| 2023 | <ul style="list-style-type: none"><li>▪ Diversifying Projects</li><li>▪ Empowering Single Mother's Projects</li></ul>  |



# Strategic Initiative

| Year      | Strategic Initiatives   | Desired Outcomes  | Resources Needed  | Budget     |         |
|-----------|---|---|---|------------|---------|
|           |   |   |   | IN UGX     | IN US\$ |
| 2021      | Reach out to new Hotels, Schools and Bakeries with our products   | To increase markets   | Funds required for transport to the Hotels and Schools  | 500,000    | 139,000 |
| 2021      | Increase our production to 1000 birds in each batch   | To have 1000 Broiler birds at any given time  | Funds<br><br>Personnel  | 36,780,000 | 10,200  |
| 2021      | Intensify Recruitment, mentoring and Training of Single Mothers into the business of Mother Kevin Providence Social Enterprise. | To have 30 active Single Mothers join the project of Mother Kevin Providence Social Enterprise by end of 2021 | Funds<br>Skilled personnel<br>Invite experts in Poultry to address women and youth.<br><br>Invite people with success stories to come and talk to the Single Mothers and Youth. | 600,000    | 160     |
| 2022      | Monitoring and Evaluation of Mother Kevin Providence Social Enterprise and the Single Mothers                                   | Effective and efficient growth and development of the Social Enterprise.                                      | Funds<br>Management Team<br>Community,<br>Leadership Team of Institute of Little Sisters of St. Francis   | 500,000    | 139     |
| 2020-2023 | Soliciting of Funds   | To secure funding for all planned activities of the Enterprise  | Written proposals and Business plans  |            |         |



# Human Resources

|                       |   |  |              | 2021         | 2022         |
|-----------------------|---|--|--------------|--------------|--------------|
| Title                 | Key Qualifications  | Key Responsibilities   | Hire Date    | Compensation | Compensation |
| Farm Manager          | Senior Secondary Level with Basic training in Agriculture.<br><br>Experience in Agricultural activities | Oversees the operations of the Enterprise.<br>Supervises other staff.<br>Provides mentorship and training to other staff.                                | January 2020 | UGX250,000   | UGX250,000   |
| First Poultry Worker  | Basic skills in Poultry management<br><br>Past experiences in Poultry management.                       | Feeding Birds, Cleaning the house<br>Keeping records of feeds, medication and vaccination<br>Recording daily Egg collection<br>Record of daily headcount | January 2020 | UGX150,000   | UGX150,000   |
| Second Poultry Worker | Basic skills in Poultry management<br><br>Past experiences in Poultry management                        | Feeding Birds, Cleaning the house<br>Keeping records of feeds, medication and vaccination<br>Recording daily Egg collection<br>Record of daily headcount | January 2021 | UGX150,000   | UGX150,000   |
| In Charge of Pigsty   | Basic skills in Ordinary farming.   | Taking care of all activities in the Pigsty that include: Feeding, cleaning the house, peeping records of feeds, medication.                             | April 2020   | UGX150,000   | UGX150,000   |



# Income Statement

| <b>UGX</b>  |      | 2020        | 2021       | 2022        | 2023        |
|---|------|-------------|------------|-------------|-------------|
| Revenue   | (1)  | 7,832,000   | 98,360,000 | 145,325,000 | 183,570,000 |
| Cost of goods sold  | (2)  | 5,213,540   | 55,434,860 | 72,205,500  | 87,749,700  |
| Gross profit  | (3)  | 2,618,460   | 42,925,140 | 73,119,500  | 95,820,300  |
| Gross margin  | (4)  | 33%         | 44%        | 50%         | 52%         |
| Operating expense   | (5)  | 5,385,460   | 15,650,800 | 24,759,750  | 14,769,100  |
| Baseline operating profit (loss)                                  | (6)  | (2,767,000) | 27,274,340 | 48,359,750  | 81,051,200  |
| Unrestricted other income:  | (7)  |             |            |             |             |
| - Contributed income (gifts and donations)                        | (8)  | 165,744,000 |            |             |             |
| - Contributed income (unrestricted funds from grants)             | (9)  |             |            |             |             |
| Net strategic initiatives spending (receipt):                     | (10) |             |            |             |             |
| - Strategic initiatives spending                                  | (11) | 0           | 30,000,000 | 3,000,000   | 5,000,000   |
| - Program related investment revenue (i.e. grant for initiatives) | (12) |             |            |             |             |
| - Repayable loans   | (13) | 0           | 3,600,000  | 10,800,000  | 0           |
| Interest expense  | (14) |             |            |             |             |
| Profit before tax   | (15) |             |            |             |             |
| Tax expense:  | (16) |             |            |             |             |
| - effective tax rate  | (17) |             |            |             |             |
| Net profit (loss)   | (18) | 165,977,000 | -2,725,660 | 45,359,750  | 76,051,200  |



# Cash Flow Statement

| <b>Cash Flow Statement as of 30<sup>th</sup> April 2021</b> |                    |                    |                    |                    |
|---|--------------------|--------------------|--------------------|--------------------|
|   | <b>2020</b>        | <b>2021</b>        | <b>2022</b>        | <b>2023</b>        |
| <b>Operating Cash Flow: (UGX)</b>                           |                    |                    |                    |                    |
| Investment  |                    |                    |                    |                    |
| Net Earnings  | -2,767,000         | 874,340            | 56,159,750         | 76,051,200         |
| Plus: Depreciation & Amortization                           |                    |                    |                    |                    |
| Less: Changes in Working Capital                            | 165,744,000        | -15,000,000        | -44,000,000        | -3,000,000         |
| <b>Cash from Operations</b>                                 | <b>162,977,000</b> | <b>-14,125,660</b> | <b>12,159,750</b>  | <b>73,051,200</b>  |
|   |                    |                    |                    |                    |
| <b>Investing Cash Flow :</b>                                |                    |                    |                    |                    |
| Investments in Property & Equipment                         |                    |                    |                    |                    |
| Cash from Investing   |                    |                    |                    |                    |
|   |                    |                    |                    |                    |
| <b>Financing Cash Flow :</b>                                |                    |                    |                    |                    |
| Issuance (repayment) of debt                                |                    | -3,600,000         | -10,800,000        |                    |
| Issuance (repayment) of equity                              |                    |                    |                    |                    |
| <b>Cash from Financing</b>                                  |                    | <b>-3,600,000</b>  | <b>-10,800,000</b> |                    |
|   |                    |                    |                    |                    |
| Net Increase (decrease) in Cash                             | 162,977,000        | -17,725,660        | 1,359,750          | 73,051,200         |
| Opening Cash Balance  | 0                  | 162,977,000        | 145,251,340        | 146,611,090        |
| <b>Closing Cash Balance</b>                                 | <b>162,977,000</b> | <b>145,251,340</b> | <b>146,611,090</b> | <b>219,662,290</b> |



# Justifiable Ask

Mother Kevin Providence Social Enterprise is seeking US\$45,000 in grants. These fund will be used for the following:

- Construction of a Hatchery and slaughter Houses
- Purchase of a Hatchery,
- Sensitization and training of Single Mothers and Sisters
- Marketing and research as well as running of internal operations.

This investment will enable us supply healthy chicks at affordable price 30 Single Mothers by end of 2021 and 100 in total by end of 2022.



# Fundraising Prospects

| Funder                                      | Requested Funding | Types of investment | Funding interests | Date to Approach | Status                |
|---|-------------------|---------------------|-------------------|------------------|-----------------------|
| Mill Hill Missionaries                      | \$15,000          | Grant               |                   | July 2020        | Submitted and Pending |
| Nancy Ottoboni Fund                         | \$8,000           | Grant/Loan          |                   | November 2020    | Submitted and Funded  |
| German Aid through Embassy in Uganda        | \$11,000          | Grant               |                   | April 2021       | Submitted and Pending |
| Little Sisters of St. Francis – USA Mission | \$7,500           | Grant               |                   | March 2021       | Submitted and Pending |
| Total                                       | \$41,500          |                     |                   |                  |                       |

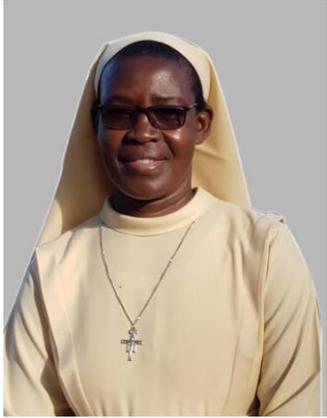


# KPIs

|                   |   |
|-------------------|---|
| <b>Finance</b>    | <ul style="list-style-type: none"><li>• Soliciting funds.</li><li>• Total Revenue collected from sales of organic meat bird and eggs</li></ul>  |
| <b>Marketing</b>  | <ul style="list-style-type: none"><li>• Opinion Leaders in community, Farmers' Association, Formation Houses</li><li>• Women recruited and trained</li></ul>  |
| <b>Sales</b>      | <ul style="list-style-type: none"><li>• Total Sales generated over a given period of time.</li><li>• The growth of sales in a given period of time.</li><li>• Number of Hotels and Schools reached.</li><li>• Onsite purchase of products</li><li>• Number of eggs, and birds delivered</li></ul> |
| <b>Production</b> | <ul style="list-style-type: none"><li>• The number of Eggs/trays of Eggs produced.</li><li>• Number of birds produced.</li><li>• Amount of maize and tomatoes sold.</li></ul>   |
| <b>Training</b>   | <ul style="list-style-type: none"><li>• Number of Single Mothers trained by Mother Kevin Providence Social Enterprise.</li><li>• Number of Formees trained by MKPSE</li></ul>   |
| <b>Customer</b>   | <ul style="list-style-type: none"><li>• Measuring how satisfied the customers are with the Enterprise's products.</li><li>•</li></ul>   |



# MANAGEMENT TEAM



**Sr. Mary Florence Anaso**  
Operation Manager



**Sr. Rose Thumitho**  
Business Development  
Manager



**Sr. Mary Atema**  
Finance Manager



**Contacts:**

Sr. Florence A. +256782812717

afms@gmail.com

Sr. Rose T.: +256782386611

rthumitho@gmail.com

Sr. Mary A: +256788332327

shinabuliatemamary@gmail.com

# THANK YOU