

# BUSINESS PLAN

**NAME OF BUSINESS:** BUSINESS SYSTEMS CENTER -  
BUWAMA, UGANDA

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## **EXECUTIVE SUMMARY**

Business Systems Centre – Buwama, Uganda was formed in the year 2000 as a secretarial business by one woman and to-date it is a business organization collaborating with 33 women groups and 2 youth groups for community development and in a bid to market its services.

It is locally recognized and registered with the Sub-County offices under Registration Number 058/2006.

The objectives of the centre include: To have a community aware of ICTs as a tool to economic development; To have a community accessing ICT's for their own economic development needs; Capacity building; and Community development participation through enhancement of ICT's knowledge in the rural community.

The centre is in need of funding to set up a faster internet service to facilitate development among the rural communities. This is a much needed service in the area as the only available service is an MTN modem connection which is too slow and cannot support more than one computer.

The centre has an Internet service, which is too slow; the connection is a GPRS modem. Before getting that internet service, people used to trek long distances of about 80kms to the city centre – Kampala, to get the service which was too expensive and ineffective. Today we have the service, but it is too slow and can support only one (1) computer rendering very slow service to the community which needs it.

The area communication network can only support MTN services by satellite, so the only facility can either be a VCT (satellite dish) which is more expensive or GPRS (Global positioning for Radio services) which can only be provided by MTN.

The area is in need of the facility / service as there are teachers, lecturers, students, pupils, farmers, agriculturalists, business people, crafts makers and dealers, fishermen and mongers, who need information on agriculture, market trends and price changes, research, health, name it for their own development.

If the centre receives funding of 22,000,000/= Uganda shillings (10,000 USD), we shall be in position to set up faster and adequate Internet service to promote development and use by using a VCT (satellite dish) which will be able to serve atleast 5 or more computers at ago at a faster rate.

The centre shall be able to foster economic development and also promote its services through the internet service, this will be achieved through dissemination of information to the women, and women groups for their own economic development needs, this can be downloaded and presented to the community in form of posters, printouts, brochures, video shows on CD's, ICT parish committees through word of mouth, name it.

The Centre has a competent and qualified management team which can run the day-to-day services, disseminate information and promote the services at the centre, it has a Board which is able to plan and set policies. It also has a well established office with facilities which are accommodative for the Internet facility; The centre also has a wide market area and through the women groups and Community Based Organizations, ICT parish committees, it will manage to promote the service.

Its only weakness is the failure to access sources probably due to lack of better and faster communication (faster and adequate internet).

#### **BUSINESS DESCRIPTION:**

##### ***a) Services offered:***

The services offered at the Business Systems Centre Buwama, Uganda include: Computer training; Secretarial services; Community mobilization for awareness on ICTs and development training; Data bank (for farmers and women) on price and market trends, agricultural information, health, poultry, name it. Secretarial services; Internet service - at a better for nothing service rate; Information dissemination on agricultural, poultry, health care, and livestock. This is done from the centre and in the communities concerned.

##### ***b) Description of customers to be served and services to be delivered:***

The community to be served is comprised of teachers, lecturers, college and secondary students, pupils, business people, women, farmers, and traders. There are also women groups, CBO's, and NGO's all these are accessing services from the Business centre. Besides, the Sub-County, has 1 teacher's college, 4 vocational centers, 12 secondary schools, and 36 Primary and Nursery schools. All these institutions are accessing services at the centre but one of their needs is the internet service for better information service delivery.

##### ***c) Service Development Strategy. Description of necessary partnerships***

- The centre shall develop its services through the community groups, women groups, CBO's, ICT Parish –working committees, users, local government body, schools, institutions, and the staff.
- The Centre has registered 33 women groups and 2 youth groups as a way of marketing its services to the rural community. These women and youth groups are partners to the business systems centre.
- Through these target groups, mobilization of the community shall be achieved for awareness programmes or any other development programmes.
- The centre shall easily carry out sensitization programmes of trainings in agricultural, poultry, book keeping, and or health related information to the communities involved through the groups.
- Monitoring of achievements shall be done through the groups after trainings.
- A working committee within the management structure of the Centre with a presentation of 7 members; therefore, 10 committees in Buwama Sub-County whose major work is to market the centre in the parishes and villages, and carry out mobilization.
- The centre shall continue to mobilize schools and other institutions like the NGO's, Local government as users. Being stakeholders they will help to determine price charges from time to time.
- Their identities will be registered in the register book as users and can be given user appraisals.
- Business Systems Centre – Buwama, Uganda as the implementer shall have and likewise it has: an experienced staff to handle ICT issues, a public relations officer who can handle the Centre's community issues and report back. The work of the public relations officer is basically marketing the centre through the committees, and the community at large, record the community information needs and participate in information dissemination as the community pays some fee.

##### ***d) Service promotion and customer acquisition / retention strategy, partnerships***

- The centre shall register women groups at a small fee which groups shall benefit from offering them trainings and information in their own economic development needs.
- The staff shall from time to time print out copies of market trends, business opportunities, price fluctuations, agricultural, poultry, basic health tips information, name it, which will be made available for the users at the price of a photocopy page, to carry the printed copy home instead of paying for internet time and or original prints.
- The centre shall display on the office notice board new price trends, farmer's opportunities, market trends, health tips, name it, which prints shall always be available at a photocopy cost price where there is need.

- The centre shall have an ICT parish committee at every parish level whose work is to mobilize the community. They will be sensitized on information relating to their own development and in the meantime they will be given a small benefit of free computer training in computer basics and internet use and they will be allocated time once a week i.e. 1 day from mid-day to 10.00pm in every week.
- Together with the users, ICT parish committees, we shall hold quarterly meetings in which appraisals and a way forward shall always be discussed.
- Advertising shall be done through outreaches, committees, community radio, brochures, and posters.
- Moreso, as a way of retaining our customers, we shall offer a small discount of an additional 5 to 10 minutes for a user who pays for 1 hour or more of using internet time.
- Also customers who come after 10.00pm pay less 5/= on every unit.

**e) Pricing strategy, wherever appropriate**

The women groups which paid a membership fee to be renewable in a year, will enjoy a benefit of free service only once in a week for a period lasting 8 hours from mid-day to 10.00pm. The day shall be decided by the committees.

The costs to be charged per unit will depend on: VCT material cost, service provider costs, installation costs, operation costs and maintenance costs.

However this has been calculated as; payment to service provider - 100,000/= (45.45USD) per month

Then utilize 6 hours pay day X 60 minutes X 20 working days of a month = 7200 minutes.

Therefore, 100,000/= divide by 7200 minutes = 13.8/= per unit. [is cost of service provider on each unit].

Therefore determining the cost of each price, other items being fixed items, we decide by fixing:

5 Computer sets	-	5/=;	Installation costs	-	10/=
Operations	-	4/=;	Service & maintenance costs	-	15/=
Add: Service provider	-	13.8/=	Total cost:	-	47.8/=

The price per unit will therefore be fixed between 50/= and 60/= depending on the demand.

This price is favourable as the nearest provider in a distance of 10 miles away charges 200/= per unit and other internet users prefer moving to the city a distance of 45 miles one way [90 miles to and fro] and costing 10,000/= on public transport and then pay 20/= - 25/= per unit. This price setting will be within the community affordable limits. At the same time, the service will be faster.

**OPERATIONS**

**a) Development plans and Schedule:**

Item	Schedule
Human resource	3 weeks – 2 months after grant given
Acquisition of equipment	2½ weeks – 1½ months after grant given
Internet Installation	1 - 2 months after grant given
Web-browser	1½ - 3 months after grant given
Data bank	4 months after grant given

**Resources required:**

- 5 computer sets
- VCT (satellite dish) required.
- Internet installation costs (service provider)
- Furniture
- Human resource

**PERFORMANCE MEASURES**

**a) Service quality (in particular content and performance):**

- The performance shall be measured through feedback mechanisms like; the ICT parish committees will give a feedback on the centres performance from the information obtained from their community right from the centre users. There will be closer collaboration between the committees, the Public Relations Officer and the Centre Manager.
- There will be a user’s registration book and a column for comments inset.
- A Suggestion box shall be placed near the entrance to the centre and users shall be encouraged to slot in the Suggestion box whatever they feel about the services at the centre for the centre’s measure of performance and for checking itself where there is need for improvement.

**b) Market penetration:**

The market for users will be penetrated through: the centre's community relations officer who will collaborate with ICT parish committees, women groups already registered and encouraging more groups to register, CBO's;

Empowering communities (women) with information on development issues like agricultural, poultry, livestock, health related, ICT usage, training on computer basics, awareness on market trends and price changes, to mention but a few. This will be done in a bid to economically empower the community through information which they can use for their own economic development needs hence, marketing the centre.

**c) Impact on development:**

- The internet will provide information on many development issues which will be disseminated according to the information needs in the community.
- With faster and adequate internet, the centre will be able to get more users who will be encouraged to access other services at the centre hence increased incomes and assured sustainability for the Project.
- The centre will get a better opportunity to download needed information and burn it on Compact disks for video training programmes and sell to other users who may need them.
- With the information disseminated on ICTs, agriculture, livestock, poultry, basic health care, crop management, name it, the community will be able to participate in income development programmes / projects, hence there will be increased incomes especially for the targeted rural communities, there will be a reduction in the poverty levels hence, a self sustaining community.
- The information on basic health care, crop and animal husbandry will bring an improvement in hygiene and sanitation at household levels, hence there will be a reduction in diseases related to poor hygiene and sanitation; eventually money will be saved and put into more productive activities hence, a developed rural community.
- Information being wealth, the community shall participate in income generating activities, which will reduce on the poverty levels, the level of dependency will reduce to a level of sustainable development, women who have been marginalized will be aware of their rights and use them hence, a developed rural community.

**GOVERNANCE AND MANAGEMENT**

**A team / board / resource person(s) that is active in supporting the SME's activities e.g. by providing service**

The current set-up which we believe can run up to the next phase of funding though can be redesigned with challenges Has: a Founders Board at the top with the primary function of developing policy documents and giving advice on operations. Then there is a management Body with the primary functions of planning, monitoring, staffing appraisals, controlling and communication. In the management body, there is a team of workers which includes the manager at the top, the ICT manager, the public relations officer and the Accounts clerk as co-workers. The accounts clerk is assisted by another / other clerks at the centre. Then, the public relations officer closely monitors and works with ICT parish committees, women groups, CBO's which relate with the Centre.

**FINANCES**

a) Budget

Item	Amount per item in Ug. Shs	Total amount in Ug. Shs	Amount in Dollars
Capital items			
5 computer sets (IBM model), (2GB Ram), (Duo core)	1,500,000/=	7,500,000/=	3,409/=
Furniture (5chairs + 5tables) (in sets)	120,000/= a set	360,000/=	164/=
1 piece VCT (satellite dish)	5,500,000/=	5,500,000/=	2,500/=
Subtotals		13,360,000/=	6045.45
Operational Budget			
Internet installation costs with INFOCOM Uganda including initial Staff Training & maintenance for 1 year	3,500,000/=	3,500,000/=	1,591/=
Broad band gadget	500,000/=	500,000/=	227/=
Subscription fees with MTN for broad band service for 18 months	150,000/= per month	2,700,000/=	1,227/=

Expertise Training to staffs	700,000/=	700,000/=	318/=
Subtotals		7,400,000/=	3,364/=
Recurrent			
Capacity building of ICT community groups	3,000,000/=	3,000,000/=	1,364/=
Generator for subsistance power cuts	2,500,000/=	2,500,000/=	1,136/=
Travels	300,000/=	300,000/=	136/=
Subtotals		5,800,000/=	2,636/=
<b>Totals</b>		<b>26,560,000/=</b>	<b>13,182/=</b>

<b><i>b) Financing plan, indicating expected income and financing sources where known</i></b>			
<b>Item</b>	<b>Amount in Ug. Shs</b>	<b>Amount in USD</b>	<b>Percentage</b>
Donor contribution	22,000,000/=	10,000	81%
Women groups contribution	1,200,000/=	545	5%
Business Centre contribution	3,400,000/=	1,545	14%
Total funding	26,600,000/=	12,091	100%