

ABUSINESS OF MUTUKULA REGIONAL MARKET



WORKING TITLE: Mutukula Regional Market

LOCATION:

District: Kyotera,

Region: Central Region

Country: Uganda

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Introduction

Executive Summary

Uganda: The country profile for business

Uganda enjoys a unique location at the heart of Sub-Saharan Africa within the East African region and lies astride the equator. The country is bordered by the Sudan in the North, Kenya in the East, The United Republic of Tanzania in the South, Rwanda in the Southwest and The Democratic Republic of Congo in the west. This land linked position, a rich natural resource base, and a very hard working and friendly population, gives the country a strategic commanding base to be a regional hub for trade and investment. This, supported by the highly liberalized economy the government professes, allows the entrepreneurs to be as innovative as it were to create new ideas, new products, and new services to sell for profit without any government intervention. Virtually all sectors are open for investment and will be readily consumed by one of the fastest growing populations in the world.

Mutukula Regional Market (MRM) will be established to benefit from this environment, but most importantly from the EAC Common Market, whose protocol was ratified on 1 July 2010 by all the five Partner States: Burundi, Kenya, Rwanda, Tanzania and Uganda. South Sudan, DR. Congo, Central African Republic as well as the international community are the other potential beneficiaries of this gargantuan facility-the first of its kind in the country.

Within the limits of this concept, the term “**Market**” means a platform where vendors / consumers meet, physically or otherwise to transact business. This will include anything from penny-pinching, kiosks or small shops selling individual items to wholesale markets. They sell goods to other distributors to internet-based stores and auction sites. There are also transactions which take place entirely online where the two parties do not ever need to meet physically.

Mutukula Regional Market whose Value Proposition; is The East Africa’s one stop business centre for all your agri-business development needs in the Community, meets this definition.

The facility upon completion will have, but not limited to the following spaces;-

Stores	Wholesale shops	Restaurants	Cottage industries
Granaries	Fruit stalls/lockers	Open space for small retailers	Halls for seminars
Cold rooms	Exhibition grounds	Day Care Centre	Craft stalls/lockers
Shops	Information centre	Butchery stalls	Animal market space
Furniture and timber	Agro Chemicals	Garage spare shops	Hotels
Halls for training and meetings	Recreational space	Forex Bureaus	Vehicle parking yard
Hardware shops	Health Units	Office space	Vet shops
Pharmacies	Car bonds	Butchery	Play grounds

Mutukula regional market project aims at introducing unique and standard multi-specialty market one of its' kind in the east African; this market is mainly geared towards regional cooperation based on facilities to be shared among all the market traders and other stakeholders in the Eastern African Region.

It's called regional market because its location aims at uniting the vendors in Uganda, Kenya, Tanzania, Rwanda, Burundi, Southern Sudan and Western Part of the Democratic Republic of Congo.

The founding members of this market have seen the need and plight of the traders that had disintegrated into smaller markets in the East African region, making it expensive and difficult for the clients to get quality and value added goods, most markets are not specialized, difficulties in getting all the required goods and services under the same market has led to a lot of influx of people wanting to travel abroad to purchase quality goods and services after looking at all the demand of market products within east African community, we have come up with a strategy that will create and make goods available within the market when it is constructed.

This market dose not only focus o the regional strategy but also focuses on the international vendors, Europe, Asia and the Arab world in ensuring that all the

products produced by these continents are available to the people as people have been traveling to buy products from the international market hence this market will be readily available market

The creation of the market will generally create a wide scope of employment opportunities amongst the East African community as well as the international scope; an estimation of ¼ of the total population amongst East African countries will be employed by the market at large.

Mutukula Regional Market will be a mega and multi-business project that will house different facilities; business centers, supermarkets, banks, shops, hotels, apartments, ware houses, car bonds and garages, animal markets, restaurants, exhibition malls, health units, washing bays, butchery and many others.

Mutukula Regional Market will be a registered Market in Uganda with the head offices situated within Kampala, Susie Building next to American Embassy. (Kenya, Tanzania, Rwanda, Sothern Sudan, Burundi and Democratic Republic of Congo)

(b) Objectives of the Market

- Creation of a self sustained economy
- Promote socio-economic transformation among East African Community.
- To develop easy access to quality goods and services among the East African Community member countries.
- Creation of a huge source of employment opportunities for the East African Community huge population.
- To speed up the development progress of other markets within the East African Community.

(c) Mission Statement.

“To build a long term sustained economy and promote socio-economic transformation through the formation of world class facilities and services”

(d) Vision Statement

“To become the preferred market leader in terms of market development within the regional”

(e) Project Slogan

“United together for Development”

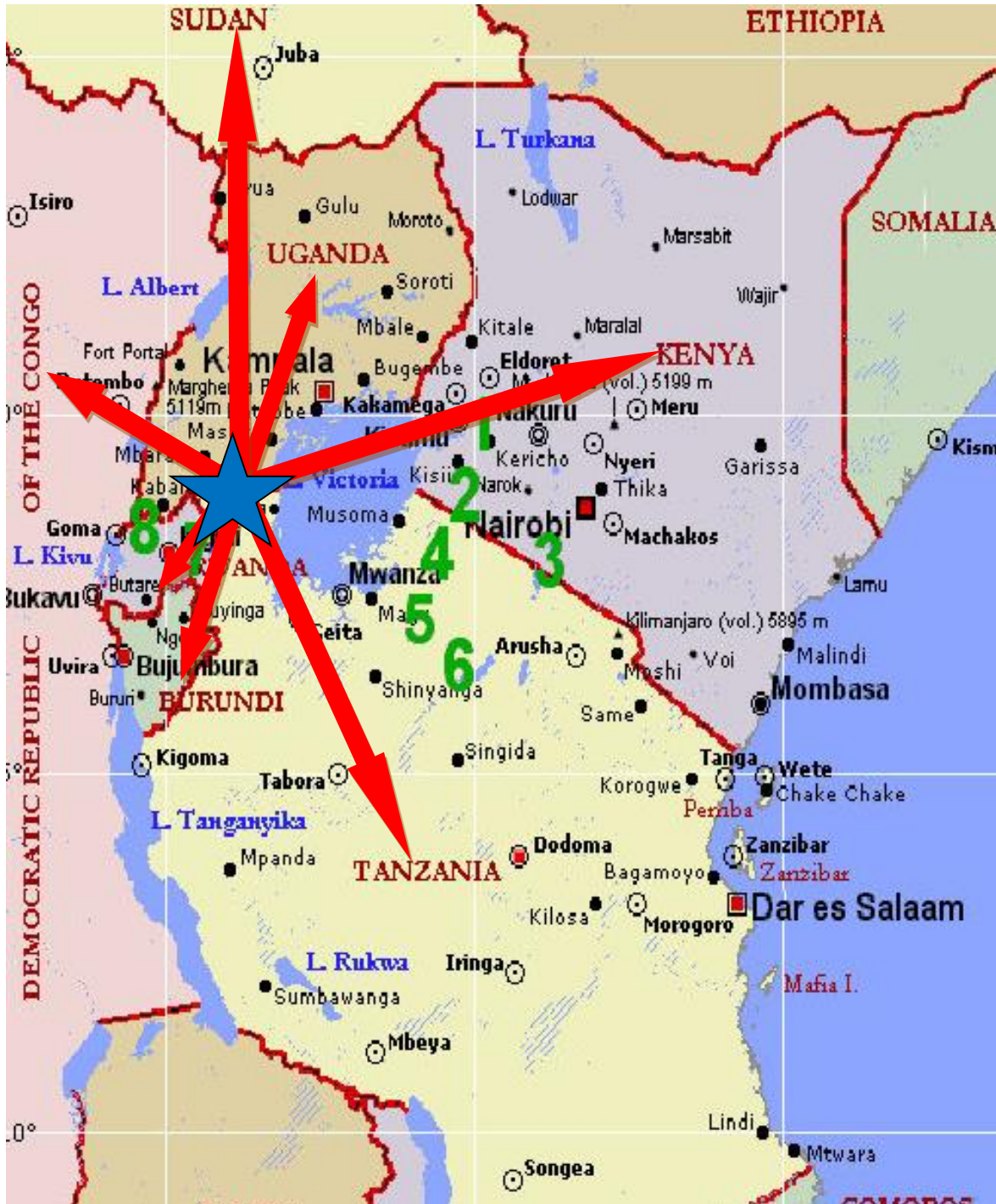
(f) Location

Mutukula is located in extreme southern Kyotera District at the international border between Uganda and Tanzania. The town is approximately 81 kilometers (50 mi), by road, south-west of Masaka, and the largest city in the sub-region. This location is approximately 211 kilometers (131 mi), by road, south-west of Kampala, the capital and largest city of Uganda. The coordinates of the town are 1°00'00.0"S, 31°25'00.0"E (Latitude:-1.0000; Longitude:31.4167).

The town of Mutukula is a border town between Uganda and Tanzania. At an altitude of 1,190 meters (3,900 ft), above sea level, Mutukula is an important border post and major crossing point, for both human and commercial traffic. In February 2016, the border post between both countries merged operations on both sides. Vehicles and passengers clear customs and immigration once in the country they are leaving, with officials from both countries present.

In 2017, the border crossing between Mutukula, Uganda and Mutukula, Tanzania was converted into a one-stop-border-post (OSBP), open 24 hours every day of the year. Vehicles, passengers, luggage, merchandise and pedestrians are cleared once by customs and immigration staff from both countries, at a station in the country of entry. This cuts the time it takes to cross by anywhere from 30 percent to 50 percent. Other stakeholders report reduction in crossing times by as much as 90 percent. As of July 2009, the population of Mutukula was estimated at 15,000 people. The following additional points of interest lie within the town limits or close to the edges of the town: (a) offices of Mutukula Town Council (b) Mutukula Airport, a military and civilian airport, located approximately 10 kilometers (6 mi) north of town (c) Mutukula prison, a medium security corrections facility (d) Mutukula central market (e) Mutukula One Stop Border Post.

(f) Map of East African Community showing its members and Mutukula Boarder;



Key



Area of Interest, Mutukula

Map of Mutukula Region





Guiding Principles

- Being mindful of our potential partners and our management staff; coinciding with the business objectives, we will treat both our regional partners, management staff and stakeholders in a pleasant manner in which we ourselves would want to be treated.
- Gratitude; An attitude of gratitude shown to our regional partners, management staff, employees and vendors- because without their input, service, labor and time, Our project would not be there without them.
- Our Services; provide the warm and friendly business climate for effective ongoing business

Keys to success

- Location; convenience is essential to us; we need to be close to our customers amongst the East African Community hence choose Mutukula as the center and location of our business.
- A variety of business enterprises; the project will house a variety of business enterprises that will attract a huge market.
- Hire top management team and employees to keep us on top of the game.
- The market will be operating seven days and 24 hours weekly

Future Services

Mutukula Regional Market and employment

- To open up many branches in various countries of the East African Community.
- We also hope to open up an Air Strip for easy access to the market by both international and local clients.

Industrial Analysis

Markets and Marketing remains one of the biggest causes of poverty amongst the East African Community member states just like it is, within the countries in many developing countries of the world. In fact, the biggest chip the developed countries have over the developing countries is having and controlling the biggest market share at all the three levels highlighted above.

In the East African Community, agriculture and all the agri-business goods and services remain the comparative advantage of many, if not all of the member countries. Majority of the people, live on subsistence farming, relying mainly on rain fed agriculture. This means that there will be many producers when the rains come: Meaning at a particular time, the supply will be in excess of the consumption power, if other remains constant as they always been. And, because the producer trade in mostly un-processed food stuffs within and across the borders of their countries, all the perishable produce goes to waste when the demand drops.

Post-harvest handling and Packaging of the agricultural products is still poor that they can hardly compete for the market. Although the attempt to add value to the produce, has had an impact but a lot more can be done to meet the quality the market needs. Even the cottage industries and factories producing some secondary products also need more input to meet the competitive global market needs at least in the designing and final in looks of the products.

Transporting of the merchandise from the country side in all the East African countries has also been a major handicap stalling the projected increase in agricultural production and productivity within the region. The road network is inexistent or where they are, they are hardly motorable. This means that getting the products to the market has been very difficult.

Last but not least, previous efforts by the communities involved in agri-business, just like many other businesses were very shy, by omission or commission to use the different media/ communication platforms at their disposal to publicize their goods and services. So, the vital production and marketing information remained in the hands of very few people that it was very difficult for the communities to prosper.

The grey areas highlighted above probably explains why up to date,

- Millions of tons of agricultural produce go to waste
- Locally manufactured goods as consumer goods or production inputs can hardly find the suitable market to get the rewards of their sweat.
- The need, therefore, for value addition on our agriculture, and most importantly opening up more physical or virtual markets cannot be underestimated.

Mutukula regional market shall come with the answer, combining consumers and vendors from the over seven countries in the East African Community onto one platform to exchange the goods and services where they each, have a comparative advantage. These forces of demand and supply will also give rise the other consumer businesses to make use of the every surplus, and turn it into valuable items.

The market will have several platforms, including business theatres, clinics for enterprise selections, exhibition grounds, tourism and leisure parks and sports arenas to mention but a few to increase the traffic of the potential consumers and everything else that comes with the modern market. It will be a true common market and the transactions will modulate the language and the currency to be used in the common market.

Mutukula Regional Market will also increase the competitiveness, that all the participants' do what it takes to attract but also satisfy the customers' needs. The same support / motivation will also improve the other manufactured products- metal, clay, glass and timber products that still lack the finesse to compete with the imported goods.

The plan to have recreation grounds, hotels, restaurants, sports grounds and theatre amongst other facilities will increase the traffic, amongst whom tourists who will spread the news wide and far about this magnums facility.

Facilities like coolers to store fruits / milk/ beef/ leafy vegetables due for distant markets will increase the shelf life of such produce which have been perishing away. This will increase the profitability of the ventures to all the actors in the value chain.

Last but not least, **MRM** plans to use the various media/ communication platforms immensely as one of the ways to add value to the goods and services from the market. This will increase on the flow of information which has been and remains a big handicap to markets and the marketing of the different products from the

region. The information flow, using up to date services will give the prices of the various agro products, Stock available at the market, call for suppliers to meet the various quarter,

Suitability of the Location, Political / Economic Environment

Mutukula regional market will be strategically located in Mutukula town- Kyotera District, bordering between Uganda and Tanzania. It has been established in time, to reap from the fast growing business, following the conversion of the border crossing between Mutukula, Uganda and Mutukula, Tanzania into a one-stop-border-post (OSBP). The post is open 24 hours every day of the year, to clear the growing traffic of commercial vehicles, passengers, luggage, merchandise and pedestrians crossing the borderline from either country.

By road, the town is approximately 81 kilometers (50 mi), extreme south-west of Masaka, the largest city in the sub-region, and nearly 211 kilometers (131 mi), south-west of Kampala, the capital and largest city of Uganda. By air, it is 45minutes away from Kajansi –the nearest commercial airfield from Kampala, to Mutukula airfield. The water transport over the expansive Lake Victoria will bring more people from inland Tanzania and greatly shortens the distance from Kenya.

On the Tanzanian side, the 10km stretch of electricity constructed to service the One Stop Border Post on the Tanzania side, has changed the lifestyles of the communities greatly. For example, permanent structures for homesteads and businesses have started forming and the population towards Bunazi nearly 20 Km, away from the border has also multiplied more than three fold. All these, and more will form part of the strong demand and supply forces for the products in the Mutukula Regional Market.

Rwanda, Burundi and DR. Congo can also access the market by road with ease, for as long as the supply and demand forces remain vibrant at the facility. The beauty is that trade relations amongst the different partner states have lived longer than the East African Common market and therefore Mutukula regional market is only coming to upgrade the process.

Target audiences and Participant communities

These are the people who are targeted by this media campaign for action. They include people, organizations and groups who will watch your media, actualize it and or help distribute it amongst other forms of support- otherwise called the **Allies**

or the active participants. But there is also a group of participants whose position or attitude is unclear or who have not become actively involved in this issue and will just look on –The **Neutral** group and the **Adversaries** who are set to reject or resist the innovations.

The focus will primarily be to work with the allies – People and Organizations who already support the undertaking amongst them; -

- Policy makers, Donor community, Multinational companies / Financial institutions to partner with the proprietor to expedite the actualization of the mega facility,
- The vendors to buy shares / stalls in nearly forty options
- The producers to start preparing for the mega opportunities to sell their produce
- The consumer community to get ready for the mega super market – a one stop business centre for quality products at very competitive prices.

With all these fully brought on board, they will become key testimonial figures that will expedite the uptake process.

Objective of the Media Plan

Knowledge;

To create awareness and educate the targeted audiences (*See target communities and participants in the table 1 above*) about the existence a new facility that has the answers to many of the problems related markets and marketing of their produce; one of the

Worldwide the world has moved over away from traditional market, which has left people with no option but to travel abroad to look for alternative, the Mutukula Regional Market would avert such trend. leading challenges deterring development within the developing countries- the East Africa Community Inclusive;

Attitudes;

To empower the communities (*See target communities and participants in the table 1 above*) that it is only them to get themselves out of their present poverty situation.

Everyone has a space in the regional market; Competition is health and a crucial ladder to success.

Skills/ Practices;

The targeted communities (*See target communities and participants in the table 1 above*)

- Policy makers, Donor community, Multinational companies / Financial institutions to partner with the proprietor to expedite the actualization of the mega facility,
- The vendors to buy shares / stalls in nearly forty options
- The producers to start preparing for the mega opportunities to sell their produce
- The consumer community to get ready for the mega super market – a one stop business centre for quality products at very competitive prices.

The target is to get the four targeted categories of audiences through the three broad Knowledge, attitudes and Skills objectives. This is an enormous task and will involve using multiple media platforms – call it the media mix approach, to reach out to as many of them as possible.

The first part of the campaign is three years, spread into three months. The plan will roll out using a **phased** manner- Content and Packaging varying with the targeted audience, timelines and media platform.

The target media platforms include;-

Media	Possible packages					
Radio	Mentions	Sponsorships	Sports ad	Talk shows	Special moments	Documentaries
TV	Mentions	Sponsorships	Sports ad	Talk shows	Special moments	Documentaries

Videos	Drama skits	Informatics	Contentions			
Social media	whatsapp	Facebook	Sports ad	Blogs		
Newspapers/ magazines	Advertisements	News features	Photo stories	Advertorials		
Billboards	Mobile	Static/bulletin	Vinyl billboards	Digital	Wall scapes	
Posta's	Banners	Filers	Pocket files			
Branding	T/shirts	Shirts	Pens	Diaries	Tear drops	
Events	Sports galas	Competitions	Expos	Quiz		
Mobile phones	Sms messages	Whatsapp messages				
Influencers	Songs	TV mentions				

The table showing target medias include within the East African community members;-

1	Name of media	Type of media	location
2	Vision group Uganda	Newspapers	Uganda
3	CBS(88.8FM) and CBS(89.2FM)	Radio	Uganda
4	Capital (91.3)FM	Radio	Uganda
5	NTV	TV	Uganda
6	KBC	TV	Kenya
7	KTV	TV	Kenya
8	Citizen TV	TV	Kenya
9	Daily nation newspaper	Newspapers	Kenya
10	Standard media newspaper	Newspapers	Kenya
11	Citizen radio	Radio	Kenya
12	Radio Maisha	Radio	Kenya
13	Jambo Radio	Radio	Kenya
14	East Africa TV	TV	Tanzania
15	Star TV	TV	Tanzania
16	ITV	TV	Tanzania
17	Clouds	Radio	Tanzania
18	TBC	Radio	Tanzania
19	Radio Free	Radio	Tanzania
20	Millard Ayo Newspapers	Newspapers	Tanzania
21	Bogos Newspapers	Newspapers	Tanzania
22	Mpekuzi Newspapers	Newspapers	Tanzania
23	South Sudan broadcasting corporation (SSBC)		South Sudan
24	Rwanda TV		Rwanda
25	Mirama	Radio	DRC
26	STV	Radio	DRC

Message configuration;

While the target is a lifelong interaction with the media, the implementation is phased in segments of six months. The period will have a generic message along **KAP philosophy** as follows;

- **(K - Awareness)** The first month will generally have awareness programming about the Market (the benefits of the market to the people / where it is found/ how it will operate to maximize the benefits from the East African Community... etc...)
- **(KA- Interest/Desire)** The next three months will have the awareness and confidence building campaign towards a seminar/ meeting with the stakeholders to have a one interaction, tap into their point of view, and to buy stalls/ share in the market)
- **(KAP- Skills)** The two month will focus on launching the market, another confidence building strategy to bring more people on board (the need to buy stalls/ share in the market)

A table showing markets within different East African Community Members;

No.	Market Name	Location	Country
1.	St Balikudembe	Kampala	Uganda
2.	Nakasero	Kampala	Uganda
3.	Natete	Kampala	Uganda
4.	Busega	Kampala	Uganda
5.	Kibuye	Kampala	Uganda
6.	Nakawa	Kampala	Uganda
7.	Kikubo	Kampala	Uganda
8.	Jinja	Jinja	Uganda
9.	Hoima	Hoima	Uganda
10.	Mbarara	Mbarara	Uganda
11.	Masindi	Masindi	Uganda
12.	Mityana	Mityana	Uganda
13.	Kasese	Kasese	Uganda
14.	Mubende	Mubende	Uganda
15.	Wakiso	Wakiso	Uganda
16.	Nyendo	Nyendo	Uganda
17.	Mibulo	Mibulo	Uganda
18.	Kaleiwe	Kaleiwe	Uganda
19.	Mbale	Mbale	Uganda
20.	Kariakoo	Daresalam	Tanzania
21.	Dorajani	Zanzibar	Tanzania
22.	Maasi	Arusha	Tanzania
23.	Hurumzi	Zanzibar	Tanzania
24.	Dodoma	Dodoma	Tanzania
25.	Mbeya	Mbeya	Tanzania
26.	Tabora	Tabora	Tanzania
27.	Shinyanga	Shinyanga	Tanzania
28.	Bukoba	Bukoba	Tanzania
29.	Lindi	Lindi	Tanzania
30.	Iringa	Iringa	Tanzania
31.	Ifakara	Ifakara	Tanzania
32.	Morogoro	Morogoro	Tanzania
33.	Singida	Singida	Tanzania
34.	Ruvuma	Ruvuma	Tanzania
35.	Simiyu	Simiya	Tanzania

36.	Mara	Mara	Tanzania
37.	Gikomba	Nairobi	Kenya
38.	Kariokor	Nairobi	Kenya
39.	The Village	Nairobi	Kenya
40.	Kongowea	Mombasa	Kenya
41.	Kibuye	Kisumu	Kenya
42.	Luanda	Luanda	Kenya
43.	Wakulima	Nairobi	Kenya
44.	Masayi	Masayi	Kenya
45.	Toi	Nairobi	Kenya
46.	Mwaririro	Nairobi	Kenya
47.	Muthurwa	Nairobi	Kenya
48.	City Market	Nairobi	Kenya
49.	Kimironko	Kigali	Rwanda
50.	Nyabugogo	Kigali	Rwanda
51.	Cootrac	Kigali	Rwanda
52.	Caplaki Craft	Kigali	Rwanda
53.	Kigali Modern Market	Kigali	Rwanda
54.	Konyo Konyo	Juba	Southern Sudan
55.	Central Market	Bujumbura	Burundi

Population Target

According to 2017-2018 estimates, the population of Uganda is around 44.77 million up significantly from 201's estimate of 33,640,833, The last reading population of Tanzania occurred in 2012 and showed there were 44,928,923 people living in the country, of this population, 1.3 million reside on the islands of Zanzibar. The population now is estimated at over 59.09 million, Kenya has estimated population of 50.95 million which ranks 29th in the world. Burundi's population has grown rapidly, in 2018; the population is estimated at 11.22 million. Rwanda's population is estimated to be 12.50 million, an increase from 2013's estimate of 11.8 million. A 2008 census showed that population of south Sudan was 8,260,490.

The total population of the East African community countries is estimated to be around 294,163,612; we target such huge population and expect to rise ¼ of employment opportunities to this huge population.

Transportation Facilities with the East African Region

East African communities are interconnected mostly by road routes, which is makes us at the top of the game because the Masaka –Mutukula High Way is a potential way to our Market's growth and prosperity. Air transport is also available (Mutukula Air Port) and other international air ports of different countries of the East African Community. Water transport is readily available due to the easy access of Lake Victoria which provides a short route from Mutukula to Kenyan interior ports. In addition the proposed construction of the oil pipe line will be a blessing to the development of the Market as it will east access to black gold.

Electricity Distribution

Electricity is adequately distributed within the local area of Mutukula both the part within Uganda and Tanzania respectively hence connection and access to power will be easy.

Customer Analysis.

Mutukula Regional Market targets a population of about 294,163,612 within the East African Community countries. This is a vast market for the products and services brought within the market and also a huge source of labor to the Market

Mechanisms to attract huge customers

- We shall offer high standards in order to attract huge customers to our market.
- We shall continuously advertise our Market in order to promote our Market and the services provided.
- We shall have a multi-service program within the Market so that we can be a solution to every want of any customer.

Threats

- Competition from other warehouses
- Lack of an international standard airport.
- Government interference

Competitive Analysis

A market is one industry that is dynamic and always driven by forces of supply and demand and since Mutukula Regional Market aims at introducing the international part of the suppliers and vendors, this will create availability of the international products being available in Mutukula Regional Market hence widening the scope of traders and other people, making available goods from United Kingdom, United States of America, Dubai, Turkey, China, Germany and India available to the local people. This will give it a unique advantage over all forms of competition.

Threats of new entrants

- There are virtually no threats to this unique market because of the project cost, very few groups of people may attempt and secondly land of such volume may not be easily available.

Strategies to be used to gain competitive advantage;

- Unlike our competitors who offer limited services with not enough facilities to accommodate multiple departments, we will have one of the best structures with multiple users.
- Location is very important, here our location favors the establishment of the regional market business hub because it's at the center of about four countries namely Rwanda, Burundi, Tanzania and Uganda and Kenya is also connected due the presence of Lake Victoria as a connection.
- It is also opened to the port of Dar-es-salaam and a lot of economic activity is expected to restore hope, the oil pipeline which will pass through Mutukula it will make it a best alternative route hence an added advantage.

Daily and yearly operations process

Operations will start as a seasonal open market for mainly the fresh perishable foodstuffs and household merchandise of all kinds. It will then organically grow towards perpetuity, diversifying to bring on board durable goods of different varieties as the market infrastructure starts to grow. The target is to have a two phase structural development plan of five year each in the ratio of (40: 60- see lay out plan) starting with the stalls. All the structures will meet the international maturity cycle of about fifty years.

The Market will be a mega business project which means that it will be managed by a series of boards to ensure proper management of day to day activities.

A flea market Fest

The market shall provide a flea market always at 1st January to 31st January of each year. A flea market is a type of bazaar that rents or provides space to people who

want to sell or barter their merchandise. Usually seasonal. Used goods, cheap items, collectibles and antique are commonly sold.

An image showing a flea market type carried out in Munich USA;



Exhibition Day; is a public display of works of art or items of interest, held in an art gallery or museum or at a trade fair. The market shall provide an exhibition day at 1st July to 31st July of each year. Exhibition Day is a day when different producers are given chance to display their goods in order to market them, Exhibition Day targets to develop and market the new producers on the market.

- The entire Market will be open from Monday to Sunday however differences may arise in as the intended partners (those who are renting) might design their different work schedules.
- The Market will also hire custodians to take maximum care for the Market property and other people's property. In addition, the Market shall also have a number of cleaners to do the cleaning role of the Market premises in order to promote hygienic standards.

- The Market shall be equipped with tight security both during the day and night time in order to enforce maximum protection of the Market's property and people in conjunction.

Management team

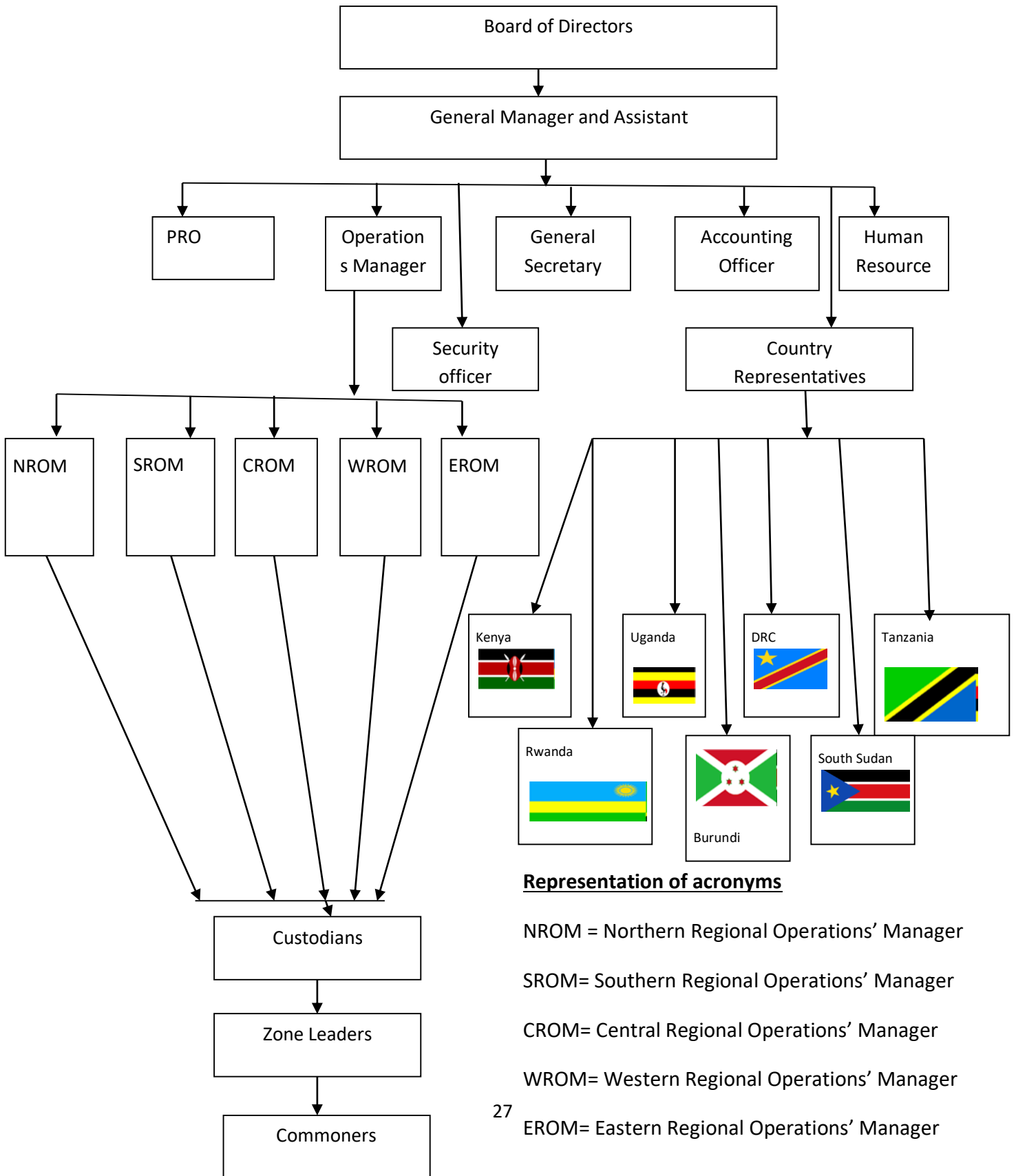
“Mutukula Regional Market” expects to hire over 100,000 employees. The Market board of directors will select the general and assistant manager, operations manager, general secretary, accounting office, Human Resource office and representatives from each member of the East African community. The other staff shall be directly chosen by the General Manager and his staff.

The Executive Board of director shall have control over the General Manager in the control and management of the Market.

The Market shall adopt an effective interview process designed to staff the Market with highly qualified people for each position. Each applicant will be related and evaluated according to a pre-defined set of standards designed for each position.

Background checks will be utilized for designated positions. Recruiting efforts will always center on referrals.

Illustration of the organizational structure



Financial Plans

The business will be a **Self-sustainable economy** and **self-sufficiency** which means that a person or organization needs little or no help from, or interaction with, others. Self-sufficiency entails the self being enough (to fulfill needs), and a self-sustaining entity can maintain self-sufficiency indefinitely. These states represent types of personal or collective autonomy.

The Market shall be formed through an understanding of different shareholders. The shares one has within the Market shall be the profits she or he will be getting.

The Market shall raise funds through the following ways;

- **Payments of membership fee;** membership fees refer to the money paid in the subscription of the company. Membership guarantees the client to become a member of that company or organization.
- **Through sale of shares;** Sale Shares means the shareholding in the Company/ organization that an Eligible Shareholder has offered to sell in the Share Sale Facility being all Shares held by the Eligible Shareholder at the time of subscribing in the company or organization
- **Through revenue collections;** revenue collection will refer to the payments collected from the clients of the market at the agreed amount and date of collection by the administration of the market
- **Through start up fees of setting up stalls;** through construction of stalls, the market will generate income as for a person to start up a stall in the market will be charged accordingly to the agreed amount directed by the administration of the market.
- **Through Fundraising;** the market shall carry out fundraising on different days in order to raise funds for the development of the market
- **Through partnership;** the market shall also raise funds through partnerships with different bodies.