

NAME: **TURNBULL, James W**

SPECIALISATION: Business Planning, Strategy and Project Management

YEAR OF BIRTH: 1951

NATIONALITY: British

QUALIFICATIONS: BSc Agriculture (Aberdeen), 1973
Member, Institution of Agricultural Engineers, 1987
Fellow, Chartered Management Institute, 2006

ASSOCIATIONS: Member, British Expertise, 1999
Convenor, Agribusiness Specialist Group, TAA, 2004.

AWARD: Highly Commended, the British Expertise International Awards in the Individual of the Year Category for his work in Romania on Agricultural Development and Environmental Protection in Transylvania, 2006.

PROFESSIONAL PROFILE

Over 35 years of experience in Africa, Asia and Europe. During this time he has been involved in rural development and tourism projects, commercial operations, the identification of business opportunities, identifying alternative livelihood opportunities, the preparation of feasibility studies, strategic and development plans for privatisation, restructuring, change management and the introduction of commercial management to a variety of micro, small, medium and large enterprises. He has work experience in 28 countries worldwide and has won and supervised over 500 projects in a further 48 countries. A sound understanding of business, the private sector, governments, international aid agencies and the consultancy industry has been combined with the ability to identify specific client requirements, establish the resources required and to provide practical solutions. He is results orientated and has a reputation of providing solutions rather than merely identifying problems.

EXPERIENCE

1997 to date: Managing Director, **Belmont Management Consultants Limited**. Provision of expertise in Business Planning, Trade Development and Investment Promotion. To date have won and supervised over 90 projects in Angola, China, Cuba, Egypt, Ghana, Honduras, India, Kenya, Malawi, Mozambique, Romania, Rwanda, Serbia, Sierra Leone, Slovenia, Syria, Tajikistan, Tanzania, Turkmenistan, Uganda, Ukraine, United Arab Emirates, UK, Zambia and Zimbabwe. See BMC profile. In addition, specific assignments undertaken by Mr Turnbull have included:

2004 to date: **Romania**: Founder, Director & Company Secretary of Fundatia ADEPT Ltd, a charity registered in England, and Founder & Director of Fundatia ADEPT Transilvania, a charity registered in Romania. The aims are to preserve one of Europe's last medieval landscapes, the Saxon Villages area of South Transylvania, through an innovative project to create a market-led conservation area working in close cooperation with local communities. Prize winning public private partnership created and largest SCI (Site of Community Interest, Natura 2000 site under EU Habitats Directive) established in continental Romania, promoting national recognition of the importance of semi-natural landscapes. Producer groups established, social enterprises developed and food hygiene training provided. Products include jams, honey, pickles, solar dried herbs, mature cheeses and traditional crafts. A tourist information centre was opened providing a retail outlet creating demand for local products and services. An area brand was established and publications commissioned: **www.discoverarnavamare.org**, guide book, tourist map and several brochures promoting culture, food, walking and tourism. Co-founder of the first Farmers Market in Romania which opened in Bucharest, 2007 and adviser to the second which opened in Brasov, 2009. The Bucharest farmers market will be internationally accredited in 2009. Retail outlets in Bucharest and UK also established. A traditional Saxon barn (22x5m) has been converted to be an EU compliant and government authorised food processing unit for local producers (opened 23 May 2009 by HRH The Prince of Wales). Founder of first Slow Food Convivium (group) in Romania promoting the concept of good, clean and fair. Romania now has seven convivia and two presidia (projects supported by Slow Food). For

- Food). For project information see www.fundatia-adept.org
- 2008: **Italy:** Presentations linking the Transylvanian landscape with the promotion of traditional foods and the development of tourism, Terra Madre (conference organised by Slow Food).
Romania: Presentation linking the development of Slow Food in Romania with the promotion of local produce and tourism, Turda fest (major festival celebrating local traditions).
- 2007: **Portugal:** Participation in workshop on enterprise development at EU Presidency conference on Business and Biodiversity. Presentation on the promotion and marketing of traditional produce and tourism as a means of generating economic activity in rural areas.
Bulgaria: Presentations on market led enterprise development (food and tourism) at conference on management of European wilderness areas (PANParks).
Kenya: Business planning for private game reserve, conservation project and tourism business.
Romania: Team leader preparing a business plan to develop a farm as a tourist village and centre for a range of food and culture activities plus farming, food processing and marketing (Private Sector).
- 2005-07: **Malawi:** Team leader on assignment to restructure ADMARC, the national agricultural marketing board. Several options were explored for implementation and new lines of business considered. A team of international and local consultants were involved: institutional development, agricultural marketing, grain marketing, horticulture marketing, business re-engineering, financial restructuring, HR, financial analysis, legal, asset valuation, social economy and public awareness (World Bank).
- 2005: **Zimbabwe and Uganda:** Business planning and marketing specialist assessing the impact of coffee warehouse receipt project on the incomes of smallholder farmers through improved quality, prices and access to markets (UNOPS).
- 2002-07: **UK:** Micro-enterprise development. Provided advice to both start-up and established companies and covering a wide range of products. Services provided include: business planning, marketing strategies, financial analysis, bookkeeping, general management and human resource development (Business Link Solutions). See BMC profile for details.
- 2002-04: **Romania:** Director, **Transylvanian Management Services (UK) Ltd.** Development of agribusiness investment portfolio (vertically integrated organic farming, food processing and marketing) and private sector partner for GEF / IFC sponsored project in an area of approximately 100,000ha and including four UNESCO World Heritage Sites. Co-ordinator for the preparation of proposals to enhance the research capacity for organic agriculture; the creation of farmer associations for the improvement of milk hygiene; creation of programme for social enterprise development (food producers, rural crafts and tourism); provision of a route to market and access to micro credit and inputs. During this period seed capital funding was raised from the private sector.
- 2002: **UK:** Team leader preparing a route map to answer frequently asked questions for exporters of horticultural produce from LDC's (International Trade Centre).
UK: Project Manager organising a trade development tour of European markets for a group of eighteen fresh produce exporters from **Ghana, Kenya and Uganda** (ITC).
- 2001-02: **Kenya:** Team leader to supervise commercialisation and then privatisation of the Trussed Rafter Development Unit which had been established as a project with donor funding (DFID).
- 2001: **UK:** Team Leader for waste management audit at fresh produce Western International Market, London Borough of Hounslow.
UK: Team Leader for appraisal of business plan to develop a large-scale export orientated horticultural project on green field site in **Ghana** (Private Sector).
UK: Team Leader preparing eight sub-sector reports covering the following world wide industries: **Food:** processed, powdered, ready meals, ingredients, dairy and **Beverages:** low alcoholic (beer and wine); soft (carbonated, juices and water) and hot (tea, coffee and chocolate). The reports were to assist in the appraisal of investment opportunities by describing the key elements of each industry (International Finance Corporation).
- 2000: **UK:** Team leader for review of a feasibility study for soybean crushing plant in the port of Constanta, **Romania** plus additional work to prepare business plan (Private Sector).
Kenya: Business planning consultant for a strategic review of a manufacturing company and to make recommendations for restructuring (Private Sector).

- Kenya:** Team Leader and business planning consultant to evaluate the Plantation Grown Timber Promotion Centre and the Trussed Rafter Development Unit which had been donor funded for 15 years to improve the efficiency of timber use in the construction sector. Recommended the preparation of a business plan and marketing strategy to commercialise TRDU and prepare for privatisation (DFID).
- 1998-00: **UK:** Business Management: Thames Business Advice Centre (TBAC): Lectured monthly on the last day of their Enterprise Start-up Course on the realities of running your own company. Each course was attended by 15-20 people about to make significant changes in their lives and who were keen to learn of the realities of running your own business.
- 1994-97: Regional Manager for Africa and the Middle East, **Cargill Technical Services Ltd.** (which incorporated **The British Cotton Growing Association** and **Minster Agriculture Ltd**). Responsible for all aspects of the business in the region including winning and managing contracts. The services provided included private sector development, privatisation, market analysis, investment promotion, trade development, process engineering, transport and distribution, raw material supply and financial analysis. Specific fee earning assignments undertaken by Mr Turnbull included:
- 1997: **UK:** Project Director for a training course to introduce UK agriculture to 20 commercial officers from British Embassies around the world. (MAFF/DTI)
UK: Project Director for design of acid de-linting plant for cotton seed in Benin (Private).
UK: Project Director for design and supervision of construction of cotton ginnery in Benin (Private Sector).
UK: Project Director for design and supervision of construction of new cotton ginnery in Mozambique (Private Sector).
- 1995-97: **Ghana:** Project Director for Export and Investment Promotion activities under the Agricultural Diversification Programme. Sectors covered included food, cocoa, horticulture and tourism. (World Bank)
- 1996: **Zambia:** Project Director for a study of business development assistance to agribusiness with linkages to small farmers (USAID).
- 1995: **Ghana:** Presented paper on the promotion of non-traditional agricultural exports at the DTI sponsored "Agri-Africa Conference".
USA: Represented CTS at USAID poster conference on agribusiness in Africa.
Turkey: Study tour of Cargill processing facilities / residential training course.
Ghana: Presented paper on the role of the private sector in agricultural development at the Trade Fair "Britain and Ghana - Partners in Progress" (DTI)
Senegal: Presented papers on Sustainable Agriculture and Agribusiness Opportunities in Africa at the "Third African / African American Summit".
- 1994: **UK:** Export development for The Gambia: oilseeds, horticulture, floriculture, tourism (USAID)
- 1990-94: Divisional Director, **Cargill Technical Services Ltd.** A member of the four person core management team and cheque signatory. Responsible for the management of all proposal writing undertaken by the global business which included offices in the UK with Washington and Bangkok providing round the clock capability to produce proposals by fully utilising the Cargill private communications network. Specific duties included providing direction to task managers (drawn from both in-house resources and freelance consultants); developing the technical approach; establishment of the commercial / financial strategy; follow-up and negotiating and signing the winning contracts. Major contracts were won in Africa, Asia, Eastern Europe, the Former Soviet Union, the Caribbean, South and Central America. The strategy to develop new business with USAID and in Latin America, Eastern Europe and the FSU was achieved. The range of services provided included all aspects of natural resource and agribusiness development.
- 1987-90: Divisional Director, **Cargill Technical Services Ltd.** Initial responsibilities included the setting up of CTS, preparing and submitting registration documents to all the aid agencies for both CTS and the **British Cotton Growing Association** (also owned by Cargill) and the production of publicity material. Project management procedures and a computerised register of consultants were established. Promotional trips were undertaken to meet senior government officials in Africa, Asia and Eastern Europe together with visits to the major aid agencies and financial

- institutions. A number of investment opportunities were prepared, presented and accepted by Cargill. During this period the following assignments were personally undertaken:
- 1990: **Kenya:** Collection of endangered plant species from Coastal forest areas threatened by hotel development. Liaison with the National Museum and a UK private company about commercial applications that might save the area.
- 1988-90: **Kenya:** Supervising Director for the Implementation of a Plan of Action for the Agricultural Development Corporation, the largest farming operation in the country. Regular visits were made to monitor and direct the progress of a multi-disciplinary team of specialists. Market led and commercial business plans were produced and implemented for all enterprises (ODA).
- 1988: **Kenya/USA:** Agribusiness adviser for the establishment of agronomic field trials for a wild plant with potential as a new industrial oilseed crop (USAID)
Pakistan: Supervisory visit to BCGA cotton farm in Multan.
USA: Presented a paper at USAID conference on the role of the US Private Sector in agribusiness development in Africa. This was the start of CTS working for USAID.
Kenya: Agriculturalist on two man team to review the operations and achievements of the Agricultural Development Corporation. (ODA)
- 1987: **Nigeria:** Agriculturalist, Farm Survey. Technical Advisor for contract negotiations and mobilisation of survey teams. (BAT / NTC)
- 1980-87: Senior Consultant, **Minster Agriculture Limited**. During this period experience was gained in the practical management and production related problems of both large scale and small holder agriculture, and in the identification and appraisal of agribusiness opportunities. Latterly Mr Turnbull acted as General Manager in the absence of the Managing Director. In 1983 he actively participated in a successful management buy out. He also had business development responsibilities for East, Central and Southern Africa. Specific assignments.
- 1987: **Nigeria:** Farm survey to examine the role of tobacco in the farming system. (BAT/ NTC)
UK: Sourcing and procurement of medicinal plant species from the Far East. (Mars).
Uganda: Team Leader/Agriculturalist, Mixed Farm Development. (APDF)
- 1983-87: **Malaysia:** Agriculturalist and Mechanisation Adviser, Crop (Mars)
- 1986: **Thailand:** Agriculturalist, Crop Development Programme. (Mars)
UK: Agriculturalist, Desk Study for essential oils and food crops diversification on an oil palm plantation in Zaire (Unilever)
Burma: Agriculturalist to review project proposals being prepared by Minster colleagues on assignment to the Myanmar Agricultural Bank, Rangoon. (AsDB /UNDP)
- 1985: **Guinea:** Project Manager, Cassava Farm Development.
Nigeria: Project Manager, cattle ranching and related agricultural development.
- 1984: **UK:** Project Manager, Urban Refuse Project, Oman (Private).
Spain: Agriculturalist, Crop Diversification Project, Canary Isles. (Mars)
Swaziland: Project preparation mission to increase cotton production.
- 1983: **Egypt:** Agriculturalist and Farm Mechanisation Specialist, Farm Study (USAID)
UK: Project Manager, Training Courses for Nigerian Staff College (British Council)
Thailand: Agriculturalist, examining cassava production and mechanisation techniques.
- 1982: **Tanzania:** Dairy and Mechanisation Specialist, Kitulo Dairy Study. (SIDA)
Zambia: Farm Survey, Evaluation of IADP (GTZ)
Zambia: Agriculturalist, Cassava Processing Study. (UNIDO)
- 1981: **Guinea:** Farm Management Specialist, Gari (cassava) Factory Development Project (Private).
- 1980: **Nigeria:** Livestock Specialist, Lagos State Agric Development Project. (World Bank)
Zambia: Agriculturalist, Tobacco Sector Study. (World Bank)
Zambia: Farm Management Specialist, Maize Development Study. (EU)
- 1977-79: **Zambia:** Farm Manager, 2,000 ha mixed arable farm near Mkushi, Central Province (tobacco, maize, soybeans, cattle and feedlot).
- 1975-77: **Zambia:** Farm Manager, 4,000 ha mixed cattle ranch near Mkushi, Central Province. (cattle, feedlot, butchery, commercial maize, seed maize and sunflower)
- 1973-75: **Zambia:** Agriculturalist, Integrated Rural Development Project, North Western Province. Manager of a farmer association and trading business (Oxfam / VSO).