

NAME:	TURNBULL , James W
SPECIALISATION:	Enterprise Development
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 Founder & Leader, Slow Food Tarnava Mare Convivium, 2005 Founder, Transylvania Business Network, 2013
AWARD:	Highly Commended, the British Expertise International Awards in the Individual of the Year Category for his work on Agricultural Development and Environmental Protection in Transylvania, 2006.

PROFESSIONAL PROFILE

Over 40 years of experience in senior management roles and as a consultant involving agriculture, agribusiness, food processing and tourism. Enterprise development has been the dominant theme throughout his career and latterly while running his own company, he has specialised in business strategy and planning. In 2008, he concluded that the very fact of enterprise development projects being projects created the wrong mind-set for medium and long term sustainability. This led him to establish the Food Development Company to promote bottom up impact investment in a social enterprise. His determination to succeed, strong business ethics, transparency, focus on food safety and traceability delivered by a combination of on-the-job training and mentoring have helped him develop a strong local management team capable of taking the businesses forward. A sound understanding of the private sector, governments, international aid agencies and consultancy has been combined with the ability to provide practical solutions rather than merely identifying problems.

EXPERIENCE

2009 to date: **Food Development Company Ltd.** Founder & CEO promoting impact investment, putting into practice what we have been promoting for decades as consultants. The operational company, the **Transylvania Food Company Srl** is a social enterprise, producing raw elderflower and acacia blossom juices for UK soft drinks manufacturers and this provides income for over 1,000 people collecting the wild flowers. A range of other juices and jams are also produced for the retail market. Our new production facility was visited by HRH The Prince of Wales on 7th June 2012. See www.FoodDevCo.com and www.PivnitaBunicii.ro for further details.

1997 to date: **Belmont Management Consultants Limited.** Founder and Managing Director, providing expertise in Business Planning, Trade Development and Investment Promotion, the company has to date completed over 75 international projects in Angola, Bulgaria, Chile, China, Cuba, Egypt, Ghana, Honduras, India, Kenya, Malawi, Moldova, Mozambique, Nigeria, Romania, Rwanda, Serbia, Sierra Leone, Slovenia, Syria, Tajikistan, Tanzania, Turkmenistan, Uganda, Ukraine, United Arab Emirates, Zambia and Zimbabwe plus over 25 projects in the UK. See www.bmc-ltd.com for further details.

- 2012: **Chile:** Scoping mission to establish if elderflowers and acacia blossom had the necessary aroma and could provide source of juice out of European season.
Romania: Keynote speaker on marketing fresh produce at UNDP conference.
- 2011: **UK:** presentation at social enterprise conference on our Impact Investment in Romania.
- 2004-11: **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. Responsible for economic development projects in the area - promoting eco-tourism and food enterprises. Co-founder of the first proper Farmers Market in Romania, certified an Earth Market by Slow Food in 2009.
- 2011: **UK:** Lecture to MSc students at Reading University on the role of enterprise and the private sector in enabling rural people to improve their lives and livelihoods.
- 2010: **Moldova:** Assessment of opportunities to stimulate micro enterprises in food and eco-tourism sectors. Satisfying demand for quality local food through a farmers market network. (UNDP)
- 2009: **Slovenia:** Presentation on branding products and services from small producers. (Euromonta)
Romania: Hosted delegation from Indonesian Ministry of Tourism on mission to see best practice in how to help local rural people benefit from tourism development.
UK: Presentation to Scottish Crofters Foundation on marketing products from Transylvania.
- 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 evaluating proposed venture, initiating major change in emphasis and 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, food security safety net, 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: **UK / Romania:** Director, **Transylvanian Management Services (UK) Ltd.** Development of funding application for agribusiness investment (vertically integrated organic farming, food processing and marketing) and private sector partner for GEF / IFC sponsored project. 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 social enterprises (food producers, rural crafts and tourism); and access to micro credit.
- 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 and updating business plan for soybean crushing plant in the port of Constanta, **Romania** (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 for end of project evaluation of 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 realities of running your own company for 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 Director for Africa and the Middle East, **Cargill Technical Services Ltd.** (which incorporated **Minster Agriculture Ltd** – acquired by Cargill in 1994). 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).
- 1996: **Zambia:** Project Director for a study of business development assistance to agribusiness with linkages to small farmers (USAID).
- 1995-97: **Ghana:** Project Director for Export and Investment Promotion activities under the Agricultural Diversification Programme. Sectors covered included food, cocoa, horticulture and tourism, and activities included participation at Royal Agricultural Show in UK. (World Bank)
- 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. Managed the Gambia national pavilion at Royal Agricultural Show (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. This included offices in the UK, Washington and Bangkok. 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 services included natural resource and agribusiness development.
- 1987-90: Divisional Director, **British Cotton Growing Association** (BCGA was owned by Ralli Brothers, a cotton trading division of Cargill). Initial responsibilities included setting up **Cargill Technical Services Ltd** (CTS), and diversifying the expertise offered by BCGA to include the range of agribusiness activities undertaken by Cargill globally. Promotional trips were undertaken to promote these services internally to Cargill divisions 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).
- 1987: **Kenya:** Agriculturalist on two man team to review the operations and achievements of the Agricultural Development Corporation. (ODA)
- 1980-87: Senior Consultant, **Minster Agriculture Limited**. Latterly Mr Turnbull also 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 include:
- 1987: **Nigeria:** Farm survey to examine the role of tobacco in the farming system. (BAT/NTC)
Kenya: Supervision of team, reorganisation of National Cereals & Produce Board (EEC)
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, Root Crop (Mars)
- 1986: **Thailand:** Agriculturalist, Root 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, Pilot Cassava Farm & Development of Plantation.
Nigeria: Project Manager, cattle ranching and related agricultural development.
- 1984: **UK:** Project Manager, Urban Refuse Project, Oman (Private).
Spain: Agriculturalist, Root 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 and sunflower, seed maize).
- 1973-75: **Zambia:** Agriculturalist, Integrated Rural Development Project, North Western Province. Manager of a farmer association and trading business (Oxfam / VSO).