



## **ENTERPRISE UGANDA**

Capacity development of Kyanamukaaka-Kabonera  
Pig Cooperative: Report of the business and enterprise  
management training course,  
Masaka, Uganda, 26-28 August 2015

**Submitted to ILRI as part of the 'MorePORK' smallholder pig value  
chain project in Uganda**

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## **1.0 INTRODUCTION**

This report highlights the outcome of the Business and Enterprise training workshop conducted for pig farmers under the Kyanamukaaka-Kabonera pig cooperative in Masaka district. The training took place from **26<sup>th</sup> to 28<sup>th</sup> August 2015** at St.Paul Primary School in Bukunda, Masaka district. The report contains information about workshop preparations, objectives, methodology, key events of the training, participants' evaluation of the workshop, summary of conclusion and recommendations. The training team comprised of Enterprise Uganda staff; Daniel Joloba and Sarah Akiteng. A total of 101 farmers attended the training.

## **2.0 THE WORKSHOP**

### **2.1 Preparation**

The association leaders played a big role in identifying and selection of the potential participants. The leaders also assisted on venue identification, invitations, transportation and logistical support to participants. The training department of Enterprise Uganda handled the preparation of training materials and took leadership in delivering the training.

### **2.2 Workshop Objectives**

Overall, the training was aimed at enabling participants become familiar with behavioural competencies of successful entrepreneurs; look for, recognize and adapt those behaviours. Specifically, the workshop was to;

- Provide the participants with a frank and comprehensive evaluation of their potential as entrepreneurs;
- Increase their capacity to; detect opportunities, establish stimulating goals, make use of multiple sources of information and develop plans of action in form of a business plan;
- Provide the participants with a system of support and consulting in the implementation of their plans; and
- Reinforce their self-confidence.

### **2.3 Training Methodology**

The workshop was delivered through highly interactive and experiential training methods based on the empretec methodology. Approaches such as brainstorming, group discussions, case studies, games, role-plays and sharing of experiences, self assessments and discovery were used to enhance learning. The training challenged participants about their potential as entrepreneurs and assisted them recognize their abilities, weaknesses and how to improve on the weak areas.

At the centre of the learning were the 10 habits of successful entrepreneurs and the 30 Personal Entrepreneurial Competences (PECs). Exercises and various forms of assignments

within and out of class were performed to reinforce learning. Specifically regarding the risk taking exercise, a game involving the “throw of the ring” was used to get participants to appreciate calculated risk-taking behaviors. In order to stimulate more participation, the team of trainers reiterated rewarding of outstanding performance for various key exercises during the training.

The two trainers dedicated their time to working with the participants on developing their action plans and specific commitments were made towards this. At the end of the training at least each participant had a draft action plan.

## 2.4 Training Venue

St.Paul Primary School in Bukunda is slightly off the main road but with the necessary amenities to facilitate a good learning environment. The main hall was big enough to accommodate the large numbers plus the intensity of the activities involved in the training. The break –away rooms were available for extra activities outside the main hall. Despite all this, the frequent power black-outs caused some disruption.

## 3. PROFILE OF THE PARTICIPANTS

Name of Group	Female	Male	Total
Akwata Empola	7	1	8
Kanoni Self Help	1	2	3
St. Matia Mulumba	5	0	5
Busagala farmers	6	0	6
KyosimbOnaanya	6	1	7
Kyamuyimbwa	38	9	47
Hope in Christ	10	3	13
Kyanamukaaka	1	0	1
Busenene	1	0	1
Kakunyu	1	0	1
Kyajubila	1	1	2
Bukunda	2	3	5
Kasanje	1	0	1
Bukoona	0	1	1
<b>Total</b>	<b>80</b>	<b>21</b>	<b>101</b>

## 4.0 KEY EVENTS OF THE TRAINING

#### **4.1 Workshop Opening and Closing Ceremonies**

The workshop was officially opened on Wednesday 26th August 2015 by the ILRI Monitoring and Evaluation Manager, Robert Ochago. He welcomed the participants and applauded them for the interest they showed in the program through their attendance. He stressed that SPVCD program existed to make the farmers/entrepreneurs grow their enterprises. Mr. Ochago told participants that the training was meant to equip them with entrepreneurial competences necessary to make them successful in business. He encouraged the participants to make the best out of the training through their active participation and presence in all sessions.

Speaking on behalf of the training team, Daniel Joloba, the Lead Facilitator told the participants that Enterprise Uganda is an institution with a track record of building competitive MSMEs in the country and beyond. He reiterated the various programs run by the organization and the services offered.

During the workshop closing session held on 28th August 2015, the Lead Facilitator, Daniel Joloba congratulated participants upon successfully completing such an intensive and demanding training. The Lead Facilitator challenged participants to create a difference in the way they handle their businesses. He called upon them to be proactive, efficient and practice the habits of successful entrepreneurs in order to transform their behaviours, lives and businesses since the training was meant to make them competitive and business minded.



***A cross section of participants doing the risk game during the training***



***The Lead Trainer giving feedback on the results of the risk game to the participants***

#### **4.2 Reflections on the previous training.**

The participants were also given a chance to reflect on what they have done since the last training held on 13<sup>th</sup> – 14<sup>th</sup> July 2015. Below are some of the sample the excerpts captured.

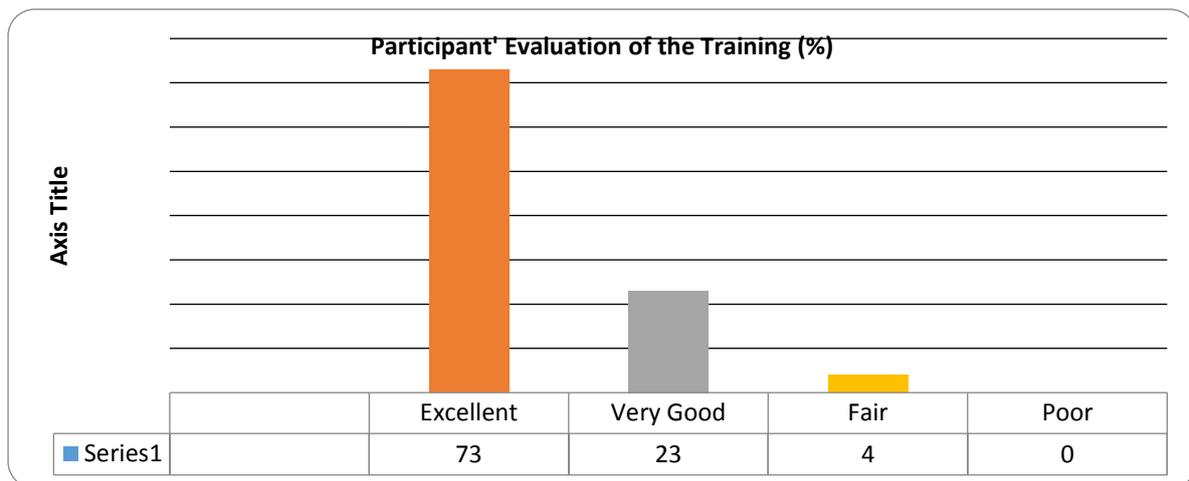
- I had two pigs but after the training I was able to add 2 more pigs. I now have 4 pigs. The skill to think big as a leader was very touching to me. I intend to extend the same message to my members. - Gorreti Nandawula, Kyamuyimbwa farmers group***
- I learn't that a group should set stretch targets and should not just be comfortable in existing. We have been saving 20,000= per month per member but after the training we realized we could do better than that so we increased our savings to 50,000= per month. This will give us a comfortable cash base where members can***

*ably borrow and increase their pig farms - Florence Kakeeto, Chairperson of Akwata Empola group*

- In the last training, I learn't that a leader should be an example to those he/she is leading. I had 3 pigs but after the training, I was able to add more 4 pigs now I have 7 in total. - Annet Nalule, Akwata Empola group.*

## 5.0 WORKSHOP EVALUATION BY THE PARTICIPANTS

The evaluations indicated that the course was very important to most of the participants and methodology used to deliver sessions was excellent. Participants appreciated the relevance of the course as it so fits into practical application of their businesses and most of their expectations were met. Overall, the workshop was ranked as excellent by 73% and as very good by 23% of the participants.



This shows the value that the participants attached to the training and the attendant effect it will have on their livelihoods. Copies of the filled evaluation forms are attached in appendix 9 ( c ) . As will be mentioned later, it will be more important to assess the uptake of the training at intermediate and long term points to adequately judge the systemic changes registered by the participants.

**Some of the comments mentioned in the evaluation forms were:**

- *I have to pay attention to my projects at all time. No more time for laziness.*
- *I have picked a key lesson that opportunities come when you are doing something and what you consider to be your problems can actually be opportunities*
- *I have learnt that there is only one person who is capable to set limits to my growth and it is me. No one else.*
- *I am going to have as many pigs as possible from the ten I have to have one hundred by 2017 December.*
- *Am going to start practicing successful enterprise behaviors like seeing opportunities where others see problems*
- *I must have hope for success in whatever I do especially as a business*
- *Recording and considering inputs and outputs in a business more so in pig keeping is very important. Am going to start implementing it immediately.*
- *From today I am going to be a different person in planning and putting in action as entrepreneurs do for a betterment of my future life*
- *From this workshop I have learnt how to manage my business especially how to make profits.*

## **6.0 CONCLUSIONS AND RECOMMENDATIONS**

The training was successfully completed, giving participants a new outlook on their competences and experience in life from what they had before. It is worth noting that the training was an eye opener to most of the participants who indicated that they should have had this much earlier. The training changed their ways of looking at business and taking decisions that affect their lives. It was a self discovery to themselves and a reflection on how they could behave differently to achieve maximum benefits out of their ventures. The turn up, commitment and efforts to learn exhibited during the training is commendable, save for a few isolated cases. Not only has the workshop enhanced the entrepreneurial competences of the participants, but also given them the opportunity to network among themselves.

Below are the recommendations and action points;

- Follow up on participants to assess application of the behaviours adopted and offer additional support especially on the individual action plan development process for their businesses and offer additional business advisory support.

- Closely monitor emerging challenges and incorporate them in the subsequent training. Arrange for special sessions to include detailed business coaching like financial management and literacy, marketing and customer care among others.
  - Expose the participants to other like farms to enable the beneficiaries to link the training to the realities on the ground. ILRI may need to explore avenues of committing some resources for this endeavor.
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**Appendix II: 3 DAY BUSINESS AND ENTERPRISE MANAGEMENT WORKSHOP PROGRAM**

<b>Time</b>	<b>Day 1</b>	<b>Day 2</b>	<b>Day 3</b>
<b>Morning</b>	Expectations and methodology of the Workshop Ten Habits That Will Release Your Potential to Business Excellence	Setting my business Goals  -Visualization Exercise Seizing Opportunities for Business Growth	Getting the right information – presentation of my business
	Individual Entrepreneurial Profiles -Self assessment Exercise -Matchbox Tower Exercise -Johari Window  SWOT analysis	Synergy Exercise to demonstrate Planning and Power Cluster PECs  Getting the right information for my business - introduction	Efficiency Exercise demonstrating; <ul style="list-style-type: none"> <li>• Setting Goals</li> <li>• Fulfilling Commitment</li> <li>• Efficiency And Quality</li> <li>• Systematic Planning</li> <li>• Building Networks</li> <li>• Self-Confidence</li> </ul>
<b>Afternoon</b>	Getting the right information for my business – Field Exercise illustrating; <ul style="list-style-type: none"> <li>• Setting Goals</li> <li>• Seeking information</li> <li>• Systematic Planning</li> <li>• Opportunity Seeking &amp; initiative</li> <li>• Fulfilling Commitment</li> <li>• Taking calculated risks</li> <li>• Efficiency and Quality</li> <li>• Building Networks &amp; persuasion</li> <li>• Persistence</li> </ul> Self-Confidence	Exercise to demonstrate habits – Ring Toss Game	Writing my action plan