

Changing the Mindset of Ugandan Entrepreneurs: From Muppets to Gazelles Project

Kick-off Workshop Report

Protea Hotel, Kampala, Uganda January 21, 2015



Jointly Organized by

Gerrit Rooks & Henny Romijn (Eindhoven University of Technology)
Rebecca I Kiconco, Sarah Kyejjusa (Makerere University Business School)
Arthur Sserwanga (Muteesa I Royal University)
Basil Ajer & Charles Omusana (Uganda Investment Authority)
Dorothy Kanduhukye (Uganda Women Entrepreneurs Association Ltd)

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From Muppets to Gazelles project

1. Participants

The workshop was attended by over 50 participants from Makerere University Business School (MUBS), Muteesa I Royal University (MRU), Uganda Investment Authority (UIA), Uganda Women Entrepreneurs' Association Ltd (UWEAL), The Embassy of the Kingdom of The Netherlands, Government Ministries, Non-Governmental Organizations, a member of the Ugandan Parliament, government think tanks, politicians, representatives from rural females grassroots support institutions, women entrepreneurs and the Ugandan Media. The participants shared a lot of knowledge and experience about female entrepreneurship. A list of attendants is attached as Annex A-2

2. Content of the workshop

The workshop had two plenary sessions and an open discussion session. (*See Annex A-1*)

2.1. Welcome remarks by Prof. Arthur Sserwanga

Arthur welcomed participants and also thanked them for honoring the invitation to attend the workshop. He introduced the project leader; Prof. Henny Romijn from Eindhoven University of Technology. He acknowledged the presence to Prof. Waswa Balunywa, Principal Makerere University Business School, and Dr. Ham Mulira, Presidential advisor on ICT matters. He also introduced other members on the project team. Arthur gave a brief overview of the project and the project objectives. He emphasized that, the goal of the workshop is to share experiences and learn from experts, practitioners and academicians who work with and support rural women entrepreneurs. He mentioned that the input of the experts, practitioners and academicians was very critical for the success of the project.



2.2. Opening remarks by Prof. Waswa Balunywa



Prof. Waswa emphasized that entrepreneurship creates wealth. Therefore people need to know that they must get out of the subsistence economy to mainstream economy. He argued that Africa's challenge is that most entrepreneurs don't run their businesses in a professional manner. As a result, most businesses fail in their infancy. He highlighted that women will bring about the desired social and economic change because women when supported, have proved to be available, reliable and steady. So if we want to transform our society, we must tap into their strengths. He argued that there is need to change the mindset of women about business by providing them with the required support. He concluded by thanking the project team and the donors.

2.3. Key note Address: "The need for innovation among rural women entrepreneurs in Uganda" by Dr. Ham Mulira

Dr. Ham Mulira began his address with a statement "If you want something said, ask a man, if you want something done, ask a woman," from Margaret Thatcher. He noted that Margaret Thatcher's quotes hold water in many aspects. Therefore Uganda should utilize women's strength for national development. Ham



presented briefs from Uganda's 2014 population censuses which provide a lot of implications about women and economic development in Uganda. He discussed the profile of the rural community in Uganda. He urged the project to support to creation of business information centers which may help in connecting the rural female entrepreneurs to markets, support womens' independence, create a safe space for women, and provide information and communication technologies skills, in order to empower rural women entrepreneurs. He concluded by emphasizing that his remarks were meant to stimulate the thinking of the project team members.

2.4. Inclusive employment by Prof. Henny Romijn

Henny started with a quote, "Africa is rising: Reality or a Myth?" A question worth asking because many people in Africa don't see or feel the growth. It's true there are high growth rates in Africa but that growth is not inclusive. This brought Dr. Henny to another thought provoking question: Growth + Marginalization \neq Development. Whereas it's evident that many African countries are growing fast, it's also worth noting that those people that are rising are the minority and the majority are marginalized. Dr. Henny also discussed a few key factors fostering exclusion in Sub Saharan Africa (SSA): High population growth, over 1 million new young job seekers every year against limited job growth in the formal sectors, limited resources/skills, barriers to information, gender relations. She also said that liberalization has led to growth in SSA because it opens markets and opportunities but to the minority group. Therefore supportive policies need to be formulated so that there is equal access to those open markets and opportunities. The Dutch Government and donors are supporting a research project that would help policy makers and organizations to ensure there is inclusive development in SSA. This would address the problems of marginalization of vulnerable groups in poor countries in SSA. She also mentioned that innovation is the key to a long term change of a socially inclusive pattern of development. After defining the various forms of innovation, Dr. Henny emphasized that innovation is a concept that needs to be maximized by the private sector. She then asked what makes an innovation project inclusive and how inclusive is inclusive. With that she discussed five levels/types of inclusion. Inclusion of: intention, consumption, impact, process and structure. She emphasized that the project should aim at inclusion of process and structure.



2.5. From Muppets to Gazelles-Project Summary by Prof. Gerrit Rooks

Giving an example of how the app 'i cow' has increased productivity of farmers (users) by 40%, the expert in the sociology of entrepreneurship in developing countries, Prof. Gerrit Rooks, clearly explained that information technology is the key to innovative entrepreneurship. Therefore there is need for entrepreneurs to adopt such technology. He referred to research that he and Dr Sserwanga/MUBS undertook in Uganda that made a comparison between rural and urban entrepreneurs. Results showed that rural, especially rural female entrepreneurs are less innovative because they have less rich networks hence don't have access to social capital, and they don't search for information to improve production. He was approached by Prof. Henny Romijn to respond to the call for the FMG research project. He also mentioned the consortium of the project and then went on to explain the objectives of the project: to gain and share knowledge in barriers to



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innovation, in barriers for female entrepreneurs particularly in rural areas; to gain and share knowledge in the development of entrepreneurial networks and also in the adoption of social media by entrepreneurs in rural areas. Prof. Gerrit then introduced the MUBS and Eindhoven project research team and also discussed the research questions each team member will work on and the methodologies that will be used. He concluded with mentioning the project outputs: publications, policy advice, a handbook, training manuals and assessment tools.

2.6. Activities and expectations from Uganda Women Entrepreneurs Association (UWEAL) Ltd by Hannah Namuyomba

Hannah presented the history of UWEAL which started in 1987 with a mission to empower women entrepreneurs to create wealth through capacity building, networking and advocacy. Through the years, UWEAL has grown to 15 different district chapters and membership of over 1000 women in different sectors of the economy. She presented the core pillars of UWEAL as capacity building, networking and advocacy. Hannah also mentioned that most of the women they are engaged with are illiterate. She however noted that through all the years, there has not been a comprehensive study on women entrepreneurs in Uganda and therefore UWEAL's expectation from the FMG project is a comprehensive census on women entrepreneurs. In addition, UWEAL expects that the project will manifest an increase in women's utilization of ICTs in entrepreneurship.



2.7. Activities and expectations from Uganda Investment Authority (UIA) by Basil Ajer



Basil indicated that developing sustainable domestic investment is the primary mandate for UIA. He mentioned that the establishment of resource centers is UIA's major expectation from the project. This, he further noted will translate to a) facilitation of change through exposing MSMEs to new ideas and more effective and appropriate business practices; b) scaling up by government a network of resource centers throughout the country to enable information exchange among micro, small and medium enterprises. He argued that a resource center to provide advisory, mentoring, business training and communication services, through means such as internet access, will promote usage of social media for information sharing and exchange among women

entrepreneurs.

2.8. Barriers faced by rural women entrepreneurs by a Woman Member of Parliament: Masaka District - Hon. Mubanda-Kasse Freda

Hon. Mubanda is in charge of 9 sub-counties, 6 of which are rural based sub-counties. She listed examples of business ventures that rural women entrepreneurs in Masaka have taken up including: shop keeping, subsistence farming, food vending. Hon. Mubanda also mentioned some of the challenges faced by women entrepreneurs in Masaka district. These include inadequate land, expensive labor and machinery, low yielding seeds, lack of information and advisory services, price fluctuations of agricultural products and inadequate market for their



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products. She urged the project leaders to utilize the local leaders to provide them with support and guidance.

3. Open session



The audience was invited to ask questions, give comments and ideas about the project. This was a participatory session where the participants took the centre stage at the workshop. Numerous questions were asked about project partners, how the stakeholders' expectations will be met, how the stakeholders will be involved, dissemination of results, and probable

benefits to rural women entrepreneurs, composition and nature of the proposed resource centers and how to create a safe place without excluding women.

The questions and comments resulted into a fruitful discussion between the project leaders and the participants. The discussion confirmed many aspects of the planned project activities, like the need for the resource centers and need for a software application to support women entrepreneurs.

In the discussion it was noted that women are not a homogeneous group. Therefore there is need for interventions that are relevant to different women groups. Emphasis was put on having the planned resources centers expanded to support small business incubation. The need to have the training materials translated into local languages was also emphasized. The participants recommended that this research project should inform government policy formulation and reviews. The participants called for platforms where the project findings can be easily shared and accessed by the stakeholders.

4. Closing Remarks by Prof. Arthur Sserwanga

Arthur thanked the members present for their participation. He thanked the participants for sharing with the project team such wonderful ideas, experiences and advise. On behalf of the project leaders, he promised to carefully study the new ideas, experiences and advise presented to the team and incorporate them appropriately in the project. He concluded with a saying; “when you educate a woman, you educate a nation. Let’s see what happens when we support women to do better in entrepreneurship.”

Plenary Session 1



- 08:30am – 9:00am Arrival & Registration
- 09:01am – 9:10am Welcome remarks;
Prof. Arthur Sserwanga,
Vice-Chancellor
Muteesa I Royal University.
- 09:11am – 9:26am Opening remarks;
Prof. Waswa Balunywa,
Principal – MUBS.
- 09:27am – 10:00am Keynote Address:
The need for innovation among
rural women entrepreneurs in
Uganda.
Ham Mulira – Presidential Advisor
on ICT matters

10:00am – 10:15am **TEA BREAK**



Plenary Session 2

- 10:16am – 10:31am Inclusive Employment;
Prof. Romijn Henny
Eindhoven University of
Technology
- 10:32am – 10:52am From Muppets to Gazelles
Project Summary;
Prof. Gerrit Rooks
Eindhoven University of
Technology
- 10:52am - 11:10am Uganda Women Entrepreneurs
Association Ltd.
(Activities and expectations
from the project.)
- 11:11am – 11:25am Barriers faced by rural women
entrepreneurs.
(Woman Member of Parliament;
Masaka – Hon. Mubanda Freda)
- 11:26am – 11:45am Uganda Investment Authority
(Activities and expectations
from the project.)



11:46am – 12:30pm **Q & A**

12:30pm – 01:30pm **LUNCH BREAK**

Parallel Session

01:31pm – 2:31pm Group Discussions on proposed
activities of From Muppets to
Gazelles Project

Plenary Session 3

- 02:32pm – 03:02pm Group Reporting on Highlights of
Discussion
- 03:03pm – 03:33pm Wrap up and Closure of
Workshop



REFRESHMENTS

PROJECT TEAM

- Prof. Henny Romijn** - Project Leader - Eindhoven University of Technology
- Prof. Gerrit Rooks** - Eindhoven University of Technology
- Prof. Arthur Sserwanga** - Muteesa I Royal University
- Ms. Sarah Kyejjusa** - Makerere University Business School
- Ms. Rebecca I. Kiconco** - Makerere University Business School
- Mr. Basil Ajer** - Uganda Investment Authority
- Mr. Charles Omusana** - Uganda Investment Authority
- Ms Faith Oyella** - Uganda Women Entrepreneurs Association Ltd
- Ms. Dorothy Kanduhukye** - Uganda Women Entrepreneurs Association Ltd
- Prof. Micheal Frese** - Leuphana university of luneberg



FROM MUPPETS TO GAZELLES

Kick-off Workshop at Protea Hotel



21st Jan-2015
PROGRAMME OF EVENTS

Annex A-2 List of Participants

Name	Institution/. Organization
Gerrit Rooks	Eindhoven University
Nakintu Mariah	Makerere University Business School
Malega Monica	Uganda Women Entrepreneurship Association Ltd
Arthur Sserwanga	Muteesa I Royal University
Musisi Fred	Muteesa I Royal University
Tomusange Isaac	Muteesa I Royal University
Lee Koelzer	Grassroots Uganda
Esther Sserunkuma	The Real Uganda
Waswa Balunywa	Makerere University Business School
Racheal Ddungu Mugabi	Muteesa I Royal University
Kibahiganira James	Ministry of Finance Planning and Economic Development
Clare Muhindo	New Vision
Tonny Mujuja	New Vision
Hannah Namuyomba Owot	Uganda Women Entrepreneurship Association Ltd
Charles Omusana	Uganda Investment Authority
Ssagala Joseph	Uganda Investment Authority
Madina Guloba	Economic Policy for Research Centre
Dennis Sigoa	Uganda Broadcasting Centre
Sam Dawa	Makerere University Business School
Goretti Amuriat	WOUGNET
Moses Muhwezi	Makerere University Business School
Rebecca Isabella Kiconco	Makerere University Business School
Henry Buwule	Muteesa I Royal University
Emuria Stephen	Ministry of Trade, Industry and Cooperatives
Okite Nathan	WOUGNET
Bataringanya Julius	Ministry of Trade, Industry and Cooperatives
Henny Gerner	Netherlands Embassy
Musiime Joan	Makerere University Business School
Nassuna Edwinah	New Vision
Mandela Winne	East African Business Week
Ajer Basil	Uganda Investment Authority
Shamim Saad	Urban TV
Nantaie Kasifa	Urban TV
Ham Mulira	Office of The President
Apollo Segawa	CURAD
Tumwesigywe Walter	NAWOU
Wasen Rebecca	Uganda Broadcasting Centre

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Desire Namuswe	Uganda Broadcasting Centre
Brenda K Opus	Uganda Export Promotions Board
Pauline Ofong	Uganda Women Entrepreneurship Association Ltd
Diana Wanyana	Kampala FM/Dembe FM
Lugemwa Rests	Uganda Martyrs University
Ezra Ssebuwufu	Kampala City Council
Ronald Muhindo	Radio One
Rebecca Namatovu	Makerere University Business School
Bazinzi Nantamba	Makerere University Business School
Nkote Isaac	Makerere University Business School
Kase -Mubanda Freda	Member of Ugandan Parliament
Nakato Joyce	Bukedde FM
Henny Romijn	Eindhoven University