



**ITESO WELFARE
ASSOCIATION (UG)**
Unity Builds Nations

Entrepreneurship and Opportunity Discovery

September 5
2020

The report presents IWA 4th webinar series; Entrepreneurship and Opportunity Discovery. It shows the discovery and exploitation of entrepreneurial opportunities and defines entrepreneurship, what an entrepreneur is, discovering and exploiting business opportunities. It also indicates the practical entrepreneurial experience from an active rancher, what it takes to venture into ranching, challenges, and what alternatives are there for people to take advantage of.

**IWA-UG
Fourth
Webinar
Series**

Pius Elungat

Publishing date: 11 September 2020

Published by:

Iteso Welfare Association Uganda (UG)

Contact:

Iteso Welfare Association (UG)

Plot 49/51 Bukoto Street.

Kamwokya, Kampala

Tel: +256 782 060749

Email : elungatpius94@gmail.com

More information about Iteso Welfare Association (UG) at

<https://itesowelfareassociation.org/>

1. Executive Summary

This report provides an understanding of IWA 4th webinar series; Entrepreneurship and Opportunity Discovery. It highlights the discovery and exploitation of entrepreneurial opportunities and defines entrepreneurship and entrepreneurial opportunity, who an entrepreneur is, discovering and exploiting business opportunities. It highlights the practical entrepreneurial experience from an active rancher, what it takes to venture in to ranching, challenges, and what alternatives are there for people to take advantage of exploit.

A. Introduction

The aim of this fourth webinar was to explore the nature of business opportunities, and the local entrepreneurs capitalizing on them, in Teso.

I. Objectives.

In line with the strategic objectives outlined in the 2017-2022 IWA strategic plan, and as part of the program developed as part of our objectives to;

- Improve on the economic wellbeing of the Iteso community,
- Promote self-awareness and enhance the Iteso identity,
- Promote environmental awareness and eco-diversity, promote research on emerging issues relevant to Iteso people and,
- Strengthen community resilience to any form of disaster and risk.

This report has been prepared by IWA quality & development team to;

- a) Identify the entrepreneurial opportunities untapped in the region.
- b) To inspire the communities of Teso to embrace new farming approaches.

The narrative of Uganda as a primitive, underdeveloped country with bleak future prospects has been increasingly modified in favor of optimistic sentiments. Commentators increasingly portray Uganda as a country of business opportunities.

“We need to eliminate the begging attitude from our people (what he termed as the ‘Luwero syndrome’) and instill into them a sense of personal responsibility for their lives and communities. We are tired of being the subject of everybody’s charity and care.....There’s a huge market out there, and people don’t know about it” stated Mr. Charles Ocici, a guest speaker in the first webinar series.

As entrepreneurs, we are the catalysts of economic development; policymakers must cultivate the driving force of Agricultural entrepreneurship in Uganda. In fact, focusing on Agriculture may solve not only Teso’s economic and social challenges but Uganda as a whole. Agricultural Entrepreneurs can act as problem-solvers in Uganda’s context. The aim of this fourth webinar was to explore the nature of business opportunities, and how Teso’s local entrepreneurs can capitalize on them. We study how these ideas are developed into fully realistic business concepts. The webinar also examined whether entrepreneurship in Teso develops in order to grow businesses in response to opportunities, or is motivated by lifestyle aspirations. The roles

ENTREPRENEURSHIP AND OPPORTUNITY DISCOVERY

that prior business experiences and business networks play in recognizing opportunities are crucial. Entrepreneurs in this context are seen as owner-managers of local enterprises. Since opportunity discovery and implementation vary according to the industrial context, the webinar focused specifically on the agricultural and small scale enterprise sectors. As agriculture and small scale enterprises form the bedrock of Teso's economic and social transformation trajectory

II. Opening of the Webinar

Ms. Esther Akwii (*Interim Board Chair- IWA-UG*)

Max Olupot Olalatau (*Webinar Moderator*)

The conference started with a series of addresses from the organization. Ms Esther Akwi, the Interim Board Chair opened the webinar by providing an overview of IWA-UG; how it operates, the IWA-UG webinar series, a recap of the previous webinars and why there is need to continue using these virtual platforms to social network and share knowledge. Next, the moderator, Mr. Max Olupot Olalatau who reminded us of the issues discussed in the previous seminars invited Ms. Diana Nandagire Ntamu a panelist to walk us through the concept of discovery and exploitation of entrepreneurial opportunities. She explained what entrepreneurship is; who is an entrepreneur; what an entrepreneurial opportunity is; discovering and exploiting business opportunities. While her discussion was limited to “opportunity discovery”, she emphasized the need to have another session to highlight “the critical areas to look in to while running a business

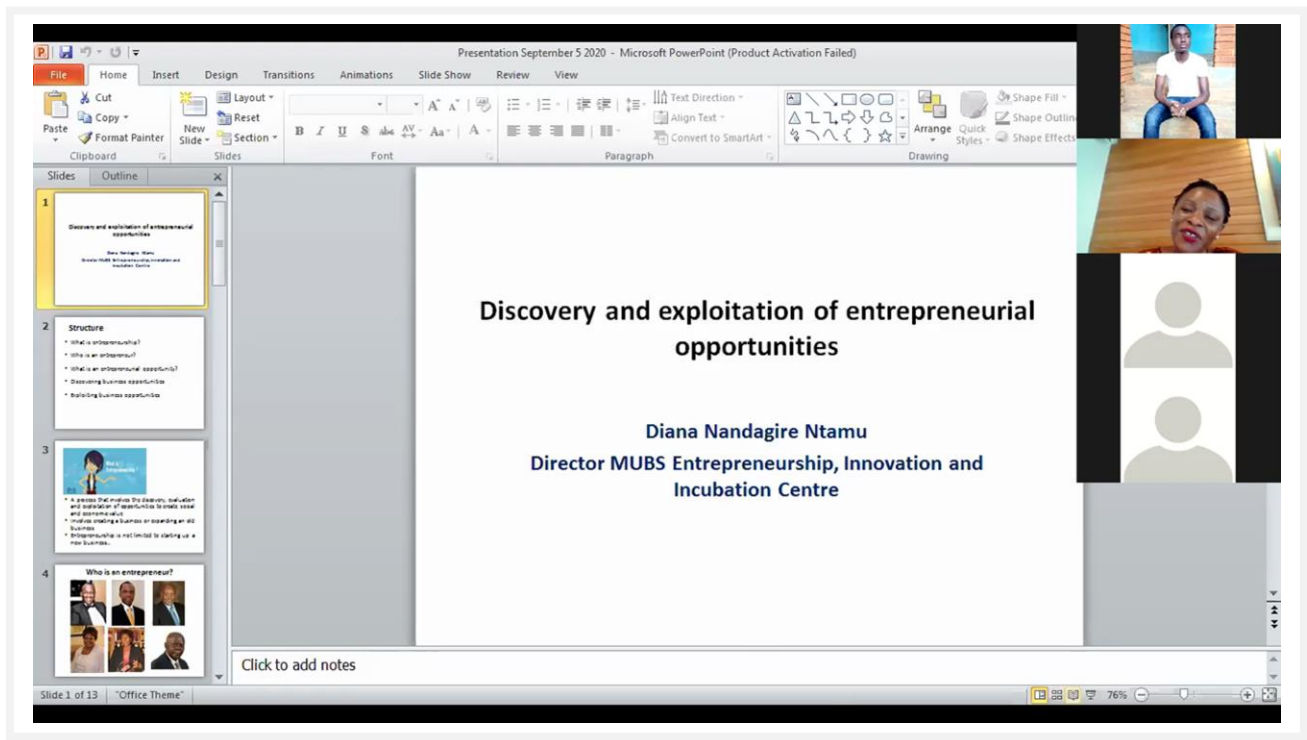
The second presenter, Mr. Charles Onen (A retired accountant and an active rancher) took the participants through his practical experience in business/ranching highlighting what it takes for one to grow his/her business, the challenges one will face and how to overcome them.

2. Presentations

A. Discovery and exploitation of entrepreneurial opportunities

(Presented by Diana Nandagire Ntamu - Director MUBS Entrepreneurship, Innovation and Incubation Centre)

She congratulated the team for setting up this virtual platform (“these kind of interactive session where a particular community comes together to share ideas concerning their local community is the first I have attended”, Ms. Diana stated) and hoped that the platform would enable the team achieve their much desired objectives. She stated that it will be important to define entrepreneurship for the purpose of the discussion/audience, who an entrepreneur is, what an entrepreneurial opportunity is, discovering and exploiting business opportunities. She noted that entrepreneurship had become a very important subject in recent 30-40 years because of how entrepreneurs and leaders are influencing the delivery of services. “Entrepreneurship is no longer about and individual but all that is around them”.



The screenshot shows a Microsoft PowerPoint presentation titled "Discovery and exploitation of entrepreneurial opportunities" by Diana Nandagire Ntamu, Director MUBS Entrepreneurship, Innovation and Incubation Centre. The slide content includes a definition of entrepreneurship and a list of questions: "What is entrepreneurship?", "Who is an entrepreneur?", "What are entrepreneurial opportunities?", and "Discovering business opportunities". The presentation is being viewed in a virtual meeting environment with video thumbnails of participants.

Ms. Diana Nandagire Ntamu taking participants through her presentation.

Entrepreneurship is a process/ a journey that involves the discovery, evaluation and exploitation of opportunities to create social and economic value. When somebody starts a business, it's not only meant to benefit them but it touches other people's lives and that brings social and economic value to them.

ENTREPRENEURSHIP AND OPPORTUNITY DISCOVERY

- It also involves creating a business or expanding an old one. Entrepreneurship can also happen within an organization where you come up with new ideas, pursue those ideas and make them work. Entrepreneurship can also happen in government.
- Entrepreneurship is not limited to starting up a new business. It's not only about starting afresh but looking at what you have and making it better/expanding.

She stated that; Personal initiative, Creative problem solving, Taking responsibility for and ownership of things, Seeing things through, Networking effectively, Tolerance of risk and uncertainty, Achievement orientation and a motivation to excel are the features that aid entrepreneurs in finding opportunities

An entrepreneurial opportunity according to her is a situation that holds potential to generate new economic benefits to stakeholders. You might find an idea, but does it have the capacity to generate the economic attributes. If something has the potential to generate economic benefits, go for it. These opportunities range from; new goods, new methods of production, new market and control of a new source of raw materials

I. Discovering business opportunities.

Is there a way/method for identifying opportunities? According to her;

- Opportunities exist because of imbalances in the market or inefficient use of existing resources. She stated that opportunities are all around us and tremendous especially in a developing country like Uganda (“*we got a lot of untapped opportunities here in Uganda than in most developed countries*”).
- You can be doing something already but how are you doing it. How you do it is very vital in determining whether you succeed or fail in that business.
- Opportunities exist whether or not; they are discovered and exploited. She challenged participants after the session to sit and reflect on what kind of opportunities are around them
- The role of the entrepreneur is to identify these opportunities and uncover them.
- The importance of entrepreneurial alertness. It means discovering opportunities needs alertness. If you talk about discovering opportunities in Teso yet you aren't even going there, how will you know that they exist?

II. How do you identify business opportunities?

- Access to information. It means you read, you watch television, you interact with people. This will enable you learn a lot and know what to do. Without access to information, you can't discover business opportunities
- Ability to utilize information & interpret it in a way that reveals overlooked opportunities by others. “*What kind of information do you have and how are you utilizing it*”
- Broad rich knowledge base and varied work experience. Let us not underrate what we are doing. Whatever you're doing, build your experience. This enables you to identify an opportunity from where others cannot see

ENTREPRENEURSHIP AND OPPORTUNITY DISCOVERY

- Active search. You deliberately sit down and ask yourself what you can do, what are your community needs, and what skills do communities need. Teso has a lot of potential in agriculture. You got to actively search for opportunities. Who's doing what and what ain't done right.
- Alertness. You should have the ability to take advantage of the present challenges. During Covid-19, most people took advantage of the crisis to venture into liquid soap making and the manufacturing of sanitizers
- Creating social networks. Always take time to learn from the best and take advantage of those around you.
- Being adept at solving problems of everyday life

III. Exploiting Business Opportunities

- Evaluation – ask the following questions; what is a need, want, problem or challenge? Does your opportunity address them; is the opportunity reflective of a niche, or relatively small market or large market; where is your market located; and who is your competitor?
- What conditions exist that allow this opportunity to exist; are you passionate about the opportunity
- Turn the discovery into a new product or service; be quick so you are the first to introduce the idea; take baby steps and learn; know your customer; create a team; seek support; identify the technology you need

IV. What are some of the Business Opportunities in Teso?

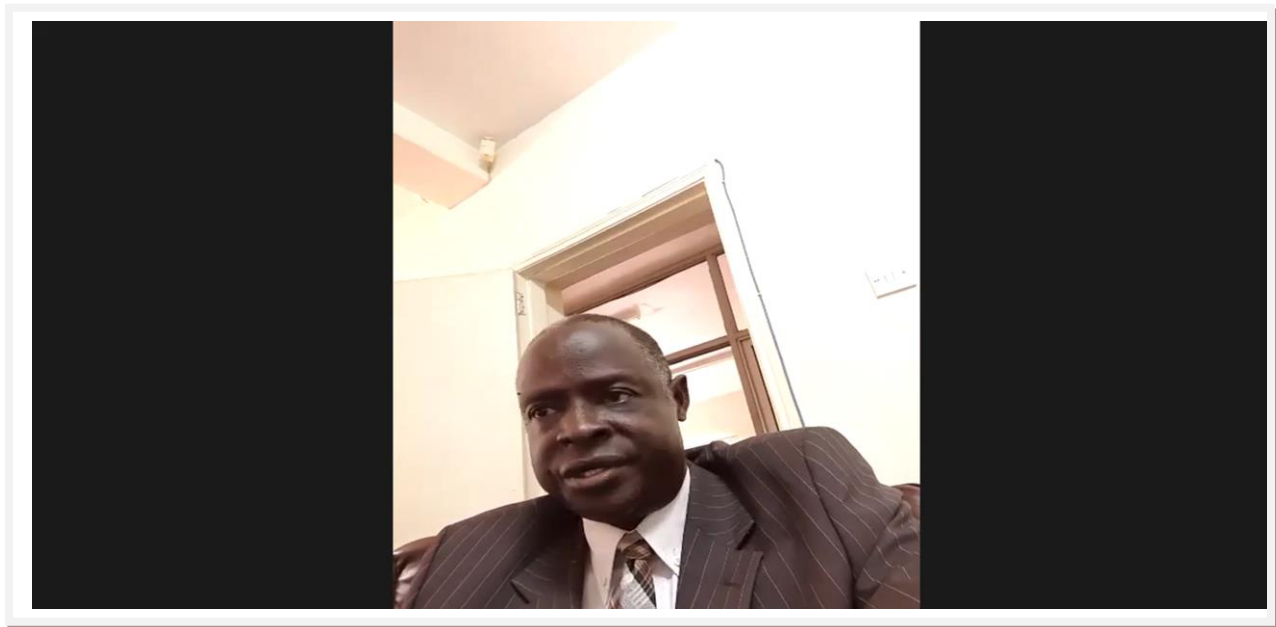
Teso sub region is composed of approximately 10 districts (Soroti, Kumi, Ngora, Bukedea, Serere, Tororo, Kaberamaido, Pallisa, Katakwi and Amuria)

- With a population of approximately 3 million people (2020 estimates). Teso sub region beams with a lot of potential in agriculture and other livelihoods.
- ❖ Commercial farming (crop and livestock). Being traditionally cattle keepers, Teso as a region has a lot of potential in livestock farming. With large expanse of land, Teso can reclaim her status as a livestock hub and subsequently interest its young populace in livestock farming
- ❖ Training farmers. There is need to provide local farmers with agricultural extension services to improve their knowledge of agricultural practices and assist them thrive in it.
- ❖ Manufacturing especially agro processing (millet, simsim, groundnuts, mangoes, and oranges) and it is a local sector with lots of untapped potential in Teso. With a large produce of millet grains, simsim, groundnuts, mangoes and oranges, Teso has the potential to do value addition of most agricultural products.
- ❖ Tourism (Nyero rocks, inselbergs in Bukedea, Soroti rocks, Iteso culture, dance and music)

B. The Practical side of Entrepreneurship. (Lessons from an Active Rancher)

(Presented by Mr. Charles Onen, A retired Accountant and Active Rancher)

Policies and investments in the livestock sector are effective when they take into account the multiple dimensions of livestock farming. These dimensions include monetary and non-monetary benefits for producers and other actors along the value chain, such as **income, food, draft power** and as discussed in our 3rd webinar; **Agricultural insurance**. They also include public health and environmental dimensions, such as the availability of protein for good nutrition and health, the use of dung for fertilizing soil, or the negative impacts of zoonotic diseases on public health and the consequences of overgrazing on the environment. Teso as a region is experiencing deterioration of crop yields; however, ranching offers a lifeline opportunity for crop-livestock integration geared towards improving on soil nutrient capacity in the face of climate change. This was also discussed exhaustively by Dr. Giregon Olupot, a soil scientist hosted in our 3rd webinar; **Managing Risks in Agriculture- the Role of Insurance**. A multi-stakeholder and multi-disciplinary approach are preconditions for designing and formulating effective livestock policies and investments, and this is vital when managing the trade-offs inherent in the multiple dimensions of the sector. When stakeholders, looking at the livestock sector from different perspectives, share a common understanding of the livestock production systems – agreeing on common descriptions of the production systems and sub-systems – they can arrive at constructive conclusions about the pros and cons of alternative entrepreneurial investments not only in agriculture but other sectors as well.



Mr. Charles Onen sharing his practical experience on ranching.

Mr. Charles Onen highlighted the challenges that come with ranching. He believed that understanding the challenges associated with ranching from his practical experience would offer a better understanding of the livestock sector for anyone interested in starting a ranch even before they got to understand the attributes. He called the attention to the challenge of cattle theft. According to him, Teso on its part would be a very lucrative area for ranching since the

government currently has the Anti-Stock Theft Unit deployed in the area to safeguard farmers from cattle rustlers. Places in Northern Uganda do not have this privilege.

The other challenge of ranching is the issue of feeding through grazing. Drought is a rampant problem so if you can plan to venture into livestock farming, it's advisable to have cattle in an area that has a reliable source of water. It helps you during dry seasons because as long as there is a permanent water source, livestock is always able to survive. He gave the example of American Shorthorn (Beef shorthorn) which he currently breeds, even if it eats dry grass as long as there is water, their body condition will remain good. If you don't have water, kindly build a valley damn. And this (water availability) according to him is one of the most crucial aspects in ranching.

Ranching needs a reasonably big piece of land but if you are having a small piece of land, you can still engage in other agricultural ventures like growing tomatoes, vegetables, onions, mushrooms, poultry rearing and piggery. Always take time to consult people who know it but if you still insist on livestock with little land, you can simply do strip grazing.

For young people who have a lot to learn, one can do agriculture on one acre. Young people must always have a vision, be willing to persevere and start small. Always learn to consult the people who have made it. Go for that small piece of land and make sense out of it.

3. Reactions.

On the existence of Genetically Modified Cows, Mr. Onen advises and believes that they should be there but in his farm, everything is organic. He informed the participants that, he is currently involved in modern ranching with a herd of over 500 adult cows and carries out artificial insemination to improve on the breed. He gladly offered to provide technical advice to those who were looking to venture into cattle ranching and requested them to follow up with him or take time to visit his farm in Nwoya district for practical learning. On the part of financing and building a farm of over 500 cattles, Mr. Onen advised that, financing was one of the major challenges. He stated that, *"with financing, you cannot avoid borrowing. You need the support of the family and financial discipline is very much crucial. Borrow but don't fail to pay"*.

Dr. Eriki thanked the organizers and speakers for the rich discussions. He encouraged the participants to pay attention to the education of their children.

"School fees always take much of our profits and derail investment. Ensuring that children attain credible education takes them off your way and ensures proper management of the business in future.

People have learnt a lot but they don't take time to go home. We don't take time to reach out to our people to educate them on some of these initiatives. We need prime movers, people who can share practical ideas to the people. We need to lead by example and once successful, communities will start to learn from us. People need to understand the real issues, people should internalize." Dr Eriki noted

Mr. Charles Onen advised people not to shy away from transferring their knowledge to the local people. He added that Transformation is only possible when there is an environment for knowledge transfer. People must go back to their communities and be change agents. If the elites do not go back to the local people, it will be hard to transform. We need to work with the people in our local communities to enable them to learn

He further called upon on young people to take interest in entrepreneurship, and never fear that you have little and make the most out of it, develop a culture of saving and multitask. The one that makes sense is what you should venture in.

“Always involve your children so that they can learn”. He reiterated that he normally goes to the farm and herds together with his children so they can know what it takes to succeed and maintain an enterprise.

4. Conclusion

Ms Esther Akwii in her closing remarks, thanked Mr Charles Onen and Ms Diana Nandagire Ntamu for the rich knowledge and experience on entrepreneurship. She stated that the knowledge bonded well with IWA-UG’s mission; **To contribute to the welfare of the Iteso through capacity building, promoting community development, collaboration and networking.** *“It makes us feel that our community is learning and getting rich knowledge on some of these ventures”*.

She thanked everyone for making time to attend and added that; without the participants, it wouldn’t make sense to invite the presenters.

“We want to continue with these webinars because they are giving us an opportunity to change our mindset. After our first webinar, i took time to join a local savings group and the ideas that that i have received from some of the meetings i have attended are quite refreshing, all of us should take time to join village groups. We need to get involved in transforming the minds of our people”, Ms. Akwi stated

She informed the participants that IWA had a full board and at some point, they will be able to share a broader picture of the organization.