

13th-15th December 2018

# Business 101 Bootcamp Report

Eastern Uganda Cohort



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## Introduction

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This report presents the proceedings of the 9th ENVenture Business 101 Bootcamp held in Jinja for a capacity building exercise for vetted Community Based Organizations (CBOs) partners in Eastern Uganda. The topics explained in this report include: objectives of the workshop, participants, training team, training method delivery, key results, lessons learnt, and a follow up action plan. The workshop was supported with grant funding from The Capcon Foundation. At the end of the workshop, all participants had the opportunity to express their level of satisfaction in writing. Annexed is the Training program, attendance list and participants' evaluation.

## Date and Venue

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The Bootcamp was held from 13<sup>th</sup> to 15<sup>th</sup> December 2018 at The YMCA Conference Hall in Jinja District.

## Background of the training

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Community Based Organizations are typically used to grants which enable them conduct their work in the communities they operate. However, in seeking to generate earned income for financial sustainability for their organizations, clean energy can present an exciting and lucrative business opportunity.

This training covered the following topics:

- Business roadmap start to finish
- Building the Skills: Clean energy business diagnosis
- Building the Skills: Financial Planning and Business 101
- Formation of CESLAs (Community Energy Savings & Loans)
- Case study: an ENVenture entrepreneur: lessons learned by Initiative UG (Partner since 2017)
- Moving it Forward: leadership and management
- Finding your voice: Entrepreneurship core competencies
- Building the skills: Monitoring and evaluation
- Mobile book keeping: ENVision Mobile app
- Clean energy product demonstrations by Dlight Designs, Green Bio Energy, Spouts of Water and Ugastove Manufacturers Ltd.

The three-day training guided the CBOs towards the startup of energy enterprises. All aspects of last mile clean energy access and entrepreneurship in which the CBOs serve were discussed and this was based on the business models of past partners that had signed on to the ENVenture program. The training later illuminated ENVenture's monitoring and mentorship function in the activities of the enterprises from launch up to completion of the program.

With a people-centered approach applied in capacity building, CBOs had expectations to set up standalone energy businesses that cater to the local communities. Having achieved incremental scale over the last few years, this session in particular introduced the new model of CESLAs (Community Energy Savings and Loans Associations) supported by ENVenture. The model works to empower partners to enhance the capacity to pay off their energy loans and grow their businesses for sustainability. CBOs that are geographically close to each other are able to band together to form a group where money is agreeably collected and in the same manner, shared to pay off loan installment. They do exactly what the name suggests: provide a way for a group of CBOs in an area to save their money, access more of ENVenture's clean energy loans, pay off credit and grow their sustainable businesses. But the benefits don't stop there: later on, CESLAs help increase the order cycles of cleantech products that have the capacity to improve livelihood and cut down on the effects of energy poverty. The weekly pooled savings

can be used by a CBO member to borrow money at a rate of interest they themselves have set. Each withdraw serves the purpose of either purchasing more stock or making a loan repayment to ENventure.

## The training team

The training team consisted of ENventure staff who collectively brought over 20 years of experience in clean energy, micro finance and last mile entrepreneurship. The team composed of;

- a) Aneri Pradhan, Executive Director
- b) Julius Mujuni, Country manager
- c) Robert Birungi, Senior Loans Officer
- d) Smith Tukahirwa, Business Development Fellowship Officer
- e) Marvin Tumusiime, Program Officer
- f) Winnie Namau, Regional Data Consultant

## Agenda

The training team agreed on a draft agenda (attached in annex) prior to the training-workshop as shown below;

### Day 1

- Business road map from start to finish (How to create a clean energy enterprise)
- Building the skills: Business diagnosis
- Building the skills: Financial Planning and Business 101
- Formation of CESLAs (Community Energy Savings & Loans)

### Day 2

- Moving it forward: Leadership and management
- Finding your voice: entrepreneurship core competencies
- Product presentation – solar products by Dlight Designs Ltd
- Product presentation – briquettes by Green Bio Energy
- Product presentation – water filters by Spouts of Water

### Day 3

- Fintech and entrepreneurship – Showcasing the ENVision App
- Building the skills: Monitoring and evaluation
- Product presentation – Improved cookstoves from Ugastove Manufacturers Ltd

## The participants

The training was attended by 30 participants who hailed from 7 CBOs each represented by 3 members and a business development fellow. Majority of the attendees were women holding crucial roles within the CBOs;

No.	Name of CBO	District
1	Action for Development of Local Communities	Bukedea
2	Namutamba Child Voice Network	Namutamba
3	Bukedea Youth Professionals' Association	Bukedea
4	Buvuma Traders Coop Savings & Credit Society Ltd	Buvuma
5	Pearl Entrepreneurship Academy	Mayuge

6	Disability Art Project Uganda	Jinja
7	Agapewo Ministries Uganda	Jinja

Also in attendance were representatives from each of the four supplier partners;

No.	Name of Supplier	Product	Headquarters
1	Ugastove Manufacturers	Improved cook stoves	Kampala district
2	Dlight Designs Ltd	Solar	Kampala district
3	Spouts of Water	Water filters	Kampala district
4	Green Bio Energy	Briquettes	Kampala district

## Objectives

The workshop had a core objective function to understand and implement ENventure's mission of creating sustainable modern clean energy enterprises in the last mile. It was also expected that the participants would learn about clean energy, share ideas, identify sustainable partnerships, and create fruitful customer relations that could accelerate communal social impact.

Certain segments of the training advocated for social value creation and data collection helpful in generating impact monitoring tools. The training illuminated the importance of creation and maintenance of partner relationships that can generate much wider networks of eco-innovation initiatives for the CBO and the community it serves. The training aimed to provide lessons in business management, marketing, sales, human resources management and finance.

## Content

### **Day one – 13<sup>th</sup> December 2018**

The training workshop was opened with an ice breaker that required each participant standing up to introduce themselves by mentioning name, organization and designation. Julius started off the sessions by introducing the workshop program and objectives while hearing the expectations of the participants.



The first presentation was given by Aneri who took the participants through the module *Business Roadmap from Start to Finish* (also titled as “How to Create a Retail Outlets for Clean Energy Products”). This was followed by Julius’ presentation on *Business Diagnosis* which aimed at showing an overall picture of a working business model. The facilitator displayed a case study of a similar project that had successfully launched and operated in a remote village in India. The key highlights in this session covered market research, shop infrastructure, budget creation, records & file management, product ordering, marketing,

after-sales and training.

Shortly after the coffee break, Robert facilitated the participants through *Building the Skills: Financial planning* and aligned the lesson with clean energy entrepreneurship. Participants participated in a math problem that prompted a rising need for a cash flow plan while incorporating the time value of money and a breakeven analysis. The session that followed was a presentation on the CESLA model described above.

The first day’s sessions were rounded up by presentation of an existing clean energy enterprise launched through Initiative Uganda which joined the ENVenture program in 2017. Mukasa, the Executive Director presented about his enterprise [Green Goods Ltd](#). Using his field and business experience, participants saw firsthand a realistic overview of how the day’s sessions could best be incorporated into the clean energy enterprises. Several questions and concerns were raised by the participants who expressed their enthusiasm for product presentations the next day. Following the presentations, the workshop was closed for the day.

**Day two – 14<sup>th</sup> December 2018**

Day two began with a recap of day one’s sessions followed by a presentation on *Moving It Forward: Leadership and Management* by Smith. The topics covered in this module included traits of good and bad community organization leaders. Majority of the participants were able to derive important dos and don’ts from the session.



Shortly after the leadership segment, the session that followed was the *Finding your voice: Entrepreneurship core competencies* and its content was picked from the EET Handbook, a publication on the Global Alliance for Clean Cookstoves. This session covered risk taking, goal setting, strategic thinking, information seeking and customer

care. To practically explain, Marvin and Smith facilitated the class through a risk taking game. The name of the game was not communicated beforehand and the participants were asked to guess the game, with only one participant guessing correctly. It involved tossing a ball into a bucket from three distance points (either 1 meter, 2 meter or 3 meters away from the stationary bucket). Each player had up to three chances to toss the ball from a preferred distance point. Majority of the throws were done from the shortest distance suggesting the players were playing it safe. Shortly after the game, the participants went back to the training room and were coached on risk taking.

After the lunch break, a water filter partner company called Spouts of Water Ltd presented their flagship product, the Purifaaya. Rebecca, the company representative explained the functionality of the product and demonstrated how it works. There were also presentations of solar and briquette products from Dlight Designs Ltd and Green Bio Energy Ltd respectively. All presenters provided unique selling points and strategies on how to best distribute the products to the last mile.

### **Day three – 15<sup>th</sup> December 2018**

The third and final day of the bootcamp started off with another recap of the previous day's activities. The first agenda of the day was a presentation from Aneri on the [ENVision mobile app](#), an easy-to-use book keeping app for last mile entrepreneurs.



The participants got to use the app while others downloaded the app on their smart phones. Shortly after that, Marvin presented a *Monitoring and Evaluation* session on how the entrepreneurs would be able to track progress of their businesses. The products demonstrated on this day were improved cook stoves from Ugastove Manufacturers Ltd. Much like the previous day, the participants were equipped with unique selling points and marketing strategies for the product. All the companies that exhibited promised to cooperate with the entrepreneurs on tailored marketing strategy and support.

## **Outcomes of the Bootcamp**

The participants agreed on the following recommendations for their future work:

- a) The participants found the training very empowering and this resulted into a readiness for the entrepreneurs to launch their businesses.
- b) The participants expressed general interest in applying the topics in their other entrepreneurial ventures.

- c) The biggest next step for all the participants was the creation of business plans that paid attention to marketing, financials, and scaling potential.

## Outcomes Key results

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### ***Evaluation of trainers and workshop:***

The last-day evaluation conducted on Day 3 was to get feedback on participants' opinions about the usefulness, content, methodology, and the workshop in general.

### ***Trainees:***

As revealed by the evaluation results, majority of participants found the training very empowering. The content was very relevant and helpful. It was evident that the training helped the participants in their readiness to start their clean energy businesses.

### ***Evaluation findings (Multiple choice questions):***

The most significant comments made by participants and the results extracted from the 15 multiple choice questions are presented below. The evaluation criteria are based on a "Not at all" to "very well" scale, "Not at all" standing for the minimum satisfaction and "very well" for the maximum. The complete and detailed results are presented in a table below

The overall biggest score given to the training was "very well". Many of the participants chose the "well" and "very well" indicating that participants were highly- satisfied with the workshop. The highest satisfaction among the modules came from the EET courses. The best supplier presentation was Spouts of Water. 95% of the respondents felt that the facilitators knew the subject matter well and delivery was good.

### ***Evaluation findings (open ended questions results):***

In this, the main comments and feedbacks given in writing by participants through the evaluation questionnaire are presented and regrouped into 2 clusters of comments:

- I. The aspects of the boot camp the participants found of interest
- II. Topics and issues not clear

### ***The aspects of the boot camp the participants found of interest:***

- The EET courses
- Core competencies
- Product presentations
- ENVenture's mission and business roadmap
- The incorporation of mobile technology in business

### ***Topics and issues to discuss in the future:***

- Illuminate more lessons learned by past partners
- More empowerment sessions
- Identification of funding and ENVenture's funding opportunities

## Acknowledgement of Sponsors and supporters

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Great thanks to The Capcon Foundation for  
sponsoring all of the women attendees

## Annex 1: Pictorial



## Annex 2: Boot camp program

Time	Activity / Topic	Moderator
<b>DAY ONE (13<sup>th</sup> Dec 2018)</b>		
8.00 – 8.30am	Arrival and Sign-in	
8.30 – 9.00am	Welcome remarks and introduction to ENVenture	ENVenture
9.00 – 10.00am	Business roadmap start to finish	Aneri Pradhan
10.00 – 10.30am	<b>Coffee/Tea break</b>	
10.30 – 11.30am	Building the Skills: Clean energy business diagnosis	Julius Mujuni
11.30 – 1.00pm	Formation of CESLAs (Community Energy Savings & Loan Assc)	Julius Mujuni
1.00 – 2.00pm	<b>Lunch</b>	
2.00 – 3.00pm	Building the Skills: Financial Planning and Business 101	Robert Birungi
3.00 – 4.00pm	Case Study- an ENVenture entrepreneur: Lessons learned	Initiative Uganda (Green Goods Ltd)
4.00 – 4.30pm	Closing, coffee	
<b>DAY TWO (14<sup>th</sup> Dec 2018)</b>		
8.30 – 9.00am	Arrival and Sign-in	
9.00 – 10.00am	Moving it forward: Leadership & Management	Smith Tukahirwa
10.00 – 10.30am	<b>Coffee/Tea break</b>	
10.30 – 12.30pm	Finding your voice: Entrepreneurship core competencies	Marvin and Smith
12.30 – 1.30pm	<b>Lunch</b>	
1.30 – 2.30pm	Solar supplier presentation	DLight Designs
2.30 – 3.30pm	Briquette supplier presentation	Green Bio Energy
3.30 – 4.30pm	Water filter supplier presentation	Spouts of Water
4.30 – 5.00pm	Market place exhibition for Q&As	All product Suppliers
5.00 – 5.30pm	Market place exhibition for Q&As and coffee	
<b>DAY THREE (15<sup>th</sup> Dec 2018)</b>		
8.30 – 9.00am	Arrival and Sign-in	
9.00 – 10.00am	Building the skills: Monitoring & Evaluation	Marvin Tumusiime
10.00 – 10.20am	<b>Coffee/Tea break</b>	

10.20 – 11.20am	Mobile book keeping: ENVsision mobile app	Aneri Pradhan
11.20 – 1.00pm	Cookstove supplier presentation	Ugastove Ltd
1.00 – 2.00pm	<b>Lunch</b>	
2.00pm – 2.30pm	Evaluation, closing session	

## Annex 3: List of participants

NAME OF PARTICIPANT	ORGANISATION	DESIGNATION
Nimusiima Mudhafaru	Disability Arts Project	Member
Kenneth Baguma	ENVenture	Fellow
Tulengera Emmanuel	ENVenture	Fellow
Akello Sharon	Action for Development of Local Communities	Adminstration
Akareut Kanipa	Action for Development of Local Communities	Field Officer
Mirembe Ruth	Disability Arts Project	Co-Director
Katooko Shafiga	Disability Arts Project	Member
Batale Fred	Disability Arts Project	Co-Director
Kisenge Albert	Green Bio Energy	Retailer
Mwendeze Sarah	Agapewo Ministries Uganda	Member
Oscar Satya	ENVenture	Fellow
Boaz Opio	Bukedea Youth Professionals' Association	Fellow
Apolot Norah	Bukedea Youth Professionals' Association	Member
Nakiranda Shamim	Buvuma Traders Co op Savings & Credit Society Ltd	Cashier
Kyoyagala Justine	Buvuma Traders Co op Savings & Credit Society Ltd	Loan Officer
Mayanja Charles	Buvuma Traders Co op Savings & Credit Society Ltd	Chairperson
Nakadama Viola	Pearl Entrepreneurs Academy	Treasurerer
Mudondo Kulusum	Pearl Entrepreneurs Academy	Secretary
Obore Jospeh	Action for Development of Local Communities	Director
Kadhama Elvis	Pearl Entrepreneurs Academy	Executive Director
Obwokor Solomon	Bukedea Youth Professionals' Association	Executive director
Asekenye Agnes	Bukedea Youth Professionals' Association	Director
Mariam Mulindwa	Agapewo Ministries Uganda	Cordinator

## Annex 4: Evaluation form

To what extent did you gain knowledge and confidence in the following topics?						
Day 1		Not at all	Not well	Neutral	Well	Very well
	Business road map start to finish					
	Building the skills: clean energy business diagnosis					
	Building the skills: Financial planning and business 101					
	Formation of CESLAs (Community Energy Savings)					
	Case Study – an ENVenture entrepreneur: lessons learnt					
Day 2		Not at all	Not well	Neutral	Well	Very well
	Moving it forward: Leadership and management					
	Finding your voice: Entrepreneurship core competence					
	Dlight Designs Presentation					
	Green Bio Energy Presentation					
	Spouts of Water product presentation					
Day 3		Not at all	Not well	Neutral	Well	Very well
	Building the Skills: Monitoring & Evaluation					
	Mobile Book Keeping: ENVision mobile app					
	Ugastove Manufacturers presentation					
How good was the facilitation?		Not at all	Not well	Neutral	Well	Very well
3.1	The facilitators knew the subject matter well.	1	2	3	4	5
3.2	The facilitators gave clear explanations of the topics.	1	2	3	4	5
3.3	The speed of the lectures was appropriate.	Too slow 1	Slow 2	Yes 3	Fast 4	Too fast 5
3.4	The facilitators welcomed questions and responded to them appropriately.	1	2	3	4	5

Overall evaluation	
1.1	What impressed me or interested me most was ... (please explain why)
1.3	The topics or issues that were not clear to me were ...
1.4	I would like the following topics to be discussed in this or future workshops: ...
1.5	How can we improve our facilitation?