



June 28<sup>th</sup>-30<sup>th</sup>, 2018 - FCDE, Rukungiri District

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## Introduction

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This report presents the proceedings of the ENVenture Business 101 Bootcamp held in Rukhingi district for its vetted Community Based Organizations (CBOs) to start clean energy enterprises. The areas highlighted in this report include: objectives, participants, trainers, training method, key results, lessons learnt, recommendations, conclusion and follow up action. The workshop was supported by the Women International Leaders (WIL). 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 Business 101 Bootcamp took place from 28<sup>th</sup>-30<sup>th</sup> June 2018 at the Foundation for Community Development and Empowerment (FCDE) office headquarters in Rukungiri District.

## Background of the training

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

This training covered the following topics:

- Business Management
- Financial Management
- Sales Management
- Business Management
- IT Management - ENVision mobile, an offline bookkeeping app for microenterprises
- Presentations by Solantis (solar company), Green Bio Energy (briquette company), Ugastove (cookstove company), and Aqus (water filter company).

The three-day training was a guiding tool towards the actual starting up of an energy enterprise. All aspects of last mile clean energy access and entrepreneurship in which the CBOs serve were discussed basing on prior partnerships. The training illuminated ENVenture's monitoring function in the activities of the entrepreneur from launch to the loan re-payment.

## The training team

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The members of the training team were staff of ENVenture 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) Primus Twinomushable, Regional Data Consultant
- g) Salim Swalleh, Regional Data Consultant
- h) Bintu Ibrahim, Regional Data Consultant
- i) Nathan Businge, Regional Data Consultant

## Agenda

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

### Day 1

- Business road map from start to finish (How to create a clean energy enterprise)
- Business 101 and financial planning
- Business diagnosis and McKinsey 7S Framework application

### Day 2

- Leadership and management with a module on transformational leadership
- Core competencies - Empowered Entrepreneurship Training
- Ball toss completion game on Risk training
- Product presentation - water filters from Aquus Water Ltd
- Product presentation - Improved cook stoves from Ugastove

### Day 3

- Fintech and entrepreneurship - Showcasing the ENVision App
- Monitoring and evaluation segment
- Product presentation - Solar from Solantis Solar Ltd
- Product presentation - Briquettes from Green Bio Energy

## The participants

The training was attended by 30 participants from 8 CBOs each represented by 3 members and a business development fellow. An additional 2 CBO representatives from the previous cohorts were in attendance (DARUDEFO and KIRUDEF). The training registered an excellent attendance with majority being women (8 men and 22 women). Mbarara district registered majority CBO participants as seen below;

No.	Name of CBO	District
1	Rubirizi Women Association for Empowerment	Rubirizi

2	Kanywase Enterprise Uganda	Kabarole
3	Foundation for AIDS Orphaned Children	Isingiro
4	African Youth with the Light of Peace	Mbarara
5	Katebwa Joint Youth Poverty Eradication Association	Bunyaruguru
6	Rural Development Foundation	Mbarara
7	Ugandans Targeting Orphans in Rural Areas	Kyenjojo
8	Rural Family Care	Kasese

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	Solantis Solar Ltd	Solar	Kampala district
3	Aqus Water	Water filters	Kampala district
4	Green Bio Energy	Briquettes	Kampala district

## Objectives

The workshop had a core objective function to coach ENventure's mission of creating viable modern clean energy businesses in the last mile. It was also expected that the participants would learn about clean energy, share knowledge about their CBOs, identify sustainable partnerships, and create fruitful customer relations that can 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 - 27<sup>th</sup> June 2018*

The training workshop was opened with an ice breaker that required each participant stand 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 ground rules and bootcamp schedule were also explained in detail.



*Aneri going through the Business Road Map*

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”) which aimed at showing an overall picture of how the business model ought to be built on. 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, store infrastructure, budget creation, ordering forms, file management, supplier order, marketing, after-sales and training.

Shortly after the coffee break, Robert coached the participants through *Financial planning* aligned 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 first day’s sessions were rounded up with a *Q&A session* facilitated by Primus. Using his field and fellowship experience, Primus gave a more 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 presentation and Q&A, the training-workshop was closed for the day.

**Day two - 28<sup>th</sup> June 2018**

Day two began recap of the day one’s sessions followed by a presentation on *Leadership and Management* by Smith. The topics covered in this module included traits of good and bad community organization leaders with real life examples of prominent figures world-over. Majority of the participants were able to derive important dos and don’ts from the session. A subset of this session tackled *Transformational Leadership* which emphasizes vision, empathy, perseverance, community risk, collaboration and mobilization.

Shortly after the leadership segment, the session that followed was the *Empowered Entrepreneur Training (EET)* 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, Smith and Marvin took 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 five participants 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.



*Empowered Game on Risk Taking*

After the lunch break, a water filter partner company called Aqus Water Ltd presented their flagship product, the Aqus Water Filter. Chris, the country director explained the functionality of the product and demonstrated how it works. Dirty water was collected from nearby source and this was nicely filtered to achieve 99% safe drinking water. Shortly after that, the cookstove partner manufacturer company called Ugastove presented their products to the participants. Both presenters provided unique selling points and strategies on how to best distribute the products to the last mile.

### **Day three - 29<sup>th</sup> June 2018**

The third and final day of the bootcamp started off with recap of the previous day's activities. The first agenda of the day was a presentation from Aneri about 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 solar and briquettes presented by Solantis Solar Ltd and Green Bio Energy respectively. 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.



*Some of the clean energy technologies*

## Outcomes of the Bootcamp

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

- a) Majority of the participants found the training very empowering and this resulted into a readiness for the entrepreneurs to launch their businesses.
- b) The participant agreed to revisit areas that came up as weak points for their businesses.
- c) The fellows were looking forward to mentoring and providing business development support to the respective CBOs in attendance.
- d) The entrepreneurs were tasked with filling out their order forms
- e) 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

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

The last-day evaluation conducted on Day 3 was for purposes of feedback on participants' opinions about the usefulness, content, methodology, the Bootcamp in general as well as the arrangement.

### ***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;

		Not at all	Not well	Neutral	Well	Very well
1	Business road map start to finish(Aneri)				14	
2	Business 101 - Financial planning (Robert)			1	11	
3	Business diagnosis (Julius)			2	8	
4	Leadership and management (Smith)				6	
5	Agency module game (Marvin, Smith)			4	3	11
6	Water filter (Aqus water)			2	2	18
7	Improved cook stoves (Toro)			1	6	4

8	ENVision App (Aneri)			3	13	7
9	Monitoring and Evaluation (Marvin)			3	13	7
10	Solar (Solantis)			7	9	9

The overall biggest score given to the training was “well”. 100% of the participants choose the “well” indicating that participants were highly-satisfied with the workshop. The highest satisfaction among the modules came from financial planning, leadership & management and the game. The best supplier presentation was Aqus Water. 90% of the respondents felt that the facilitators knew the subject matter well and delivery was good.

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

In the next section, 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:***

- ENVision app presentation
- Business diagnosis
- Water filter presentation
- ENVenture’s mission
- The facilitators
- The risk taking role play game

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

- Illuminate success stories
- More empowerment sessions
- Leadership and management
- Monitoring and evaluation
- ENVision app
- Marketing strategies and support systems
- Proposal writing
- Financial planning
- Business diagnosis

## Recommendations based on the evaluation

- a) Bigger venue - participants felt that the room in which the bootcamp took place was very small and didn’t allow for adequate leg rooms
- b) Increase the number of facilitators - participants were impressed with ENVenture’s facilitation of the bootcamp but felt it necessary to add more in the future.



- c) Provide better visual and audio aids - The projector was not bright enough and the sound was not adequate enough.
- d) Visit an existing enterprise set up through ENVenture - the participants expressed interest in a field visit to see a real-life operating enterprise in the last mile.
- e) More role play games - more engaging games were suggested as a good addition to the agenda for future bootcamps
- f) Better solar presentation - majority of the facilitators appreciated the solar presentations but requested for a better demonstration and product information in future bootcamps.

## Acknowledgement of Sponsors and supporters

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Great thanks to Women in Leadership (WIL) who sponsored some of the women attendees



Foundation for Community Development and Empowerment offered their training center to ENVenture

## Annex 1: Pictorial



## Annex 2: Boot camp program

TIME	ACTIVITY/TOPIC	MODERATOR
<b>DAY ONE (28th June 2018)</b>		
09:00	Introductions (Staff, Fellows, CBOs, Participants, FCDE team)	Smith Tukahirwa
09:30	Introductions to program, remarks, expectations, objectives	Julius Mujuni
10:00	Business roadmap start to finish	Aneri Pradhan
11:00	Coffee break	
11:30	Business 101 / Financial planning	Robert Birungi
13:00	Lunch	
14:00	Business Diagnosis	Julius Mujuni
16:30	Q & A	Primus
17:30	Coffee break	
<b>DAY TWO (29th June 2018)</b>		
08:30	Arrival and registration	Marvin Tumusiime
09:00	Leadership and Management	Smith Tukahirwa
10:45	Coffee break	
11:15	Agency Module and game	Smith and Marvin
13:00	Lunch	
14:00	Water filters presentation	Aqus Water
15:00	Coffee break	
15:30	Improved cookstoves presentation	Ugastove Manufacturers
17:00	Q&A, Closing, Evaluation	Nathan Businge
<b>DAY THREE (30th June 2018)</b>		
08:30	Arrival and registration	Marvin Tumusiime
09:00	ENVision app show case	Aneri Pradhan
09:45	Monitoring and evaluation	Marvin Tumusiime
10:30	Coffee	
11:00	Solar	Solantis Solar Ltd
12:30	Lunch	
13:30	Briquettes	Green Bio Energy Ltd
14:30	Q&A, Closing, Evaluation	Swalleh/Ibrahim
15:00	Coffee, goodbyes	

## Annex 3: List of participants

Name of Participant	Organization	District	Designation
Muthundi Nason	Katebwa Joint Youth Poverty Eradication Association	Kabarole	Secretary
Muhindo Janet	Katebwa Joint Youth Poverty Eradication Association	Kabarole	Vice chair person
Kabugho Oliver	Katebwa Joint Youth Poverty Eradication Association	Kabarole	Treasurer
Kamabu Costance	Rubirizi Women Association for Empowerment	Rubirizi	Project coordinator
Naturinda Sheba	Rubirizi Women Association for Empowerment	Rubirizi	Field officer
Ainomugisha Martha	Rubirizi Women Association for Empowerment	Rubirizi	Secretary
Kitalumra Beatrice	Ugandan Targeting Orphans in Rural Areas	Kyenjojo	Board Member
Atuhaire Moses	Ugandan Targeting Orphans in Rural Areas	Kyenjojo	Director
Kansiime Rose	Ugandan Targeting Orphans in Rural Areas	Kyenjojo	Board Member
Kabugho Esther	Rural Family Care	Kasese	Sales Agent
Biira Imelda	Rural Family Care	Kasese	Board Secretary
Masika Janet	Rural Family Care	Kasese	Sales Agent
Natukunda Allen	African Youth with the Light of Peace	Mbarara	Counselor
Nabaasa Deus	African Youth with the Light of Peace	Mbarara	General Coordinator
Ahabwe Johnson	African Youth with the Light of Peace	Mbarara	Director
Byaruhanga Martha	Rural Development Foundation	Mbarara	Project Coordinator
Niyaniiatire Sylvia	Rural Development Foundation	Mbarara	Marketing Manager
Bowamazimo Susuan	Foundation for AIDS Orphaned Children	Isingiro	Member
Buyonjo Margret	Foundation for AIDS Orphaned Children	Isingiro	Member
Nahwera Dorcus	Foundation for AIDS Orphaned Children	Isingiro	Social worker
Rubaire Jarwarison	KIRUDEF	Kibale	Director
Masereka Nathan	DARUDEFO	Kasese	Project Coordinator
Bintu Ibrahim	Enventure	Hoima	RDC
Katunguka Jim	Enventure	Kampala	Fellow
Kal Ojede Alex	Enventure	Kampala	Fellow
Swealleh Salim	Enventure	Kasese	RDC
Tushabomwe Primus	Enventure	Mbarara	RDC



<b>Birungi Robert</b>	Enventure	Kampala	Loans Officer
<b>Mujuni Julius</b>	Enventure	Kampala	Country Manager
<b>Businge Nathan</b>	Enventure	Kabale	RDC
<b>Kanyiginya Molly</b>	Kanywase Enterprises Uganda	Kabarole	Chairman
<b>Mukalunyange Imm</b>	Kanywase Enterprises Uganda	Kabarole	Member
<b>Ayebale Promise</b>	SOLANTIS	Mbarara	Sales Agent
<b>Zziwa Hallington</b>	GBE	Kampala	Sales Agent

## Annex 4: Evaluation form

To what extent did you gain confidence in the following topics you learnt?						
<b>Day 1</b>		Not at all	Not well	Neutral	Well	Very well
	Business road map start to finish(Aneri)					
	Business 101/Financial planning (Robert)					
	Business diagnosis (Julius)					
<b>Day 2</b>		Not at all	Not well	Neutral	Well	Very well
	Leadership and management (Smith)					
	Game: ball toss competition (Marvin)					
	Aqus water filter presentation					
	Ugastove cookstove presentation					
<b>Day 3</b>		Not at all	Not well	Neutral	Well	Very well
	ENVision app, monitoring and evaluation (Aneri/Marvin)					
	Solantis Solar presentation					
	GBE Briquette presentation					
<b>3. How good was the facilitation?</b>		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

1. 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?

