



ECONOMIC EMPOWERMENT OF YOUTH EX-INMATE IN NORTH UGANDA

A COMPARATIVE CASE STUDY

MARCH 2019



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Acknowledgments

We are very thankful to the European Union for having allowed us to carry on this three years project with Ugandan young inmates, including support for the realization of this comparative case study. Our main partners Caritas Switzerland and Uganda Prisons Service must also be thanked, as nothing would have been possible without them. We are very grateful to Advance Afrika's team, especially Sharon, Stephen and Ramadhan, who brilliantly managed to collect data in the most remote areas of north Uganda, as well as Angella for her support during data entry. We also thank Irene, Emma and Matthew for their insights. Finally, our deepest appreciation goes to the 60 ex-inmates who nicely accepted to participate to this case study and gave their time to answer our many questions.

Executive Summary

This comparative case study is part of evaluation of the SREE project implemented by Advance Afrika with the collaboration of Ugandan Prison Service, supported by Caritas Switzerland and the European Union. It shows the results of an in-depth study of 60 beneficiaries of the program, including male and female ex-inmates, successful and failed businesses and a comparison between beneficiaries who were supported with start-up kits and not supported ones. The study indicates that entrepreneurial skills taught during the training in prison may indeed have a positive impact on the success rate of microbusinesses, although several other variables influence the outcome. Access to capital, previous business experience and successful reintegration in the community indeed seem to play a major role in business development. The impact of start-up kits is also mitigated. While it helps certain ex-inmates to rejuvenate their former businesses, it may also reinforce stigmatization and reject from community members and competitors. The study also shows that female ex-inmates face gender-specific challenges, which may make it even more difficult for them to be successful. Finally, this cases study provides recommendation to Advance Afrika, Ugandan Prison Service and Caritas Switzerland for further implementation of economic empowerment projects.

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1. Introduction

North Uganda is still recovering from a two decades-long civil war that ended in 2006. The consequences on infrastructure, education, development and so on will last for a long time. In addition, the country is facing high unemployment among youth and the population keeps growing at a very high rate, to the point that many speak about a “demographic bomb”. While countless people are struggling, a specific category of Ugandan is especially vulnerable to poverty, stigmatization and discrimination: *young inmates*. With an occupation rate higher than 300%¹, Ugandan prisons are among the most crowded in the world. While the government is putting real effort towards rehabilitation, numerous challenges are likely to be faced by ex-inmates once released.

In order to address these multiple issues, Advance Afrika implemented a three years program in north Uganda, supported by Caritas Switzerland and the European Union. The main objective of the program is to provide economic opportunities to young male and female inmates by training them on entrepreneurship and supporting them with start-up kits once released. This case study analyses 60 of the beneficiaries of the two first years of the program, including men and women and successes and failures. We also look at the difference between ex-inmates who were supported with start-up kits and not supported ones. They were chosen based on their availability and preexisting knowledge of field officers about these cases. The focus is mostly on the economic components, as the social support in terms of reintegration component of the project has already been documented. The main objective of this comparative case study is to highlight the impact of entrepreneurship training and start-up kits on microbusiness developed by the beneficiaries of the program. Based on the literature on micro and small enterprises (MSE) and training programs in developing countries, we developed a survey in order to understand what are the main factors influencing the outcome of the project. We also analyze what are the benefits and downsides of start-up kits, identify the challenges met by the beneficiaries, with careful consideration for unique gender-specific issues faced by females.

The first part of the study provides information on the context, that is to say the characteristics of the area where the project is implemented, details about the program in itself and a short description of the beneficiaries. The methodology used to collect and treat data is presented in Chapter 4. Chapter 5 discusses the findings of the case study. First, we provide an explanation of the definition of

¹ <http://www.prisonstudies.org/country/Uganda>, last visit: 07/12/2018.

success in terms of business development that we used to assess the business of the respondents. Second, we show how personal, management and external factors can influence the success or failure of the cases studied. We then present the most common challenges reported by ex-inmates regarding their businesses, before focusing on the positive and negative effects observed concerning the support provided through the distribution of start-up kits. Chapter 5 concludes by providing insights about difficulties that arise when supporting the economic empowerment of female ex-inmates. After briefly discussing the limits of the study, we finally provide recommendations based on our findings for further implementation of projects fostering economic opportunities for vulnerable people in developing countries. In order to streamline the reading of this case study, a literature review is available in the appendix.

2. Objectives

This case study is undertaken as part of the evaluation of the Entrepreneurship Training and Support Program implemented by Advance Afrika, supported by Caritas Switzerland and the European Union. Our main goal is to get a deeper understanding of the challenges faced by the beneficiaries while running their microbusiness as well as the factors influencing their success or failure. The key evaluation questions are the following:

- How have the beneficiaries of the training program used the knowledge provided by Advance Afrika in terms of microbusiness development and how does it influence their business?
- What factors and challenges influence their business and how did they manage them?
- Is there a significant difference between the beneficiaries that were supported with start-up kits and those who were not?
- Are there challenges met specifically by women?
- What impact on the life of the beneficiaries does the success or failure of their microbusiness have?

3. Context

The context of the training program is very specific. As we aim to deepen global knowledge in entrepreneurship in developing countries, it is important to provide a brief description of the economic and social environment in Uganda, more particularly in the North, and details about the training program and the beneficiaries.

3.1 Particularities of North Uganda

North Uganda continues to struggle from post-conflict effects from a long-lasting civil war that ended in 2006 that affects an important part of the population, mainly due to massive internal displacements and barbarian acts committed during the war. This has left many people dealing with post-traumatic stress disorder among other psychological consequences without adequate access to psycho-social support. As mentioned by Ahikire *et al.* (2012, p. 10): “the war had an enormous economic impact, destroying infrastructure, markets, investment; drastically altering the demographic and skills base of the region; compounding countrywide divisions especially between the north and the south of Uganda.” It will take generations for these psychological and economic effects to be overcome.

Despite the fall in poverty rate seen in Uganda over the past decade, the north of the country still struggles with a high level of poverty (World Bank, 2016). In 2013, almost half of the people living below the poverty line were concentrated in the north, with an annual percent reduction rate half smaller than in the south of the country. Furthermore, unemployment as well as underemployment rates remain high in the country. That represents an important challenge, especially considering the sharp demographic increase and the very young population of Uganda. A report from the Ministry of Finance, Planning and Economic Development (2014) showed that half of the labour force is under the age of 30 and 60 percent of the population under the age of 18. According to the report, this leads to “growing mismatches between labour supply and labour demand” that may reinforce unemployment issues. The lack of stable economic opportunities for youth is therefore likely to increase insecurity and petty crimes through the country.

It is also important to mention a few key figures in order to illustrate the conditions of life in northern Uganda. Based on the National Population and Housing Census of 2014 in Uganda (Uganda Bureau of Statistics, 2016), Table 1

shows some characteristics of the northern districts in which Advance Afrika is supporting ex-inmates. As cautious as one shall be with official numbers, especially regarding the challenges to obtain such information in developing countries, the figures in Table 1 are quite staggering. Indeed, it reveals that, on average, only a quarter of the population above 15 years old completed secondary school, while 17 percent has never been to school. Moreover, a third of the population aged over 18 is considered illiterate.

Table 1 Figures in Northern Districts Covered by Advance Afrika, 2014*

Districts	Education: Highest grade completed (15 years old +)			Literacy (18 years old +)	Working status (% working)		Household characteristics		
	Never been to school	Primary	Secondary and above		15 years old and more	10 to 17 years old	Percent depending on subsistence farming	Percent with less than 2 meals a day	Percent of electricity as main source of energy for lighting
Gulu	12%	48%	40%	72%	89%	23%	65%	18%	15%
Nwoya	17%	62%	22%	62%	84%	26%	97%	14%	6%
Amuru	24%	54%	22%	58%	82%	59%	86%	30%	7%
Kitgum	20%	47%	33%	65%	75%	53%	80%	24%	12%
Pader	21%	52%	27%	59%	84%	64%	86%	22%	8%
Agago	24%	51%	25%	57%	87%	66%	92%	32%	6%
Lira	15%	52%	33%	71%	77%	53%	64%	12%	16%
Oyam	16%	63%	21%	66%	84%	50%	91%	10%	7%
Kole	15%	65%	21%	70%	90%	61%	92%	11%	6%
Otuke	21%	57%	22%	65%	94%	84%	91%	33%	5%
Dokolo	14%	57%	29%	68%	93%	86%	90%	4%	7%
Amolatar	12%	63%	25%	73%	87%	64%	85%	5%	9%
Alebtong	19%	59%	21%	64%	78%	49%	92%	14%	4%
Apac	12%	64%	24%	73%	85%	57%	89%	8%	6%
Average	17%	57%	26%	66%	85%	57%	86%	17%	8%

* Omoro district is not included in the list as it was separated from Gulu district in 2015.

Source: own calculation based on the Ugandan National Population and Housing Census 2014.

In terms of employment, on average 85 percent of the population above 15 years old is currently working, which means that the unemployment rate is around 15 percent. Nevertheless, the definition of work also includes underemployment and informal activities and does not reflect the nature of the work nor the amount of income earned. Commenting on East Africa, Kew (2015, p. 17) notes that “unemployment figures mask the reality of the employment challenge ...

because official rates do not acknowledge the large number of people who ... engage in vulnerable forms of employment merely to survive.” Data also shows that, on average, 57 percent of children between 10 and 17 years are also working, with a huge disparity among districts. Concerning household characteristics, we can see that 86 percent depend on subsistence farming to survive, ranging from 65 percent in Gulu District to 97 percent in Nwoya District. On average, 17 percent of households eat less than two meals per day, with a peak in Otuke District, where almost a third of the households eat between 0 to 1 meal per day. Finally, Table 1 also indicates that merely 8 percent of households on average have access to electricity as a main source of energy for lighting.

3.2 The Entrepreneurship Training and Support Program

This case study focus on beneficiaries of the entrepreneurship training project implemented by Advance Afrika with support from European Union and Caritas Switzerland in Acholi and Lango sub-regions in northern Uganda. The Economic Empowerment and Social Reintegration of Youth Ex-Prisoners project (SREE) focuses on social and economic rehabilitation of female and male ex-inmates (aged 18 to 35 years) by providing entrepreneurship training in prison prior to release and supporting some of them with start-up kits for the beginning of their business activity.

During the first two years of the program, 874 male and 123 female inmates were selected by prison welfare officers to participate in the training that was held in 28 prisons. Social workers were trained by Advance Afrika to provide the training. It includes basic knowledge about the fundamentals entrepreneurship and covers important insights on how to run a business (e.g. resource mobilization, enterprise management, marketing, customer service, bookkeeping and savings). The training is run for ten days; therefore it may not be defined as intensive *in-depth* training, but more as a *rules of thumb* type as described by Drexler *et al.* (2014)².

The beneficiaries are provided with a training manual. The training also involves the creation of a business plan and the beneficiaries are supported by trained social workers throughout this process. In order to develop realistic and sustainable businesses, deepen understanding of the current market gaps in northern Uganda and provide appropriate support to the beneficiaries, Advance Afrika conducted assessments of small business ventures (Advance Afrika, 2016 and 2018). Business plans are then reviewed by University business students. The best ones are selected to be supported through start-up kits provided to the beneficiaries by Advance Afrika, while also taking in consideration the quality of their reintegration process in their community. In Year 1 and Year 2 of the project,

² See section 4.1 for their findings in Dominican Republic.

435 youth ex-inmates (50 female, 385 male) were supported and mentored. The start-up kits include basic items like tools and/or materials. The average value of the kits for Year 1 and Year 2 was 100 euros.

After being released, the micro entrepreneurs benefit from mentorship clinics which allow inmates to access at the same time individual guidance from mentor and mutual learning from peer ex-inmates. This has the potential to further good behavior, build self-esteem and network building, both of which is likely to also positively impact the performance of the small business established.

The SREE program extends beyond economic support. Indeed, as shown in the next section, ex-inmates face serious challenges when released from prison. These challenges are likely to affect the development of their businesses. Therefore, Advance Afrika conducts pre- and post-release visits to provide counseling support to beneficiaries. The organization runs a complementary project named Victim Offender Relationship Project (VORP), in parallel to SREE, in order to raise awareness among community members on the situation of vulnerable youth in prison. VORP facilitates the reintegration of the beneficiaries and has a positive downstream impact on the development of their business as well.

By supporting economic empowerment and social reintegration of youth ex-inmates, SREE aims to tackle the difficulties met by the beneficiaries in terms of reintegration and financial constraints. It also targets one of the major challenges faced by Uganda: the high rate of unemployment, especially among young people.

3.3 The Beneficiaries of the Program

The SREE project targets a very specific population, focusing on youth inmates and ex-inmates. If the challenges of becoming successful entrepreneurs are high in general in developing countries, spending time in prison add another layer of complexity. Some of the beneficiaries spent many years incarcerated, which makes their reintegration in civil life highly challenging. As a consequence, they may face even more issues when trying to launch their own business.

Former inmates face indeed high levels of stigmatization which can badly interfere with the process of sustaining their own business. A study conducted by Advance Afrika (2017) showed that “the major factors affecting successful reintegration of youth ex-inmates include limited reintegration programs, economic challenges [...], family breakdown, stigmatization, continuous conflict between the complainants and ex-inmates and limited opportunities.” All of these challenges are likely to make it even more difficult for them to be successful. Furthermore, the history of north Uganda involves that some of the beneficiaries

may suffer from post-conflict disorders. The level and quality of education are also likely to be very low, which represent another challenge regarding the skills that are required to effectively manage a business.

Despite additional challenges due to the time in prison spent by the cases studied, we believe that this study sheds light on the factors of success and challenges met by business owners in developing countries, particularly in economic post-conflict settings. It provides information on how the beneficiaries manage to use the knowledge and tools taught during the training in prison.

4. Methodology

In order to deepen our understanding of the impact of the program on the businesses developed by the beneficiaries of the SREE project, the challenges that they met, to assess if they apply what they learned during the entrepreneurship training, to see what influence start-up kits have, understand the challenges specifically met by women and the impact of the program on the life of the beneficiaries, we analyzed 60 cases following the comparative case study method as described by UNICEF (Goodrick, 2014) and following the guidelines developed by Yin (2014) and Zucker (2009).

4.1 Definition of Success of Microbusinesses

Evaluating the success or the failure of MSE includes several challenges, especially in developing countries with high informal employment rates. First, all businesses studied are still in their infancy (less than two years) in terms of development and sustainability, therefore we were unable to verify their sustainability over the years. Second, it is not always possible to have access to figures like the amount of sales or the profit generated. Third, even when these numbers are available, the notion of success also depends on the goals set by the business owner as well as the costs of living she/he has to cover for her/his family.

Moreover, there is no single definition of business success on which researchers agree (Stefanovic *et al.*, 2010). According to Rogoff *et al.* (2014), studies on entrepreneurship generally assess success of MSE through longevity and viability, while Hussain *et al.* (2010) use the ability to survive as a sign of success. Walker and Brown (2004) and Nkakleu and Ali (2017) highlight that measuring success should not be limited to financial measures, as success depends on other factors and objectives set by the owners of business.

Considering these challenges, we selected relevant cases based on our own knowledge of their business. Field officers at Advance Afrika maintain regular contact with beneficiaries and were able to provide a list of successful beneficiaries as well as a number of them who were known for having failed in managing their business. However, as the success of a business can change very fast in such unstable environment, we also added a few questions regarding the perception of success or failure by the beneficiaries themselves in order to have the most recent assessment. After all, Advance Afrika adopts the view that people running their business best positioned to assess if their businesses are

going well or not, or at least if they are satisfied with them. Hence, our definition of success remains quite subjective, as it mostly relies on the perception and satisfaction level of the business owners and our own knowledge about how well there are doing. Insights on that matter are provided in Section 6.1.

4.2 Selection and Features of the Cases Studied

The cases studied were not randomly selected. In order to collect as much relevant information as possible, we chose 60 interesting male and female beneficiaries, based on our knowledge, which remains consistent with the theory on case study methods. In addition to success and failure, we also selected cases that were supported with start-up kits and some that were not. To present a balanced geographical representation, we covered all districts where Advance Afrika operates. Finally, criteria like accessibility were taken in consideration. Nevertheless, a random parameter came in when collecting data, as it was sometimes difficult to connect with the person meant to be interviewed³. Table 2 shows the distribution of the beneficiaries according to our own estimation toward their success or failure.

As shown in Table 3, beneficiaries who took part in the study are, on average, 27.7 years old, with women being slightly older than men. 45 percent of the cases are managing a business in more urbanized towns, with the remaining in more rural areas. Business owners are mostly active in service provision (43.3%) and trading (40%), while the rest are involved in agricultural activities. Finally, it is important to highlight the low level of education among the cases: only 24 out of 46 men and half of the women completed secondary school.

Table 2 Number of Cases Studied

N=60	Men (46, 76.7%)		Women (14, 23.3%)	
	Trained and supported	Trained and not supported	Trained and supported	Trained and not supported
Success (42, 70%)	21	11	7	3
Failure (18, 30%)	9	5	3	1

³ Out of 60 people interviewed, 27 were chosen by the field officers when unsuccessfully trying to reach out to selected beneficiaries.

Table 3 Main Features of the Beneficiaries Selected

N=60		Men	Women	All
Average age		27.4	27.9	27.7
Location	Rural area	21	25	46
	Urban area	6	8	14
Type of business*	Agriculture	9	1	10
	Trade	13	11	24
	Service	24	2	26
Education	None	0	1	1
	Lower Primary	2	2	4
	Upper Primary	20	4	24
	Secondary O-Level	21	7	28
	Secondary A-Level	0	0	0
	Tertiary/certificate	3	0	3

* Agriculture includes farming, poultry or piggery. Trade includes activities like second hand clothes selling, market selling, etc. Service includes mechanics, salon, brick laying, etc.

4.3 Design of the Survey

The survey used to gather information is a questionnaire designed to answer key questions outlined in Chapter 2. It is composed of 100 questions/statements for men and 107 for women, mostly Likert-scale type, as well as 5 open-ended questions in order to deepen our understanding of the cases studied. The survey is divided into sections as follow: the first section concerns the evaluation of the success of their business by the beneficiaries, the second part focuses on factors of success and failure, and the third section investigates the relationship between managing a business and level of happiness and optimism about the future..

The survey was administered by field officers of Advance Afrika between August and October 2018. Field officers received training and were monitored during the data collection phase to enhance reliability of the results. The survey was designed in English and each question translated orally in the local language (Leb Lango and Leb Acholi) when necessary. We recognize the potential bias from having the data collected by Advance Afrika's staff itself for incentivizing program beneficiaries to present a nicer reality than what is true. For instance, after being trained on bookkeeping, they may feel ashamed to admit not continuing with their bookkeeping practice. Despite this risk, considering the difficulties in accessing these beneficiaries, the choice to use Advance Afrika

staff was to enhance response rates, leveraging the established relationships and rapport developed throughout the project period to increase the chances of connecting with beneficiaries.

We also completed the information gathered from the cases through non-structured interview and ongoing discussion with field officers and other key players at Advance Afrika. By following the cases over time and interacting regularly with them, these people were able to provide important information in order to deepen our understanding of best practices for further projects. We also used their knowledge to assess the reliability of the answers provided by the beneficiaries.

4.4 Statistical Methodology

As we are mostly using Likert-scale statements and open-ended questions, it seems important to clarify our methodology, regarding the debate among researchers in social and medical sciences considering the way to treat and interpret results of Likert-scale questionnaires (Artino and Sullivan, 2013). The core of the disagreement lies in the nature of Likert-Type scale questions, more precisely if they can be considered as interval data, as the statistical techniques used to interpret the results are different for ordinal data. Despite the fact that the average of *neutral* and *agree* is obviously not *half-neutral*, Artino and Sullivan (2013) and other researchers tend to believe that Likert-scale questions can be seen as interval data under several conditions when grouped into a “survey scale” (constructs or composite variables), which is what we did in order to assess certain factors. Therefore, in addition to frequency tables, we use the mean of our Likert-scale questions and not the median nor the mode to describe and compare our data.

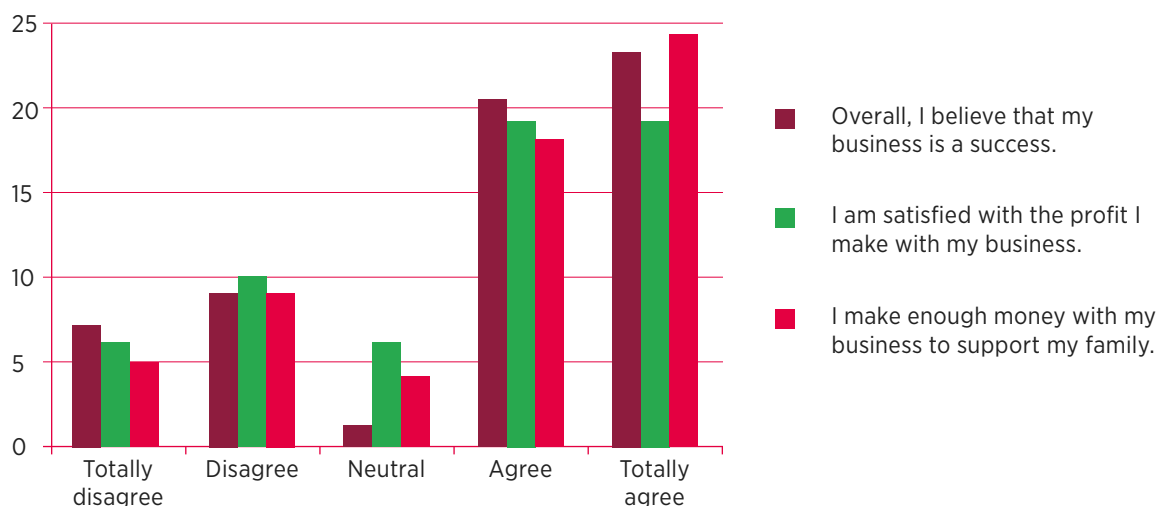
To build our constructs, we verified the reliability of various questions on the same topic using the Cronbach alpha’s method, keeping only the questions that produced an alpha at least 0.700, the standard cutoff considered reliable enough by researchers. We used correlations to understand the link between the categories of beneficiaries and factors identified. We represent descriptive statistics largely, as they are sufficient to explore the cases and provide useful grounding of the cases studied. For open-ended questions, we use the axial coding method in order to highlight the most important elements cited by the respondents.

5. Findings of the Case Study

In order to present the main findings of the case study, this chapter is divided into the following sections. First, we present the results of the assessment by the beneficiaries regarding the success or failure of their business, as it will serve as a baseline to compare how different groups have been doing. The second section shows the results of key variables that may or may not influence the success rate among beneficiaries. Third, the most important factors of success mentioned by the beneficiaries as well as the biggest challenges are described. Then, Section 6.4 takes a closer look at beneficiaries supported with start-up kits *versus* those not supported in order to identify whether or not the start-up kits make a significant difference. Section 6.5 presents a gender-oriented perspective, as we look more precisely on the challenges met uniquely by women. Finally, the impact on happiness and motivation of successfully managing a business is presented in the last section.

5.1 Evaluation of Success

In order to estimate whether or not the business started by the beneficiaries of the program are successful, we asked the beneficiaries how much they agree on the three following Likert-scale statements: (1) “Overall, I believe that my business is a success”, (2) “I am satisfied with the profit I make with my business and (3) “I make enough money with my business to support my family”. As shown in Graph 1, 71.6% of the respondents agree or totally agree with the first statement and 63.4% with the second statement and 70% with the last statement. Concerning those less successful, 26.7% totally disagree or disagree with the first and the second statement and 22.3% with the third statement. Despite fairly consistent responses, small variations can be observed, which can be explained by the fact that people place different emphasis on what matters regarding how successful their business is. This highlights the primary difficulty in assessing successfulness, as mentioned in Section 5.2.

Graph 1 Evaluation of Success - Frequencies

With a Cronbach's alpha of 0.938, the results are consistent enough to build a composite variable integrating the three statements in order to generate a success index. This index is made as follow: $(2*(1) + (2) + (3))/4$, the first statement is doubled as it directly concern the success of the business, whereas the two others represent more indirect ways of getting a sense of how well the beneficiaries are doing. The average success index is 3.7 and we consider any result higher than 3.5 as a success and lower as a failure. In this context, "failure" means that the respondents are not satisfied with their business and/or that they totally failed. Table 4 shows the average index regarding gender and support with start-up kits.

Table 4 Success Index by Gender and Support Received

N=60	Men		Women	
	Trained and supported	Trained and not supported	Trained and supported	Trained and not supported
Success (n=42)	4.40	4.61	4.39	4.33
Failure (n=18)	2.08	1.50	2.08	2.50

When asking the beneficiaries about why they believe that their business is or is not a success, interesting elements on how they measure their success came out, showing how complicated it can be to assess. Indeed, besides mentioning why they are or are not successful, they also provided information on what makes them believe that their business is going well or not. Many mentioned feeling positive changes in their lives, as they are now able to provide for themselves and their family, in terms of paying school fees or buying land. One respondent even mentioned feeling successful because he was able to pay the bride price for his wife. Some said that they are able to reach their goals and others mentioned

that they can pay credit on time. Several beneficiaries indicated that they were able to diversify into other businesses or finance more investments for their current business. Another element that came up is the ability to face emergency situations, or to save money for the future more generally.

SPOTLIGHT

Tom, Lira District

Before going to prison, Tom was running a butcher shop. Once released, he benefited from a start-up kit that helped him rejuvenate his business. He even managed to go beyond what he had before. Tom is very satisfied with his business, as he can now earn an income and is able to calculate his profit from the knowledge he acquired during the training. What makes him very happy is that he can now see the outcome of his business: for Tom that means paying his children's school fees and investing in livestock to generate more profit. Tom believes that he is successful because he always takes care of his customers' needs. He also makes sure to keep good hygiene at his premises. His biggest challenges are finding pigs as the prices went up and he lacks means of transport. In the future, Tom hopes to expand his business to be able to work more than three days a week. He also wants to buy a bike to ease mobility and develop his network to get information on where to get quality pigs.

5.2 Analysis of Success Factors

Based on the literature on entrepreneurship, we identified a series of factors likely to influence the way people manage their business. In that regard, we asked the respondents to rank a series of statements related to these factors. For some of the factors, we used constructs, whereas others were evaluated through a single statement. This section presents the main findings by comparing mean scores of the business success/failure factors, with additional information and frequencies where relevant.

5.2.1 Personal Factors

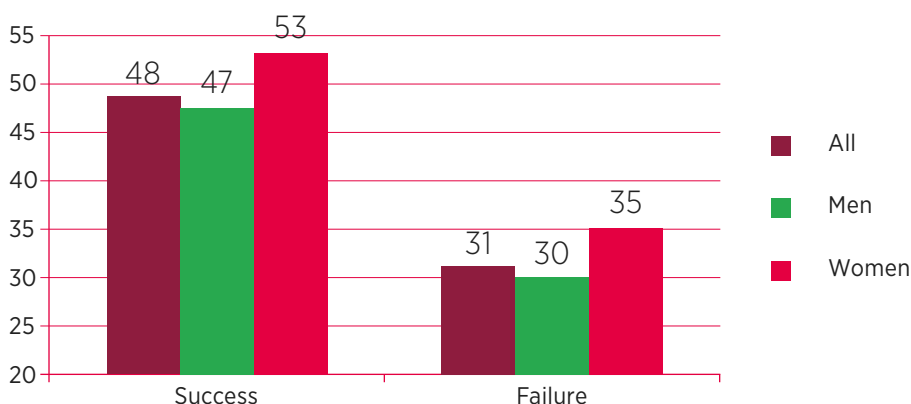
As Cronbach's alphas showing that statements used to assess some personal factors are very low for different reasons, intrinsic features of respondents like risk taking level, self-confidence and motivation are not excluded from the present study. Regarding personal factors, we show whether or not there are differences between success and failure in terms of hard work, community involvement and background in business management.

5.2.1.1 Hard Work

Based on how many days per week they work on average and how many hours they spent per day, we use the number of hours dedicated to their business per week to get a sense of how involved the respondents are. Graph 2 shows the average hours spent by successful and struggling business owners presented by gender (a specific analysis based on gender differences is detailed in the last section of this chapter).

As shown in Graph 2, the average number of working hours per week is significantly higher for respondents running successful businesses, that is to say 48 hours against 31, meaning that they spend, on average, 17 hours more working for their enterprise. However, the minimum amount of hours worked is 14 for success and 6 for failure and the maximum is 84 for success and 72 for failure. This means that there are some respondents working hard for their business but remaining unsuccessful, and others devoting a smaller amount of time but still able to generate enough income to be satisfied with their business. Additionally, some people are running more than one business at a time, which might explain why they are unable to spend much time on each of them.

Graph 2 Average Working Hours per Week



The average working hours also shows an important difference between men and women. Indeed, successful women spend, on average, 5 hours more than men on their business. Among all participants, the difference is about 6 hours per week. Knowing that women spent many hours on household work in addition to running their business⁴, this result shows that women tend to be more involved in their business than men, which is consistent with the general idea in the field of development that women tend to undertake their task more seriously. These

⁴ See Section 6.6 for more details on women's workload.

results must be interpreted with caution, however, as using the number of hours spent on work as an indicator of hard work: the relationship could be that people may spend less time on their business precisely because they are unsuccessful.

More generally, commitment, which is partially indicated by the numbers of hours devoted to the business, is an important factor for success. Good monitoring of the venture, dedication and determination were mentioned by the successful beneficiaries to explain why their business is going well. On the other hand, one less successful respondent said that he “treated [his business] as a source of survival but had no love for it and thus gave little attention [to it]”, leading to limited income and eventual collapse.

5.2.1.2 Community Involvement

In a society based on close-knit community ties like Uganda, being active in community affair is likely to influence the success of a business. This facet may be more pronounced for ex-inmates, as that would then show that their reintegration into the community is going well enough for them to be included in community affair. Among all respondents, 78.3% say that they agree or totally agree with being involved in their community and only five of them disagree or totally disagree. When taking the average of the Likert-scale statements, the successful business owners are to some extent more involved in their community than the counterparts, with an average score of 4.52 against 3.83, respectively. The relationship between running a successful business and community involvement can be seen as bi-directional. Indeed, someone with a flourishing business can gain trust from the community, which facilitates him or her to be more involved into community affairs.

5.2.1.3 Business Background

Many of the ex-inmates trained by Advance Afrika were running businesses before going to prison. Some of them restarted new businesses after released, while others managed to continue the business they were already handling. As shown in Table 5, 38 out of 60 respondents were already managing a business before. Among them, 31 estimate that their businesses were already successful. There is no indication, however, that those with successful businesses in the past are doing better, which is to be expected as the beneficiaries of the program are specifically trained on that purpose. Nevertheless, there is a higher percentage of business owners who are successful among those who had previous experience managing a business than among those who had no experience. Indeed, the success rate for respondents with a previous business background is 82%. This success rate falls to 50% for respondents without previous business experience. The reason for the discrepancy could be that beneficiaries with experience in business management are more able to visualize how the training will apply

in practice, and therefore these beneficiaries may be able to capitalize more on the benefits of training. Moreover, when they are released, they can go back to their former business when possible and build from pre-existing foundation to re-initiate their venture.

Table 5 Business Background and Success Rates

		Current business				Total
		Success		Failure		
		N	%	N	%	N
Personal background	Yes	31	82%	7	18%	38
	No	11	50%	11	50%	22
Family background	Yes	34	69%	15	31%	49
	No	8	73%	3	27%	11
Business in prison	Yes	15	83%	3	17%	18
	No	27	64%	15	36%	42

As shown in Table 5, 49 respondents have at least one member of their family involved in running a business. As for personal business background, there is no indication that the respondents with successful family members are likely to do better. There is no evidence that people being exposed to business management are likely to do better, as the success rate among them is 69%, against 73% for those without family background.

Finally, we also looked at whether or not the beneficiaries started a small business in prison. This is obviously not the same environment found in their communities and the required management skills are lower, nevertheless it provides a type of exposure and constitutes an experience of running a business, especially concerning customer care and technical skills. In that regard, Table 5 indicates that 83% of the respondents who started a business in prison successfully managed their business after being released, compared to 64% for those who did not manage a small business in prison. Within the case study's sample, we cannot draw sweeping conclusions or generalizations. However, it is not surprising to see a higher success rate among the respondents who started a business while in prison. Indeed, pursuing a business in prison may show a certain level of commitment and real desire to manage a business, which seemed to remain once these beneficiaries were released. Moreover, when inmates work in prison, they are supposed to receive money earned upon released⁵, which can serve as starting capital for their own venture.

⁵ Testimonies from several inmates indicate that they do not necessarily receive the amount they are supposed to once they are released.

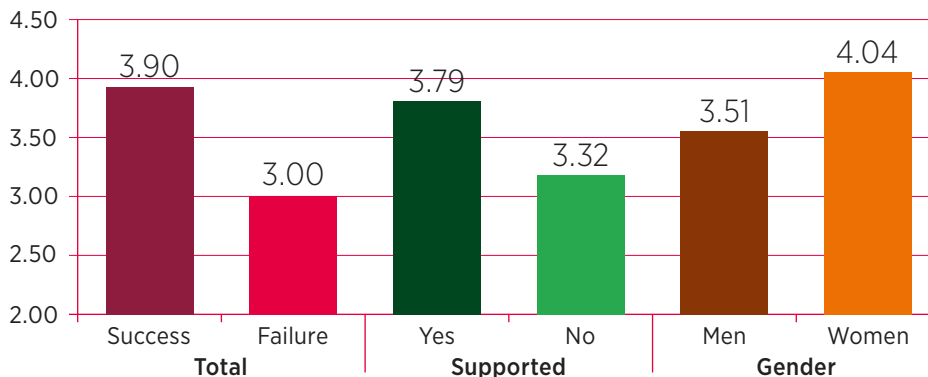
5.2.2 Management Factors

In this section, management factors like bookkeeping, savings, access to capital, marketing, customer care and quality of the products sold are analyzed. We also provide insight on how the beneficiaries manage their savings and borrowings. In open-ended questions, most of the cases mentioned these factors as being very important in terms of business development. It could be because that is what was told to them in the training, yet we found interesting positive correlations between some of the factors and the success of a business.

5.2.2.1 Bookkeeping

In order to evaluate how well the beneficiaries are doing with bookkeeping, they were asked to rank five Likert-scale statements (maximum = 5) related to keeping record of spending, income, credit and debt. The Cronbach alpha is 0.849, indicating strong reliability of the composite index used to assess the level of bookkeeping. Graph 3 shows the average for success and failure for all the participants, as well as if they were supported or not with start-up kits, presented by gender.

Graph 3 Bookkeeping Index - Averages Scores



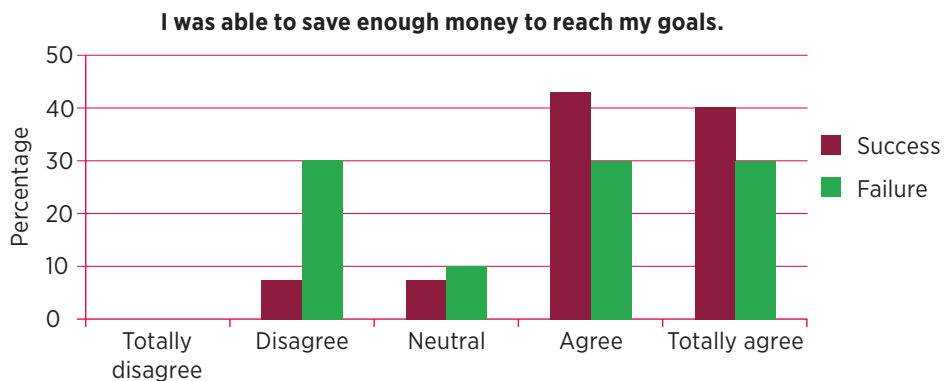
There is a significant difference between the respondents successfully managing their business and the one who are failing. Indeed, the average for successful managers is almost one point higher. Bookkeeping being a crucial aspect of good management, such a result comes with no surprise and confirms the importance of providing basic training in bookkeeping. In open-ended questions, record keeping was among the most common answers to explain success and cited among the most important things when managing a business. As shown in Graph 3, beneficiaries supported with start-up kits also tend to do better than the ones not supported. This can be explained by the fact that receiving start-up kits give them a stronger initial motivation to be involved in their business and

applying the knowledge acquired during the training. Finally, women seem to be substantially better than men regarding bookkeeping, with an average of more than half a point higher.

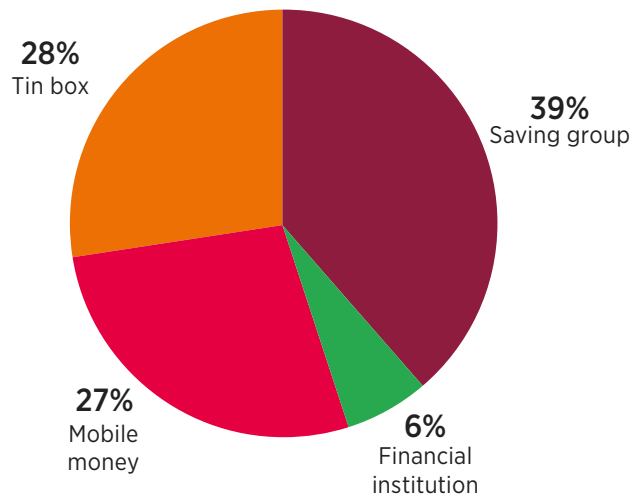
5.2.2.2 Savings

Savings management is also an important topic taught during the training, especially because for most of the beneficiaries it is the only possibility to grow a capital sufficient enough to expand their activities. Out of 42 successful business owners, 37 actually plan how much saving they want to make (88%), compared to 10 out of 18 (55.6%) for the beneficiaries who do not consider their business as a success. Among the people who fixed savings goals, Graph 4 shows whether or not they were able to reach their objectives.

Graph 4 Reaching Savings Objectives



While none of the respondents totally disagree with being able to reach the amount of savings that they planned, there is a difference between the people successfully managing their business and the others. Indeed, 84% of the successful beneficiaries agrees or totally agrees with being able to do so against 60% of the unsuccessful ones. The latter number is still quite high considering that they are not satisfied with the profit they make with their business, which should lead to fewer savings than the successful ones. However, knowing that their business is not profitable enough, they may set lower goals in terms of saving, which could explain why almost two thirds seem satisfied despite this. Overall, these results are encouraging, as a majority of the beneficiaries who fix saving goals are able to reach them, or are at least closely approaching their targets. Considering the difficulties met by people in Uganda regarding savings, this shows that sensitizing them to the importance of savings and teaching ways to do so is a useful and beneficial component of the training.

Graph 5 Different Ways to Keep Savings

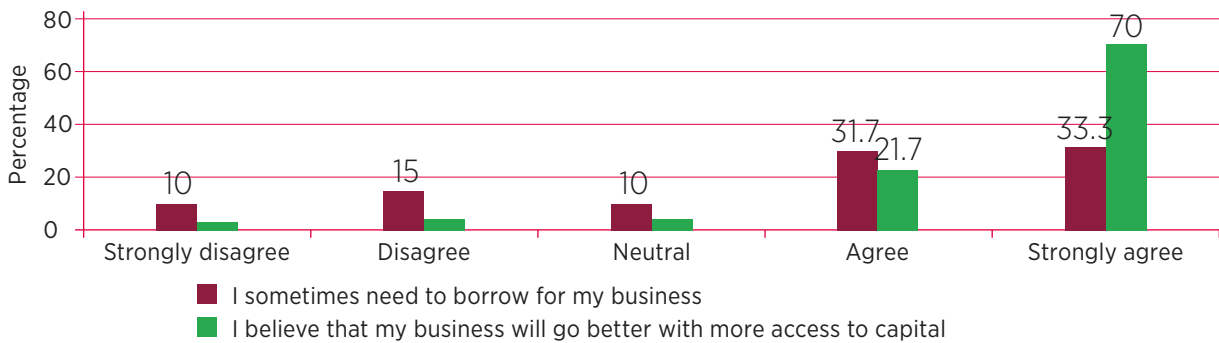
The beneficiaries were also asked to indicate where they put or store their savings. Graph 5 shows the distribution of responses in terms of where the savings are kept, knowing that some respondents use more than one way to do so. Almost 40% of the beneficiaries have access to Village Savings and Loans Association (VSLA) to keep their savings. They also have the opportunity to borrow from these groups when needed, which is likely the easiest way to access short term loans, although they remain low. VSLAs are usually managed within the community and membership can be a way for the beneficiaries to ease their reintegration, as they may be perceived as serious and committed. Less than a third of respondents use mobile money as a saving tool, which is common in Uganda and safer than a tin box despite rising taxes, which is also used by 28% of the people interviewed. As expected, only a small number of beneficiaries (5) are able to put their money in a financial institution (e.g. bank or microfinance), as they hardly welcome very low income people with risky profiles.

5.2.2.3 Access to Capital

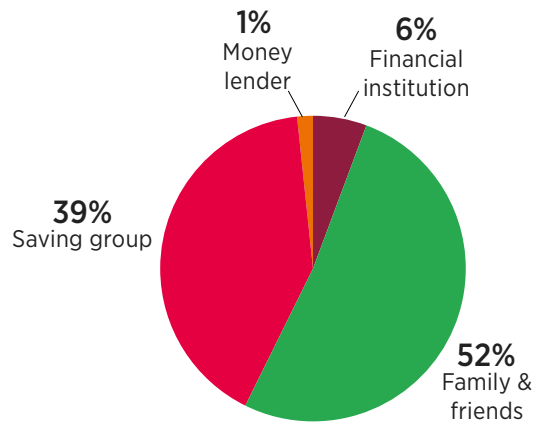
Here, we explore how the beneficiaries perceive their needs in terms of capital, how easy it is for them to access to capital from financial institutions, and where they borrow from when needed. At first, as shown in Graph 6, a majority of the beneficiaries agree or totally agree that they sometimes need to borrow in order to properly run their business (65%) while a quarter disagree or totally disagree. The numbers are staggering when it comes to the question of whether their business would go better with more access to capital. Indeed, 70% of the respondents totally agree and 21.7% agree with that. Clearly one cannot assume that their business would go better with more money *per se*, as they would need

to correctly use such capital, but the fact that most of them believe more capital matters tells us how challenging it is to grow without better access to money to invest in their venture. When it comes to the need to borrow, the median for successful people is “agree”, while the median score for failing business is “neutral”, meaning that people with successful business tend to borrow more often.

Graph 6 Perception on Borrowing



Graph 7 Sources of Borrowing



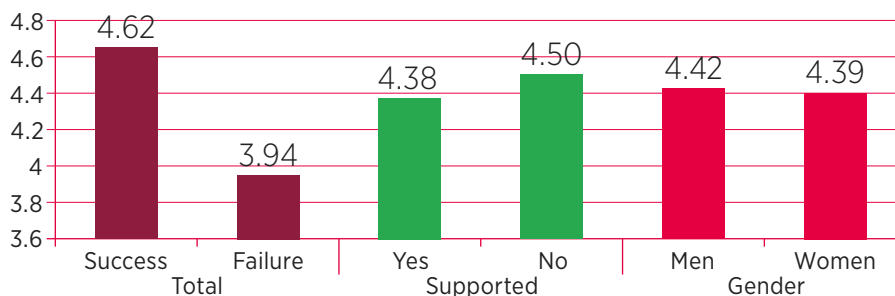
When it comes to borrowing, Graph 7 indicates that more than half of the respondents turn to family and friends, which demonstrates the importance of maintaining or re-forging familial ties and may represent the easiest path to access loan capital. It is important to note, however, that this does not mean that it is “easy” to convince relatives to lend money – particularly because relationships may have eroded due to our beneficiaries’ offender status and time spent in prison. Borrowing from family and friends is also likely to be the cheapest sources of money in terms of interest rate, but carries the risk of substantial problems within the community if the loan cannot be paid back.

The open-ended questions clearly show that people who accessed money and support from their family have a serious advantage over others, whether or not they were supported with start-up kits. While 41% benefit from loans from savings groups, only a few people managed to access capital from microfinance institution and only one respondent borrowed from a moneylender, known for high interest rates and controversial ways to get back their money and therefore not optimal.

5.2.2.4 Marketing

In order to assess how beneficiaries manage the marketing of their business (*i.e.* advertisement of their product and follow up on customers' need) we built a composite index out of two Likert-scale statements (maximum = 5)⁶. As shown in Graph 8, the average is significantly higher for successful businesses than for the failing ones, which shows that those business owners trying to get more customers and advertising their business are more likely to generate sufficient income. As for bookkeeping, this marketing index says nothing about the quality of it, which could explain why the score of failing or failed businesses is still high (3.94). What matters here is therefore the difference more than absolute levels. As mentioned earlier, beneficiaries may feel ashamed of not doing what they have been taught by Advance Afrika and therefore tend to overestimate the energy put into management tasks. This bias may be stronger among people who failed and can reduce the gap between success and failure.

Graph 8 Marketing Index - Averages Scores



Another interesting insight from Graph 8 is that people not supported with start-up kits tend to pretend being slightly more active in terms of marketing. The difference is small however and we cannot conclude that supported people invest less time and energy doing so, but the opposite is not necessarily true. There is no observed significant difference between male and female beneficiaries. We should mention here that marketing is a complicated endeavour, especially for people with low levels of education and few resources. A few of the respondents

⁶ Cronbach alpha = 0.816

mentioned marketing has important for their business, but they also recognized being able to put very little resources into it. In general, they count on word-of-mouths referrals to bring new customers and consider it as a viable marketing strategy.

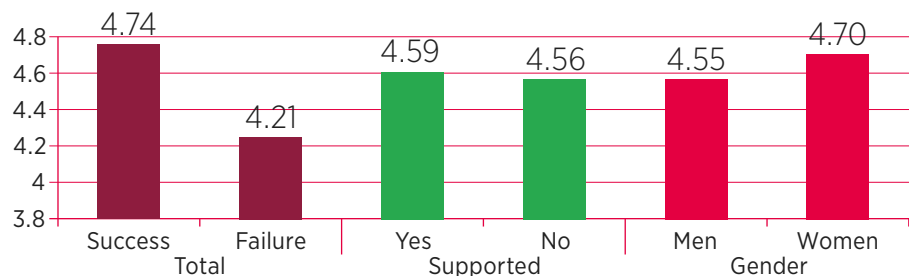
5.2.2.5 Customer Care

Customer care is also an important component of business management and a strong emphasis is placed on it during the entrepreneurship training. In order to evaluate how well the respondents are taking care of their customers, we use an index based on four Likert-scale statements⁷. This section analyses the indications of the average customer care index for success and failure, by support and by gender, as shown in Graph 9.

Even if both scores are high, there is a difference between the average customer care index for successful business owners and failing ones. Indeed, the score is 4.74 for success and 4.21 for failure, illustrating that on average people who tend to be more satisfied with their business generally put more effort into satisfying their customers' needs. Generally, more than half of the respondents mentioned customer care as being among the most important things when managing their business, and those who did not often stated that it is something they want to improve in the future. In terms of gender, women do slightly better than men. However, the difference is not significant enough to draw any conclusion. Concerning supported beneficiaries, there is no evidence to suggest differences in customer care based on being supplied with a start-up kit or not.

5.2.2.6 Quality of the Products

Graph 9 Customer Care Index - Averages Scores



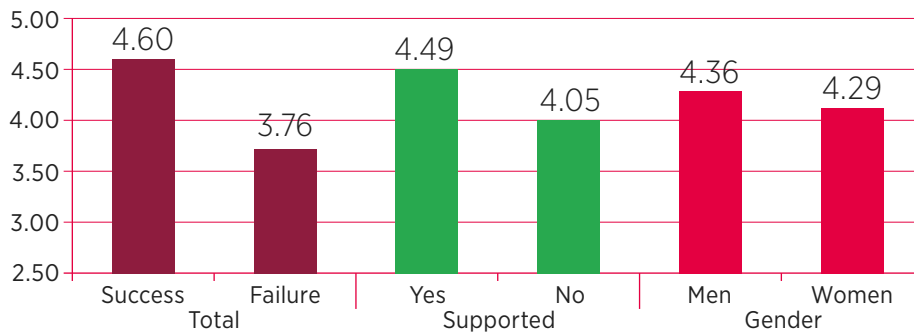
In order to have a successful business, providing products of good quality to customers matters, otherwise they may turn toward a competitor. In order to assist the beneficiaries in doing so, Advance Afrika provides mentorship clinics where the beneficiaries can acquire skills to improve the quality of their work.

⁷ Cronbach alpha = 0.849

In order to evaluate the level of perception of the quality of products produced or services provided by the respondents, we use an index based on three Likert-scale statements⁸. The results are shown in Graph 10.

There is a significant and large difference of 0.84 points between the successful businesses and the failing ones, which indicates interesting elements. First, this confirms the idea that microbusinesses have more chances to survive and grow when the products sold are good quality, especially in a competitive environment. This may sound obvious, however when customers have low income and thus little money to spend on goods, one could think that only the price would be relevant for their choices. Second, the relatively low score of failing business owners indicates a capacity to recognize that the products they sell are not good enough quality to satisfy their customers. Different explanations have been provided by the respondents, depending on the kind of business. For instance, a second-hand shoe seller recognized that “the shoes [he] was selling were too bad to be sold”. A farmer said that “due to poor climatic conditions, he wasn’t able to grow good vegetables”.

Graph 10 Quality of the Products Index - Averages Scores



While there is no difference between men and women, Graph 10 shows that the average perception of quality is higher for supported businesses by almost half a point. As they are provided with good tools or products to start their business, it makes sense that the supported beneficiaries are able to produce and sell higher quality products. They may also feel more committed to their work and therefore put more effort into it, resulting in a higher quality of the products sold.

⁸ Cronbach alpha = 0.867

SPOTLIGHT

Fiona, Lira District

Once released from prison, Fiona was supported with a start-up kit so that she could start a piggery. She believes that she is now successful because she makes good profit out of her business. She has many customers and they have to book piglets before they are even born. From the money she makes from her business, she was able to diversify her activities and invest into new businesses. She also sells chicken and kitchen items. Fiona thinks that saving money for the future is very important, as well as taking good care of her customers and providing quality products. She also makes sure to keep complete records of her income and expenditures, in order to help her for future planning.

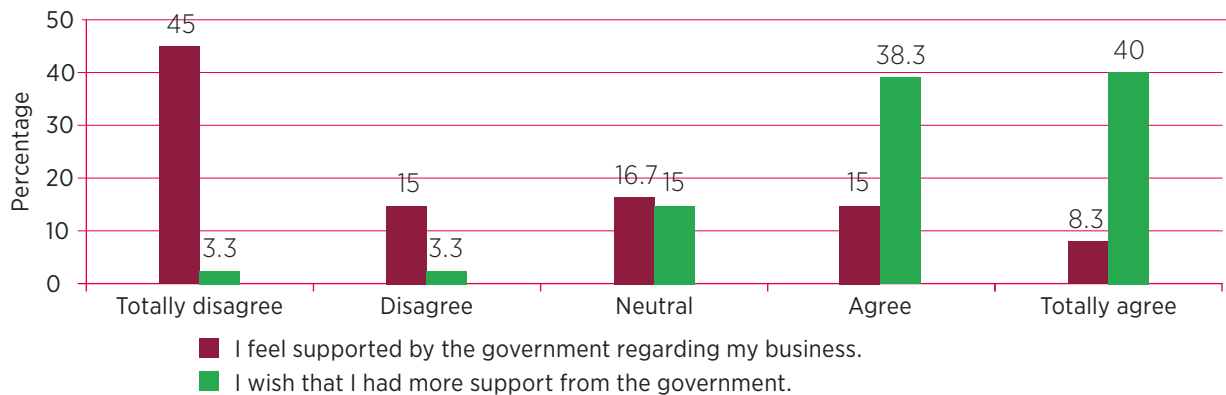
In the future, Fiona wishes to employ people and be able to pay for school for her children and relatives. She also wants to save more money in order to invest in her business and grow bigger. Additionally, she hopes to get loan from her VSLA group, because the interest rate are low.

5.2.3 External Factors

These factors are independent of the beneficiaries and depend on their environment. In this section, we explore how the respondents feel supported by the government, their family and their community. Note that when there are no significant differences between successful and failing business, we voluntarily skip such analysis. These factors are important for the project, as community and family reintegration is also a main objective of the interventions.

5.2.3.1 Government Support

In order to know how the beneficiaries of the program feel in terms of support by the Ugandan government concerning business development, they were asked to rate two statements presented in Graph 11. First, we asked them how they feel supported, and if they think that better support from the government could help them achieving their goals. However, this does not provide any answer on *how* they think they should be supported and what they would like to get from the government, which could be an interesting field to investigate in future studies to develop advocacy strategies.

Graph 11 Government Support

With almost two thirds of the respondents disagreeing or totally disagreeing with feeling supported by the government, there is no doubt about the lack of government support in terms of helping self-employed people to develop their business. It is also obvious that people wish to receive more support, as almost 80% agree or totally agree with those statements. Concerning the beneficiaries who feel supported by the government, several mention tax breaks as being very important for them. Why not more people are able to benefit from that kind of help remains an open question. It could be that they are just not aware of this possibility; in which case it would be useful to provide awareness about different forms of government support that are relevant to small business startups. It could also be that if such tax breaks are left at the discretion of local authorities, some of them may be less inclined to do so offer such incentives, especially considering the high level of corruption in the areas concerned by the program and the poor level of control from central authorities.

While there are no significant differences between successful business owners and failing ones regarding government support, it is important to mention that, on average, women feel less supported than men, the average score being 2.43 for men and 1.71 for women. Women indicate lesser desire to receive government, perhaps because while feeling even less supported, they do not think that they could get efficient support and do not trust the government to do so.

5.2.3.2 Family Support

Considering the specific circumstances surrounding ex-inmates, getting support from the family is a strong component of their reintegration, especially when it comes to deal with community issues. For instance, one respondent mentioned how her father regularly intervenes on her behalf when community members come after her, as the community does not trust her because she went to prison. Obviously, this can badly impact the business of the beneficiaries. As mentioned

earlier, more than half of the beneficiaries borrow money from family and friends when needed. If ex-inmates do not obtain that support from family and friends, it may be much harder for them to run their business the way they wish to.

Overall the beneficiaries feel well supported by their family. The support provided by Advance Afrika through post-release visits and the VORP project is probably as very helpful as it is necessary. Data show a small difference between successful business owners and failing businesses, indicating that on average the successful ones feel more supported by their family. In the high failure cases studied, several feel not supported at all by their family, which could help to explain some of their failure. There are, however, cases with strong family support who failed, and cases with low family support who successfully manage their business. It follows that family support cannot reliably and fully explain why some people are successful, yet it can play an important role. An interesting finding was that women feel less supported by their family than men. This is not surprising, considering the lower social rank that women suffer from in north Uganda. Those who have been to prison may suffer from serious discrimination upon release, which makes it harder for them to start and sustain a business.

5.2.3.3 Community Support

Ugandan society is founded on strong and close-knit community ties; therefore the way ex-inmates are reintegrated into their community when released is likely to influence the success of their venture. In order to evaluate this important component, we use an index based on two statements⁹. The first one estimates how the beneficiaries perceive how much their community trusts them and the second one whether or not they have a good reputation regarding their business within the community. There is no difference between the way women and men feel supported by their community, nor between supported and not supported beneficiaries. Nevertheless, there is a significant difference between successful business owners (average = 4.63) and failing ones (average = 3.81), indicating that the respondents are more likely to successfully manage their business when their reintegration in their community is going well. As stigmatization of ex-inmates is a difficult barrier to overcome, it is unsurprising that people struggling with community reintegration face bigger challenges in terms of business.

5.2.3.4 Competition

The market in which the business owners are involved is also likely to influence their satisfaction level, as few competitors and enough customers will play a crucial role in the profit generated. To estimate such variables, the respondents were asked to rate how heavy the competition is and whether or not they have

enough customers. Our data do not show a major difference between successful and failing business, but several respondents who failed in managing their business mention the lack of customers as being a major problem for them.

An interesting point is the difference between not supported and supported respondents: supported business owners generally felt less challenge by other competitors in the market. That can partly be explained by the fact that start-up kits are provided based on the assessment of the business plan of the beneficiaries and market assessments. Hence, people with business ideas in saturated markets are less likely to get support. They can more easily fall into the *mimetic effect*, commonly observed in developing countries, consisting of doing the same business that their neighbors, simply based on the fact that they believe that such businesses are successful. When looking at the type of business in which the beneficiaries generally venture, it is clear that there is not much creativity given the lack of variation, despite idea generation being taught during the training. Therefore, selecting those who seem to have slightly more original and more potential for success could explain why our data show that supported people tend to have less competition and more customers.

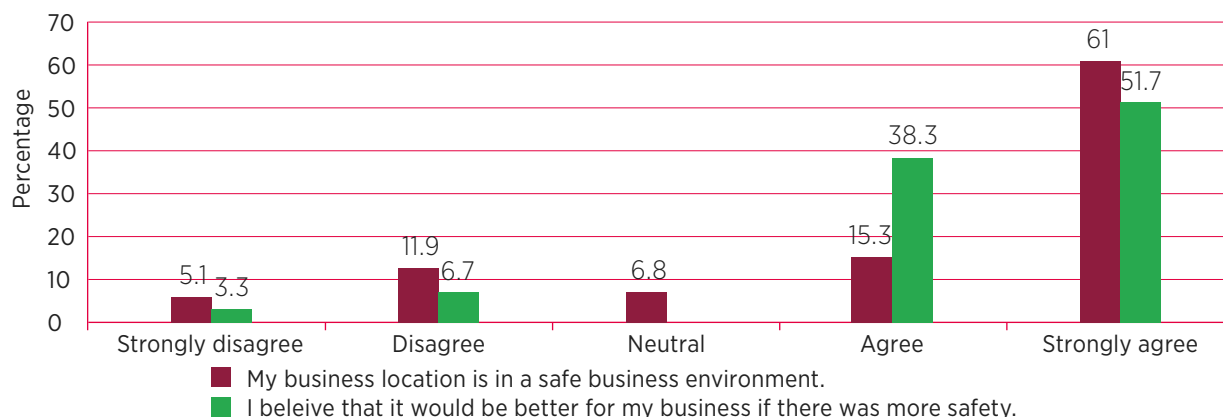
5.2.3.5 Safety

Robberies are unfortunately quite common in north Uganda and can result in significant losses for business owners, in terms of cash, goods or materials. As 17 out of 60 respondents (28.3%) have already faced safety issues like robbery or vandalism, it is important to have a closer look at how they perceive the level of safety in the area where they started their business. Graph 14 shows the answers of the beneficiaries concerning their perception of safety and the impact that enhance safety could have on their business.

While a majority of business owners believe that their business is located in a safe environment, most of them (90%) agree or totally agree with the fact that more safety would be an advantage for their business. All of the respondents who believe that there is a lack of safety strongly believe that more safety would help them perform better. On average, successful people rank the safety of their environment significantly higher than people who are failing (4.32 against 3.78). Some respondents even indicated that robbery and damages were the main reason why they could not properly manage their business. Considering that microbusinesses are based on very small capital, it becomes understandable that being robbed even once may place the business venture in jeopardy.

5.2.4 Intermediary Conclusion on Factors of Success

Before presenting what are the main challenges met by the beneficiaries of the program, this section provides a summary of the main findings about the success factors. As support with start-up kits and gender are investigated in more details

Graph 12 Perception of Safety

in following sections, we focus here only on the differences between successful and failing businesses, by selecting the factors that seem to make a difference according to our data, shown in Table 6. In order to test if the relationships between the variables are significant, we use the result of Spearman's correlation tests between the success index and the variables, presented in Table 7¹⁰.

Table 6 Factors Influencing the Success of the Cases Studied

	Hard work (total hours)	Personal business background	Book keeping	Marketing	Customer care	Quality of products	Family support	Community support
Success	48	82%	3.90	4.62	4.74	4.60	4.43	4.63
Failure	31	18%	3.00	3.94	4.21	3.76	4.06	3.81

Table 7 Spearman's Correlation

	Hard work (total hours)	Book keeping	Marketing	Customer care	Quality of products	Family support	Community support
Correlation with success index	.333**	.389**	.491**	.393**	.391**	.355**	.473**
Significance	.009	.002	.000	.002	.002	.005	.000

**Correlation is significant at the 0.01 level

Table 7 indicates that each of the variables is significantly positively correlated with the success index at the 0.01 level. Even if the number of cases is low and correlation does not prove causality, these results are aligned with the literature on the topic. The management factors *bookkeeping*, *marketing*, *customer care* and *quality of the products* are shown as positively impacting the potential

¹⁰ Our indexes are based on ordinal data and not normally distributed; hence we use Spearman's correlation, or Spearman's rho, and not Pearson's correlation.

success of the business and should therefore be emphasized during trainings. When asking the respondents about what is important for them in terms of business management, a majority answered record keeping and customer care as being essential. This means that they have got the main messages from their entrepreneurship training. The correlation between their success and these management variables shows that when they apply their knowledge, there are more likely to be successful than if they do not. By teaching simple bookkeeping rules and drawing the attention of the participants on the importance of customer care, the training provides significant help in terms of successful management.

Nevertheless, these factors alone do not explain whether or not the beneficiaries are able to sustain their business. Indeed, as shown in Table 6, personal factors like the number of hours devoted to their work and their background in business matter as well. The number of hours is not necessarily a measurement of hard work, as some people cannot simply work as much as they would like, due to lack of customers, supply or access to markets. Yet, when these conditions are present, it makes sense that people who are investing time to achieve good work are more likely to increase their profit. Concerning past business experience, 82% of the successful respondents were previously running their own venture before going to prison. Open-ended questions also show that many of the successful owners were able to rejuvenate their former business, whether or not they were supported with start-up kits. According to Advance Afrika's staff members, this element seems to be crucial in terms of efficiency of the program. Over the years, they have observed patterns aligned with the findings of this case study regarding the importance of former business before prison.

Finally, external factors like family support and community reintegration play an important role, particularly considering the stigmatization that inmates face once released. The family support has been proved to be critical when it comes to providing capital to start a business. Indeed, as mentioned earlier, accessing finance is particularly complicated for low income people. Therefore, they often have to rely on family members on that purpose, which means that beneficiaries with that kind of opportunity are much more likely to have a chance to be successful. About their reintegration in their community, Table 7 shows a significant correlation with the success of the venture. This plays indeed a key role in it, as most of the failing business owners have met difficulties in that regards. In order to get a better understanding of that particular problem, it is worth having a deeper investigation of the challenges met the beneficiaries in the following section.

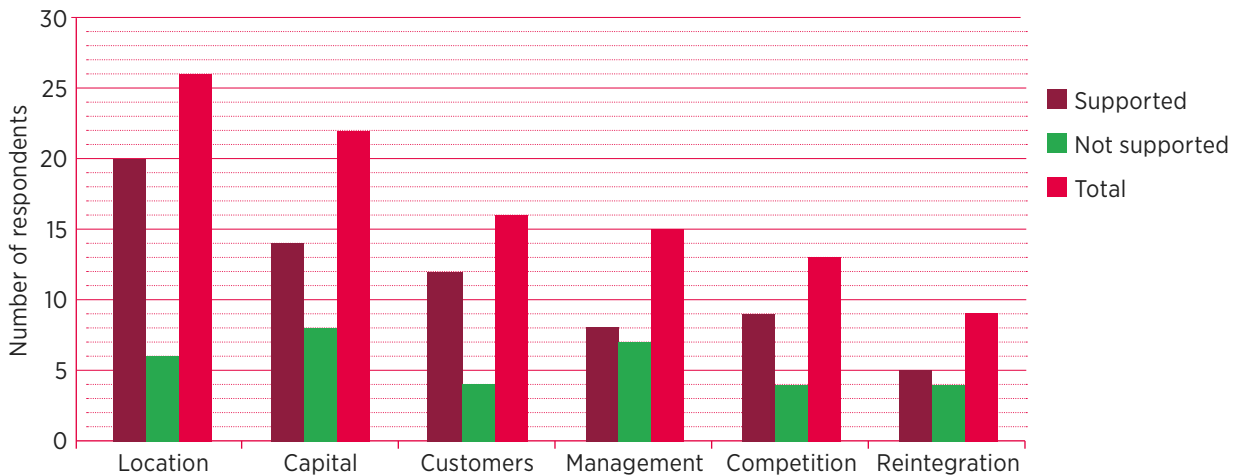
Beforehand and to conclude on the factors of success, we should not undermine the complexity of the situation. Indeed, even if our analysis shows interesting relationship between what is taught during the training and the relative success of a business, many other factors play a perhaps more crucial

role in it. This is the reason why Advance Afrika does not restrict its help on providing entrepreneurship training. By following up on the ex-inmates to ease their integration in their community and providing some of them with start-up kits, the goal is precisely to tackle some of the issues met by the beneficiaries. In the section 6.4, we investigate whether or not that support has been helpful and what may be the downsides of the strategy used.

5.3 Challenges Met by the Beneficiaries

In this section, we focus more on the difficulties met by the beneficiaries regarding the development of their business. We selected the most relevant and commonly mentioned ones by the respondents of the survey in open-ended questions, as shown in Graph 15. These challenges are location issues, community and/or family reintegration, limited capital, lack of customers, competition issues and price fluctuations. We will also briefly mention several other challenges at the end of the section.

Graph 13 Main Challenges (N=60)



5.3.1 Location

Many respondent, whether they are successful or not, mention that location is a major challenge. More precisely, safety concerns and bad location in terms of distance are regularly cited as so.

5.3.1.1 Safety

As mentioned in the previous section, almost a third of the respondents are already been robbed or faced damage issues. One of them working in fixing and selling second hand shoes complained about his business being “always disturb by thieves who steal customers’ shoes and even his working tools.” Another one active in construction reported “thefts of the ready burnt bricks/products at night by some native”. More generally, “thefts from community” are regularly mentioned as an important problem.

With little stock and capital, being robbed becomes a major problem for the beneficiaries. The impact on their business can be huge if not fatal in certain cases. One issue is that they cannot really choose where to locate their business, as they lack capital to rent a place in a safer environment and will therefore likely stay where they can, even if that means facing security issues. Another problem is that protecting their premises from thieves can be very costly. If they do not have the opportunity to get support from family or friends, they cannot afford such spending, leading to vulnerability. Then of course the more they get robbed the less they can invest into safety and the more likely thefts will continue to happen. That can badly impact their motivation to keep up investing time and energy in their business. They are also less likely to report robbery to the police because of stigmatization from official police forces, who may be less likely to believe a former inmate.

5.3.1.2 Bad Location

Another element commonly stated by the respondents is the long distance that separates them to customers and suppliers. The limited transport means become a big issue, as they may not be able to reach markets to sell their products. One beneficiary highlights for instance the fact that he wishes to go selling his products in town because “the price are higher and he could therefore generate a higher amount of profit”, but the lack of cheap transport makes it very complicated for him to do so. Another one stresses that she has “long distance to cover in order to purchase new stocks, which involves high transportation costs”. Some of them involved in farming activities find it hard to find appropriate transportation means when they need to carry many bags of products. Such issues limit their access to potential customers and are likely to impact negatively the development of their venture.

Generally, people located in urban areas reported a higher success rate than the ones living in rural places. The average of the success index is indeed 4.00 for the respondents managing a business in town, compared to 3.45 for the beneficiaries living in villages. The latter face higher costs in terms of transport and have access to a smaller amount of customers. Hence they have to set up higher prices in order to make enough profit. As mentioned by one respondent,

“customers do not always understand why the prices are high.” Moreover, due to lack of resources, they may not be able to reach markets to sell their products, which can lead to losses if they are dealing perishable goods.

5.3.2 Limited Capital

We already stressed how difficult it is for low income people in general to access to adequate capital in north Uganda. This is even more the case for ex-inmates, as bad reputation and stigmatization may make it even more challenging to get loans. Hence, they are not likely to develop their business as well as they would like, as sufficient funds to acquire raw materials and tools are crucial in that regards. 22 respondents mentioned facing a lack of capital in order to pursue their activities properly. The answers range from “limited capital to expand on the business”, “not enough working tools”, “not enough items like chairs and machines to help the so many customers” to “not enough spares to work on some motorcycles”.

The start-up kits provided by the program to some of the beneficiaries are precisely there to provide a starting capital. Yet, 14 supported respondents mentioned struggling with capital, whether it is tools, machines, adequate work place or human resources. This shows that despite getting help in the first place, they are still finding hard to acquire the basic investments that they need. It can be explained by the fact that the start-up kits are limited in size and that it takes time to generate enough profit and savings to invest in new material. Field officers reported that several beneficiaries complained about not receiving enough support.

5.3.3 Lack of Customers

Not surprisingly, insufficient number of customers is regularly mentioned by the beneficiaries as a problem. The two main issues are not having enough customers in general and fluctuations of customers, which generate erratic incomes not optimal regarding the low level of savings. It often comes with location challenges, that is to say being located in a village with few customers or too far from the main markets of the area where the beneficiaries operate.

Lack of customers is sometimes amplified by stigmatization as shown in the section 6.3.6. Indeed, after being released, it is not easy for the beneficiaries to gain back trust from the community, which may keep potential customers away. Furthermore, those who already had a business before may face difficulties gaining back their former customers, as they very likely switched to other suppliers in between, unless someone was able to manage the business for the beneficiaries during her time in prison. Finally, preexisting businesses in the

same field also involve a lower potential for customers. The support provided to draw efficient business plan is there to help avoiding that kind of issues, yet it is impossible to completely do so. Lack of creativity, due to different reasons, involves that the beneficiaries of the program usually start “classic” businesses and will therefore not be alone on the market.

5.3.4 Management Issues

Several business owners cited management issues as being challenging. “Poor bookkeeping and saving culture”, “bad human resources management”, “too much credit to customers who do not pay back” and “lack of planning” are often mentioned as impeding the successful development of their venture. When we asked what would help them to manage their business better and what they will improve on in the future, almost all of the respondents mentioned some management elements, whether it is record keeping, advertising, customer care or business planning. This shows that they keep in mind what was taught during the training and are willing to use their knowledge for the benefit of their venture, yet they may not have received enough practical training on how to do so. Some of the businesses are still quite young and it makes sense that their owners may not have been able to reach their full potential in terms of management yet.

Some beneficiaries also mentioned management problem due to control over their business from their family. One said that her sister was also working with her, but spending all the money for herself and giving credits to everybody. As not everybody would pay them back, they lost a lot of money. When she tried to get rid of her, the family said that she could not do so. Another respondent mentioned that his father is keeping control on his business and that he therefore cannot manage it freely according to his own business plan.

5.3.5 Competition

Challenges in terms of competition are often link to a lack of customers, as too many competitors are targeting a too small amount of clients, but not only. Indeed, bad practices from competitors are also mentioned as being a problem met by some of the beneficiaries, mostly using the fact that they are ex-prisoners, as mentioned in the next section. Their competitors would try to push away potential customers by insisting on the fact that they went to prison and therefore cannot be trusted. In terms of bad practices, one of the respondents mentioned facing jealousy from his competitors, who “try to connive with his landlord to have him chased away from his business premise.”

5.3.6 Community and Family Reintegration - Stigmatization

In the analysis of the success factors, we highlighted how crucial the reintegration of the ex-inmates in their community and support from their family are for their business. Some of them who run unsuccessful business have mentioned having problems in that regard. For some of them, the start-up kits seem to have made it even worse, as explained in section 6.4. The stigma linked to being a former inmate has also been a considerable issue for some beneficiaries. For instance, one mentioned facing “bad talks from few friends to his customers about him being an ex-prisoner.” Another said that he had “no support from family members and his community”. He often “gets insulted by his friends and his family and is called useless and reduced to a prison product with little importance.” As a consequence, no one is willing to support him with his farming and he is not able to make a living out of it.

A respondent with failing business indicated that he faces “lack of financial family support” and “criticism from his father”. Managing a successful venture is already hard for everybody in developing countries and even harder for ex-inmates, therefore being undermined by their own family members is very likely to break down their motivation. They can also feel a lot of pressure from their relatives, like this respondent telling that “sometimes she is threatened by her own relatives because she does not want to give them credit.” They would even take her back to prison as a way to punish her, but her father would intervene. These examples show how difficult it can be for the beneficiaries of the program to overcome stigma and therefore how important it is to help them walking through those steps. It is indeed not likely that they can manage a business effectively when they have to deal with such challenges.

5.3.7 Other Challenges

Beside the most common challenges listed above, others difficulties were mentioned by the respondents. Price fluctuations were cited several times, as well as availability of supplies, like goats and pigs for instance. Beneficiaries involve in agriculture named climate change as becoming more and more challenging, as it gets harder to predict weather patterns. They also said that their crops got destroyed by domestic animals and heavy rain, which was as well mentioned by other respondents as damaging the roads up to the point they couldn't deliver their goods to customers or markets. A few cited taxes and high expectations from the government. Diseases and sickness were also a problem for some beneficiaries, as well as the time spent on other duties, like taking care of relatives or being involved in family farming activities. Finally, one beneficiary also mentioned faked money as being a big problem for her.

5.3.8 Intermediary Conclusion on Challenges

To conclude on the challenges met by the respondents, it is important to mention that they often come together and influence each other. High competition and bad location may result in a low number of customers, as may stigmatization and poor community reintegration. Limited capital may force the business owners to stay in a bad location, and so on. What makes it difficult for some people to become successful is therefore more the result of a combination of factors than one single challenge, even if we saw that community reintegration, support from family and already owning a business play an important role. There is not even one respondent who mention having no challenge at all, even the most successful ones. Creating and sustaining a business well enough for it to generate sufficient profit is a complicated task and relies on multiple parameters. When it comes to external factors badly influencing the business, there is unfortunately not so much that can be done. Yet, focusing on what can be controlled and improved may really help beneficiaries of such program to develop flourishing businesses.

SPOTLIGHT

Moses, Alebtong District

Moses was very satisfied with the business he was running before going to prison. When he was released, he was supported with a start-up kit in order to open a retail shop. Unfortunately, he has not been able to generate enough profit, as the competition is very high and there is a lack of customers for him to sell enough goods. Moses also faces heavy stigmatization as being an ex-inmate. He says that people in the community criticize him from having received his items free of charge, which keeps potential customers away. He is aware that improving his relationship with other people is really important and tries hard to do so in order to develop his venture. He also wants to invest more in a piggery, so that people do not think anymore that his business was created without him investing his own capital.

5.4 Supported *versus* Not Supported

An important part of the project implemented by Caritas Switzerland and Advance Afrika involves supporting some beneficiaries with start-up kits in order to help them generating small profit and developing their business. In this section, we analyze if and how these start-up kits have made a difference, by comparing supported and not supported cases. First, we look at our success index relatively to other factors highlighted below. Then we focus on some beneficiaries for whom the start-up kits and more generally the support from the project has been helpful. Finally, we explore some downsides related to start-up kits.

5.4.1 Comparison of Success Index and Factors

Table 8 shows the results of the main factors identified in the section 6.2 for the respondents who received a start-up kit and for those who didn't. Based on the survey and the indexes built from it, our data do not show a significant difference between supported and not supported beneficiaries, except for bookkeeping and quality of the product. Indeed, the success index is mostly the same, which means that supported people interviewed for this study are not more satisfied with their business than those who started a business without support. However, that observation needs to be taken carefully. As 12 out of 40 supported businesses taken into account in our case study can be considered as failing, against 6 out of 20 unsupported businesses, there is a bias in favor of unsupported businesses. Nevertheless, it indicates that supported beneficiaries may fail, whereas unsupported ones are obviously also able to manage successfully their venture.

Table 8 Main Indicators - Comparison between Supported and Not Supported Beneficiaries

	Success index	Hours of work (weekly)	Book keeping index	Marketing index	Customer care index	Quality of the product index	Business background (success rate if yes)	Family support
Supported (N = 40)	3.71	44	3.79	4.38	4.59	4.49	80%	4.18
Not supported (N = 20)	3.69	41	3.32	4.50	4.56	4.00	85%	4.60

As noted before, supported people reported being more disciplined with records keeping on average than non-supported business owners. It may be explained by the fact that getting material and/or financial support from the program increased their motivation to do well regarding what was taught to them, bookkeeping being one of the most important topic. They also reported being able to provide better quality products. As they were provided with good materials at the beginning of their venture, it makes sense that they were able to produce and offer superior merchandises. Instead of acquiring cheap and poor quality tools, they can use long lasting material and then generate higher profit. Yet, these two factors do not explain why certain cases studied are doing well and others are not, although they can help in that regard. Whether or not they were supported, it seems that people who had a business before prison, those who got financially supported by their family and managed a good reintegration have higher chances to be successful. The following case is a good example of a good use of his new knowledge.

Indeed, a beneficiary satisfied with the way his business is doing reported using his new knowledge in entrepreneurship for the good of his venture, despite not being supported:

“I had planned for my business and followed what the plan stated. I also followed the needs of the people concerning the business I was doing by doing a market survey to know if the business would be successful. This was also to check on the potential amount of customers for my business. I used to sell food stuff that I would take occasionally to Kitgum but after being arrested and in prison, my once successful business collapsed since no one carried on with the business in my absence. Nevertheless, I have revived it and it's catching up.”

It is interesting to see that by following recommendation from the trainers in prison, that is to say taking care of the customers' needs and planning his business accordingly, he was able to restart his business and make it successful without being supported with a start-up kit. We shall also notice that he already had a business before prison. That illustrates the fact that start-up kits in themselves are not sufficient for a business to be a success, certainly not on the long run. The attitude, the motivation and the management and professional skills of the beneficiaries are at least as important, if not more, in order to develop a profitable enterprise.

5.4.2 Benefits of the Start-up Kits

Even if there is definitely not a clear causality between the distribution of start-up kits and the success of businesses, several cases mentioned that the kits have been of a great help for them. Some said for instance that such a support benefited them to rejuvenate their previous businesses, as they would not have enough capital to do so otherwise. Some others, mostly involved in trading second hand clothes and shoes, mentioned that they managed to generate enough capital to diversify their activities and enter into more profitable businesses, while still keeping their first business as a regular source of income. Receiving support in the first place provided them with a secure base to develop their business and ease their reintegration in their community.

Beside the side effects on management skills, like bookkeeping, and the direct consequences on quality explained above, the start-up kits have been an important source of motivation for most of the beneficiaries. After being jailed, many had lost hope and could not picture their future in a positive way. Being first trained in prison and then supported with start-up kits made them believe that they matter too. It gave the first impulse for them to imagine a brighter life and

prove to their community that they are able to be successful. They got a chance to increase their skills during mentorship clinics and get recommendations from successful people, which was an important source of motivation too.

5.4.3 Drawbacks of the Start-up Kits

Several issues related to the start-up kits were pointed out by the beneficiaries as well as field officers. The first one is that some respondents mentioned facing even more stigma and rejection from their community because they received elements free of charge¹¹. It is pretty obvious to understand how that kind of situation may happen. Indeed, beneficiaries sent to prison are perceived, correctly or not, as having done something bad. For people in their community who tried not to do so, it can be very difficult to understand why ex-inmates get free capital for their businesses, as they are probably struggling themselves to get out of poverty. One respondent said that “many say that he received his items free of charge, which discouraged and pushed away customers. For this reason, he decided to invest in piggery out of the income he got from his retail shop business.” Another one mentioned that “some customers stigmatized her about her business and would always threaten her to give item on credit because to them it was perceived as a free business as no capital of her was injected since she got the support from Advance Afrika.”

The eviction effect and distortion in local competition may also reinforce such stigmatization. Supporting new businesses increases the number of competitors and business owners already in place may feel threatened by it. Knowing that the new entrepreneurs got their starting capital for free may push them to use stigmatization to get rid of them. However, these effects should be minimized, as markets are biased anyway in such environment. When it is hard for anyone to start a venture due to lack of capital, the most privileged once, like people able to rely on richer families or having good connections with important members of the community, are indeed privileged anyway.

Second, bad uses of the start-up kits have also been observed. Even if Advance Afrika tries to make sure that supported beneficiaries will make good use of their capital by following them up, unexpected outcomes cannot always be avoided. For instance, some ex-inmates sold their start-up kits in order to get money to spend for more urgent matters. Sometimes, despite mentors coaching them, some people do not have the skills to manage properly their start-up kits. This is specifically the case when they are provided with living animals, like pigs or goats. One respondent mentioned for example that “his pigs died during a transport, meaning that his whole capital disappeared right away.”

¹¹ In some cases, Advance Afrika even had to send official letters to community leaders in order to confirm that the beneficiaries were taking part of a program and did not steal their start-up kit.

Finally, we shall also underline the dependence that supporting beneficiaries can create, as well as the wrong feeling that things are simply free. Many of the respondents mentioned that their capital provided by Advance Afrika was not big enough for them and that they expected more. The ones for whom such support really worked are those who saw their start-up kit for what it is, that is to say a way to start generating an income in order to invest more in their business. Yet, one can understand why not all of them have this attitude toward this free support. Indeed, north Uganda has been flooded with help, material and financial support for decades. Many locals see NGOs as simply providers and do not understand that they must also invest efforts to build a better life for themselves and their family. Therefore, they are inclined to complain if they feel that what they get is not enough and blame NGOs for their failure.

5.4.4 Intermediary Conclusion on the Start-up Kits

As shown in this section, start-up kits did indeed help some respondents to start their businesses, but we cannot claim that the relationship is straightforward. It depends on many other factors and probably on the kind of businesses. For further investigation, it would be interesting to look closer at ventures by sectors, as we would certainly find out that supporting people with start-up kits works better in some fields than in others. It would also be interesting to follow micro entrepreneurs on the long term. However, the scope of our study does not allow us to draw any conclusion on that matter. What we can say is that bad consequences have also been observed and that start-up kits in themselves do not necessarily mean success. The environment in which the beneficiaries are evolving, their past experience and their managing skills are very likely to influence the way their businesses are going. The location is also a major challenge faced by the beneficiaries and supporting them with start-up kits does not provide any solution in that regards. Moreover, although the beneficiaries are taught how to start their business during mentorship clinics, some kinds of business require good practical knowledge in order to be successful. For instance, taking care of livestock properly may need more training, in order to avoid issues that actually happened, like the premature death of the animals.

We shall not forget that we are dealing with extremely vulnerable people in a difficult environment, thus the success rate can hardly be as high as we would like it to be. Moreover, it is difficult, if not impossible, to separate the impact of start-up kits from the rest of the program, mainly the entrepreneurship trainings, the mentorships clinics and the support provided in terms of reintegration in the communities.

SPOTLIGHT

Walter, Lira District

Before going to prison, Walter was selling food and satisfied with his business. When he went to prison, no one could manage his business in his absence and then it collapsed. Even if he was not supported with a start-up kit, Walter managed to revive it when he was released and it is catching up. In order to do so, he used the knowledge acquired during the training in prison to do a market survey to assess if the business would be successful and if he would have enough customers. Walter also always tries to broaden his knowledge by reaching out to successful businessmen and women.

However, Walter still faces challenges. His capital reminds too modest to allow him to expand his business. Price fluctuation sometimes leads to losses. The lack of transport has also been an issue, as he is dealing with perishable goods, which have occasionally turned bad before he could sell them. In the future, he wishes to invest in his own transportation mean and hopes to be able to employ young people in his community to help him.

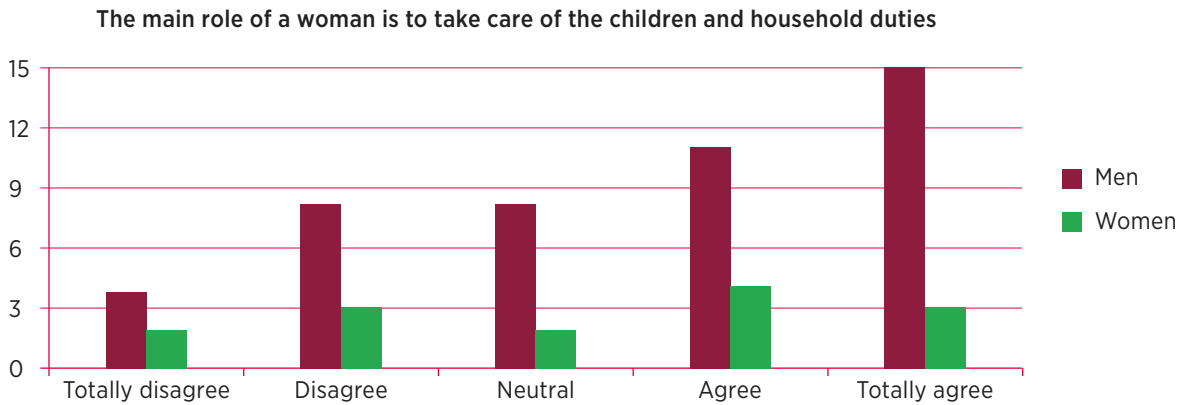
5.5 Gender Approach

Even if the program targets mostly young men, for the obvious reason that they represent the major part of the population in prison, young women also benefited from trainings and support. It is therefore important to have a closer look at the specific challenges met by female ex-inmates and whether or not the support provided by the program helped them in that regard, based on the assumption that they are likely to suffer from lower social status due to high patriarchal standards. By asking gender orientated questions to the cases studied and more specific ones only to women, we aim to shed light on how men and women perceive the role of women, especially in terms of entrepreneurship.

5.5.1 Traditional Roles of Women and Gender Inequality

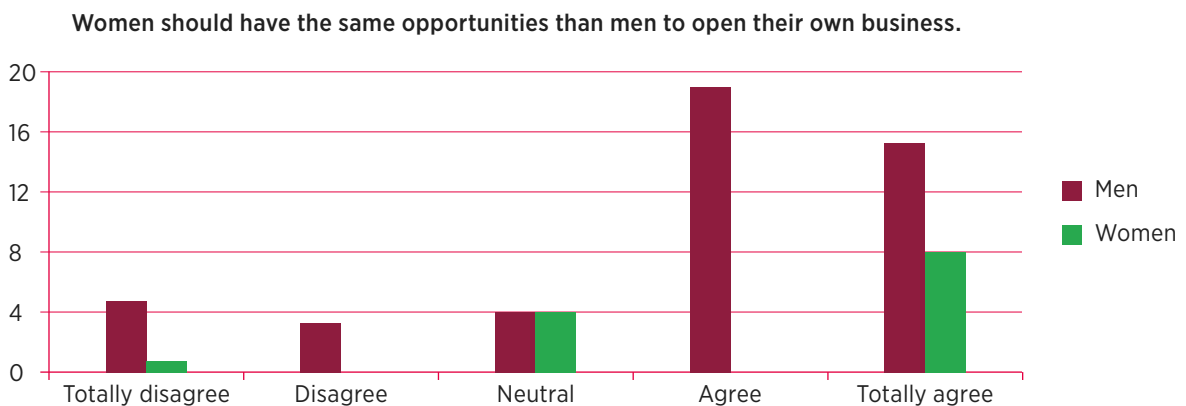
Traditionally, the main role of women in north Uganda is to take care of the household and the children. As shown in Graph 16, more than half of the male respondents agree or totally agree with that statement (56%), while opinions of women are more equally spread. In that regard, women reported working on average 4.2 hours on household duties, mostly cooking, cleaning and taking care of children. As mentioned earlier, they also claim working on average 6 hours more than men per week for their business, which means 0.85 hours more per day.

Graph 14 Main Roles of Women



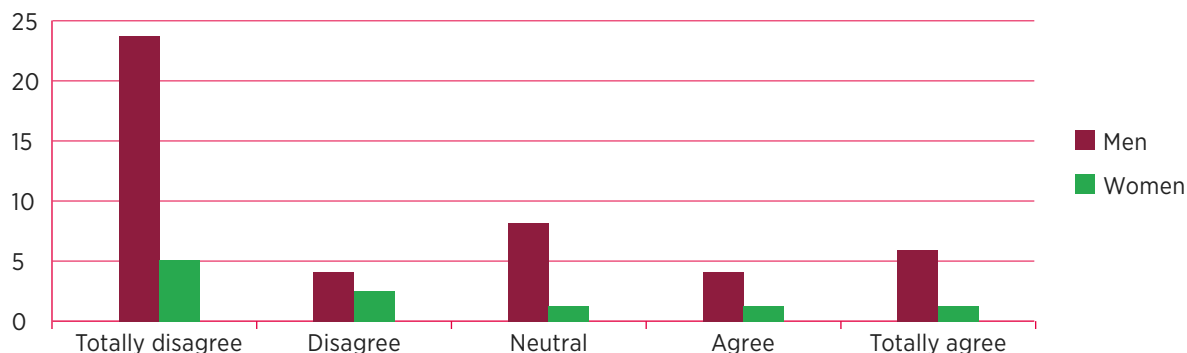
Obviously, having to spend time and energy on household duties is a challenge for women in terms of entrepreneurship. The fact that men mostly believe that women should prioritize these duties over their business is likely to slow the growth of their venture, as they may get no support at all in household work nor business. As gender based violence targeting women is heavily spread in north Uganda, trying to challenge this traditional role by investing more time in business could also lead to an increase in violence against women. If none of the cases studied in this paper reported such consequences, it is also known that speaking about it is very difficult for several reasons, which makes it hard to estimate.

Graph 15 Opportunities for Women to Manage their Business



Graph 16 Perception on Women Earning more than Men

It is ok for a woman to earn more money than her husband.



Another indication of the difficulties that women may encounter in managing their business relatively to their social status is shown by the contradictory answers presented in Graph 17 and 18. Indeed, most of men and women agree or totally agree with the statement that women should have the same opportunities than men to manage their own business, which is quite encouraging. Nevertheless, most of them strongly believe that a woman should not earn more than her husband, which reduce *de facto* women's opportunities. An interpretation of these results can be that men agree that their wife can run a business, as long as they can keep control over it. The main reason mentioned by men in that regard is that they are scared that women would be "too undisciplined" if they start to earn too much money. They also believe that women "would not know how to manage properly their income". A beneficiary even commented that "women would just spend their money on buying clothes and useless products." Such thoughts are obviously far from what has been observed by international NGOs over the years, that is to say that women tend to be more serious with money than men and invest in education and health care rather than alcohol and betting.

These results and comments clearly show that most of the men are afraid to lose their power. Only a few mentioned that they would be happy to see more money coming for the household and that they would be fine with sharing their decision making control. Women's answers are also staggering as they are aligned with men's opinions. This is likely to be the result of a very low level of empowerment and emancipation, directly coming from having heard their entire life that they basically belong to the kitchen. By believing that their role is predefined and they should focus on what they are told to, women are therefore less inclined to start their own business in general, or set up lower goals because they are aware that they may be not be able to use their income freely.

If women in general suffer from gender-based discrimination, the stigmatization of female ex-inmates seems to be even stronger than it is for male ex-inmates, which makes their reintegration and therefore the development of their business even more difficult. In a study in Arua and Koboko in west north Uganda, Mukasa *et al.* (2018) reported that the general perception about crimes is that “men seem to be expected or allowed to offend but not women.”

5.5.2 An Understanding of Success and Failure of Women's Businesses

The traditional role of women does not mean that they cannot have their own business at all and be successful, as this case study shows. 10 women out of the 14 taken in consideration are satisfied with their venture. In light of the main elements influencing the success of businesses pointed out in previous sections and the traditional role of women, we have indications about what can explain why some have failed and other are successful. The first element is past business experience. Indeed, out of the ten successful female beneficiaries, nine were already managing a business before going to prison and none of the four ones who failed. Although the number of cases is too low to be significant, that goes along with our previous observations showing that people who had a business before are more likely to be able to use the support of the program and their new knowledge to sustain a business once released. To get a better understanding of why they were successful in the first place, more research on the topic should be undertaken.

Another key element is the support from their family and their community. As we saw in section 6.2, women reported a lower degree of support on average. Looking at the differences among women, our data shows that the ones who failed feel less supported by their relatives than the successful ones. Moreover, two women mentioned having issues with stigmatization and rejection from their community. This is likely to be amplified by the fact that they are women, as one says: “I feel alone and still stigmatized at home with less moral to stand as a woman.” In that regards, the *community support index* shows an important difference between successful female business owners and failing ones, that is to say 4.7 for the first and 3.5 for the latter. With less support from their community and their family, women are therefore more likely to fail.

As successful women also perceived themselves as doing better in terms of management than failing ones, there are also evidences showing that by applying their entrepreneurship skills they are more likely to sustain their business. However, these skills alone cannot fully counterbalance poor support, stigmatization and the absence of previous experience.

5.5.3 Intermediary Conclusion on Gender Issues

Female ex-inmates face even stronger challenges than males to develop and sustain their business due to their lower social status, traditional motherly role and higher stigmatization toward female offenders. This is an important issue and very complicated to tackle. Proper support on that matter should be provided by sensitizing communities and relatives about gender inequality in order to maximize the chances of women to develop their own businesses. Changing the dominant male mentality requires programs that include major components on why everybody can gain in terms of reducing poverty from giving more freedom and real political power to women.

SPOTLIGHT

Simple, Kole District

Before going to prison, Simple had no experience in running a business. When she was released, she was supported with a start-up kit for her to sell cooking oil. She asked a friend to help her managing her little business, but unfortunately her friend started to use the money for her personal needs and give a lot of credit to customers who never paid back. Besides, Simple still struggles with stigmatization, especially as a female ex-inmate. Her customers put pressure on her to give them oil for free, as they believe that she did not have to do any personal effort to get her capital. Even her own relatives are sometimes threatening her to send her back for prison if she does not obey and provide free oil. Moreover, she also lack transportation mean and cannot go to sell her oil to another market, where customers would not know about her past in prison.

Yet, Simple has not lost hope in developing a successful business. She is now brewing alcohol and is putting a lot of energy for that business not to fail. She wants to purchase livestock in order to generate more money for capital to invest in her venture.

5.6 Impact of Success and Failure on Happiness and Reintegration

After being to prison, the beneficiaries are likely to have very low self-esteem and self-confidence level. When the main objective of the program is to tackle unemployment among vulnerable youth, there is also an important component aiming at supporting their reintegration in the society and their community. Empowerment is a difficult thing to measure, yet we can get some clues about it through the way beneficiaries feel about how managing their business influence

their level of happiness and reintegration in their community. In this last section, we focus on these elements by looking first at successful respondents and then at those who failed in managing their business.

5.6.1 Impacts of Successful Business Management

In order to estimate the impact of successfully managing a business on the moral and motivation of the beneficiaries of the program, we asked them to rank several statements. The frequencies of the answers are summarized in Table 9. The interpretation of the answers is quite straightforward, as all of the successful respondents agree or totally agree with the statements (except one for the first statement). Whether it is about happiness, self-esteem or self-confidence, they all reported a positive impact of managing their own business. Knowing where these people come from, it is not surprising that successfully conducting their own venture has encouraging consequences on their moral. In open-ended questions, some of them reported feeling proud to be able to show to their community that they can do something good, which is a great contributions to the goal of “restoring dignity” of the SREE project . They also all agree that managing their own business is helpful in terms of reintegration in their community.

Table 9 Impact on Happiness, Motivation and Reintegration of Successful Business

	Strongly disagree	Agree	Strongly agree
Managing my business makes me happy. (N=43)	1 (3%)	7 (16%)	35 (81%)
Managing my business makes me proud about myself. (N=42)	-	7 (17%)	35 (83%)
Managing my business makes me feeling important. (N=43)	-	5 (12%)	38 (88%)
I believe that managing my business will help me achieving my goals in my life. (N=41)	-	5 (12%)	36 (88%)
Having my own business helps me to be integrated in the community. (N=43)	-	6 (14%)	37 (86%)

5.6.2 Impacts of Failing

When successful beneficiaries reported positive impacts of managing their own business on their life, we also looked at the potential negative effects that could be generated from failure. The assumption is that inmates have high expectations regarding their venture while trained or supported with start-up kits, therefore failing in sustaining a business can potentially harm them. This concern matters

as failures cannot be avoided despite precautions and follow up, due to market laws and external factors. The respondents were asked to ranked five statements shown in Table 10.

Table 10 Impact on Happiness, Motivation and Reintegration of Successful Business

N=16	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Not being able to manage my own business makes me feeling sad.	1	3	-	4	8
I feel proud of myself despite the failure of my business.	5	2	1	1	7
I will start a new business or already started a new one.	-	-	3	5	8
I believe that I will do better next time.	-	-	1	3	12
Failing in managing my business affects negatively my social life.	3	4	1	1	7

The answers of the beneficiaries who failed in running their business are more spread than the ones from successful owners. The impact of failure is more linked to personal characteristics and social environment. 12 out of 16 respondents reported however feeling badly impacted by their failure and 7 of them recognized having low self-esteem. 8 of them also believe that their failure had a negative impact on their social life and reintegration in their community. However, almost all of them seem to be still positive about their future, as they are already trying a new business or planning to do so. They are all confident about the fact that they can do better and have learned lessons from their failure. Most of them mentioned in open-ended questions that they will try to improve their commitment to their business, as well as be more careful with record keeping and customer care, among other management skills. Several recognized having lost their motivation for different reason. One beneficiary said that she will be looking for a mentor in the future in order to be more empowered and encouraged.

6. Limits of the Case Study

Beside the difficulty to assess the success of a business and the bias resulting in the desire to please the interviewer that some beneficiaries may feel, there are other limitations regarding the interpretation of the case study. First of all, each of the entrepreneurs has relatively young businesses or suffered interruption in business management while in prison; therefore it is impossible to assess their sustainability, as it takes several years to know if an enterprise is really satisfying. Second, the size of the sample remains small, which means that our results are not likely to be statistically significant. However, this is the reason why we conducted a comparative case study. It provides a deeper understanding of each case and allowed us to use quantitative and qualitative information in order to describe the challenges met by the beneficiaries and estimate the impact of the training program.

Third, the absence of baseline studies makes it difficult to assess the evolution over time, which would have been interesting. This case study is therefore describing the situation of the beneficiaries at one specific moment. Due to the fact that the cases were not released at the same time, each of them is on a different stage in terms of community reintegration and business development. Fourth, due to resources and time limitation, we were not able to use a control group to estimate the effect on the program compared to non-beneficiaries. Moreover, it is important to stress again the particular settings of this program, as it targets a very specific population, that is to say ex-inmates, who face many challenges in terms of reintegration and therefore business development. Nevertheless, in a region like north Uganda where the consequences of the civil war and the internal displacement camps are still heavy, non-inmates also face a lot of challenges, which makes our result relevant for a broader population than ex-inmates only.

Finally, the relevance of the answers has probably been impacted by the translation of the questions in the local language and the answers back to English. In addition, the low level of literacy of the beneficiaries may have resulted in a poor understanding of some statements. These statements have however been identified and not taken into consideration.

7. Recommendations

Based on our observations, recommendations for further implementation of projects related to entrepreneurship training and support are now presented. We focus mainly on the business development side of the project and not on the psychosocial support provided to ex-inmates, as our case study mainly concerns microbusiness development. We believe that the following recommendations suit programs targeting inmates but do not limit themselves to that precise category of people, as entrepreneurship skills can benefit to a broader vulnerable population.

The following set of recommendations concerns the **training** on entrepreneurship:

- The training is composed of many different topics that could be narrowed to the skills that seem to favor success, that is to say resource mobilization, record keeping, finance management, customer care, marketing and savings, with more emphasize on each of the topic and including practical exercises (for instance on bookkeeping). The very important and basic rule of separating private finance and business money, currently missing in the training and that has been proved by empirical studies as having positive impacts, should also be included.
- Offering more support regarding the topics taught during the training once the beneficiaries are starting their business. Indeed, when things are purely theoretical it is difficult for the beneficiaries to project themselves into doing it concretely. Although mentorship clinics provide support on that matter, it does not seem to be sufficient. Therefore, individual support on management when they start their business could strengthen their skills and favor successful outcome. This is even more important for beneficiaries with no managerial background, as we found that they struggled more than other to develop and sustain their business.
- The training should be provided by well-trained people in entrepreneurship/business development. Indeed, even if social workers in prison are trained on that purpose, they still do not have the requisite knowledge, ability and understanding to maximize the efficiency of the program. In the case where training would still be provided by prison

social workers, they should be exposed to more business courses/ programs as well as teaching methods in order to increase the efficiency of the training in prison.

- Entrepreneurship programs designed should further emphasize cognitive training methods and train both prisons staff and inmates on social-cognitive, psycho-cognitive and ethical perspectives in entrepreneurship. This will facilitate entrepreneurial learning and teach inmates to cope with difficult situations and failure.

The next recommendations concern **vocational training**. One of the main findings of this case study is that the most successful beneficiaries are the ones with business background. There are many reasons to explain it, one of them being certainly that they already have the technical expertise needed to run a business in their field of activity. Although mentorship clinics provide vocational help, it does not seem to be enough to counterbalance the lack of knowledge of the beneficiaries with no prior experience. Here are some recommendations that could help providing more adequate support:

- Creating and supporting in-prison projects to develop inmates' skills. Indeed, such projects have several positive impacts. Besides increasing their self-esteem, it also provides them with skills that can be used once released. Moreover, small capital can be generated when selling what they produce, which is a great help for them when they go back to their community, whether it serves as a capital to invest in a small business or as a nest egg for them to cover their basic needs.
- Developing and strengthening the efficiency of mentorship clinics. These vocational training sessions should be held more regularly in order to provide regular support and skills to the beneficiaries.
- Providing individual support and follow-up when needed and offering regular visit by mentors at the site where the business is managed. Such help would target the specific issues met by each of the beneficiaries, whether they are linked to technical, knowledge or management challenges.

The **selection of beneficiaries** of entrepreneurship programs is also very important in order to maximize the outcome. One of the main goals of such program being creating concrete and efficient economic opportunities, it seems imperative to select clients that will be able to make the best use of their new knowledge. Therefore, the following recommendations could potentially strengthen the impact of entrepreneurship programs:

- When targeting inmates, the SREE project has been more useful for people who were already managing a business before prison. Therefore, including that criteria in the selection of inmates before training could

potentially increase the chances of successful outcome. Inmates with no prior experience should not necessarily be left aside, yet their real potential in terms of managing a microbusiness once released should be scanned appropriately.

- On a broader scale, it could be interesting to offer entrepreneurship support to people actually managing small businesses in order to help them scaling up. Many microbusiness owners, despite being successful, struggle to increase the size of their enterprise. Helping in that regard by providing them with managerial skills could potentially have a greater impact on the economy of the area where they operate, for instance by creating jobs for other people.
- On the same vein, offering regular business management classes and coaching to people without a business yet, not necessarily only inmates, could have a great impact on the economic development of north Uganda, as such opportunities are lacking. It would also contribute to reduce further stigmatization towards ex-inmates. Small fees could even be charged for such services, in order to attract the most motivated people, ensure commitment and switch from the 'everything comes for free' mind.

The next set of recommendations concerns access to **capital**, including **start-up kits**:

- As shown in this case study, start-up kits have mitigate impacts and do not necessarily create more economic opportunities for all the beneficiaries, despite the selection process and the scanning of business plans. As access to capital is a huge problem, start-up kits still make sense to provide the necessary means to develop a business, besides theoretical concerns regarding eviction effects. Yet, they should be sufficient for a business to develop correctly, which involves larger value and strict follow up on their use. Market assessment should also be put at a better use by actually finding out the best opportunities for businesses and orientate start-up kits towards them. Moreover, high precaution should be taken to avoid the several downsides of start-up kits.
- More generally, in order to facilitate access to capital, linking the beneficiaries with financial institutions is recommended. The creation of VSLA group or providing information about existing groups in order to encourage savings and provide access to low interest loans are also an option.

Overall, one weakness of the project is the little amount of time and resources devoted to insuring monitoring and follow-up of the beneficiaries to ensure that they are able to properly start and sustain their business. Thus, long term mentoring and monitoring should be implemented through the following recommendations:

- Developing a short notebook that allows the beneficiaries to do self-evaluation about how well they are doing. Indeed, many found the survey in itself very interesting as a reminder of good practice, which shows an interest from them to be provided with tools that would help in terms of management. Such a notebook could be used by the beneficiaries to guide them when starting to develop their business and along the way.
- Setting up a permanent building with class rooms were trained ex-inmates (or any other beneficiaries of entrepreneurship training programs) could benefit from regular refresher courses, advice and group discussions to exchange on their challenges and develop more knowledge about business management. However, high costs are
- Setting up solidarity groups of successful ex-inmates trained to coach newly released inmates in life skills, reintegration and business development. Such groups could also integrate a saving and loan component in order to provide small capital.

As noted in the findings, **women** meet specific challenges due to their lower social statues. Therefore, when targeting female beneficiaries, the following recommendation can be provided:

- Using a holistic approach that integrates gender-based sensitization in the communities where female beneficiaries are supported in order to change the mindset of men toward female economic empowerment and address root causes of gender inequality. It is crucial that supported women do not face even more stigmatization and gender barriers that may reinforce violence. Economic empowerment of women, whether they are ex-inmates or not, should involve men as well as they are the ones holding power in the household and may react badly to any intervention focusing on their female counterpart, with potential high negative consequences.
- Life skills should be given a much higher priority within the education, training and employment pathway and women must be individually assessed to be sure that their needs are met. Psychosocial support should also be considered when needed.

The following set of recommendations concern **monitoring and evaluation** aspects of entrepreneurship programs. Indeed, in order to find out what the real benefits of such programs are, a certain number of data should be available:

- Regular follow-up on the finance of the businesses to estimate their viability, sustainability and improvement over time. That will also force the managers to do proper record keeping, as they will expect potential checks.
- Regular collection of challenges met by the beneficiaries in order to improve interventions by finding out most suitable solutions.
- Ideally, using the randomized controlled trial method to identify differences between beneficiaries and non-beneficiaries is the best way to evaluate real impacts. However, this method is costly in terms of resources and time and should be managed by highly skilled people.
- Baseline data should be collected at the beginning of the project in order to measure progress and changes over the course of the action. Indicators need to be carefully selected and be realistic relatively to what is available on the ground. Development of indicators for the baseline should ideally include all the relevant stakeholders to ensure the feasibility of the monitoring.

Finally, the last recommendations are directed towards the main partner in the implementation of the project, **Ugandan Prison Service:**

- Uganda Prisons Service should strengthen partnerships with learning and skills institutions such universities or vocational training institutes to tap into their learning, information, advice and guidance programs for both prison staff and inmates in prisons (mainly convicts).
- In order to provide proper care and effective rehabilitation services for women as well as follow the UN recommendations provided in the *Resolution for the treatment of women prisoners and non-custodial measures for women offenders*, UPS staff and leadership should be trained in gender awareness and gender responsive approaches.
- Concerning monitoring of inmates, Ugandan Prison Service capacity to measure recidivism using administrative databases should be improved. That would allow measuring the impact of rehabilitation programs on recidivism rate. Moreover, linkage between criminal justice data collection and access by researchers and NGOs to those data in order to improve the quality of social interventions.

8. Conclusion

This case study shows the complexity of providing efficient support for entrepreneurship skills and the development of microbusinesses in north Uganda. The very specific population targeted by the program adds another layer of difficulty, due to high stigmatization faced by ex-inmates when reintegrating their communities. A holistic approach is therefore necessary in order to provide effective support. In that regard, the psychosocial help provided by Advance Afrika through pre and post release visits, community dialogues and the VORP project has proven to be crucial.

Concerning the factors that influence the success of the businesses undertaken by the beneficiaries, our study shows that the training provides effective help under certain conditions, despite the difficulties of assessing the quality and sustainability of a venture and the absence of long-term analysis. Factors commonly mentioned in the literature on MSE in developing countries have been identified as positively influencing the development of microbusinesses. On average, self-employed ex-inmates who reports good practices in terms of bookkeeping, marketing, customer care and an ability to provide products of good quality are more likely to be satisfied with their business. Nevertheless, personal background in terms of business management plays a key role. Indeed, the beneficiaries who already had a business before prison seem to be more likely to use their new knowledge. The fact that they already have assets and potential customers makes it easier for them to develop their venture, compared to the cases that started from scratch. On that matter, start-up kits do not seem to succeed in counterbalancing the disadvantage of not having a business beforehand, as mentioned hereafter.

An interesting finding is the satisfaction reported by the respondents, especially the successful ones, regarding their savings. It shows that the emphasis put on that specific matter during the entrepreneurship training has pushed them to consider and plan savings while running their business. Most of the respondents also mentioned wishing to invest their savings to grow their business, which means that they got the logic of growth, essential for sustainability and security. It is also important to notice that half of them have access to VSLA groups. As access to financial institution is complicated, to say the least, these groups provide a great alternative. They have also been used as a source of borrowing when family and friends cannot provide such help. On that regard, our case study also shows that the beneficiaries able to raise

capital for their venture are more likely to be successful. This has turned to be a major challenge met by the respondents, for the successful ones and the ones who failed.

Other challenges like location, lack of customers, competition and stigmatization were reported. It is clear that the respondents who faced or still face reintegration issues are not likely to be able to develop their business, as they do not have trust from their community members and face bad prejudices. Therefore reintegration in communities and families can be seen as one of the most important factors to allow potential success of businesses. About competition issues, there is not much creativity shown in terms of the type of businesses, for the good reason that it would imply taking more risk, which should not be expected from poor, vulnerable and low educated people. Location is the most common issues cited by the respondent, both in terms of safety and distance to cover. As shown in the study, businesses undertaken in urban areas are more likely to be successful, as direct access to supply and a higher number of customers cut the costs and potentially increase profit margin. It highlights the difficulties to support microbusinesses development in more rural areas.

Concerning start-up kits, our case study shows mitigate results. We do not see a clear link between successful businesses and the fact to be or not supported with material and tools. In general, the beneficiaries to whom the start-up kits were the most useful already had a business before and were able to rejuvenate it. On that regard and under this specific condition, providing people with start-up kits has undeniable positive impact. Good effect on quality has also been observed. Yet, we also found out several downsides. Some respondents reported having received too small amount of material or tools for them to work efficiently. A few cases sold their kits as it was the only way for them to obtain cash. Above all, start-up kits have even made the reintegration of some ex-inmates even more complicated, as they were accused by the community to have stolen the material. It also seems that the type of business supported plays a role in the potential success of it. On that matter, further investigations should be undertaken in order to identify what kind of venture is more likely to effectively benefit from start-up kits.

This case study also shows that female ex-inmates face even more challenges than men when he comes to stigmatization and business development. They suffer from their traditional motherly role and control on their activity from their male relatives. However, we studied successful cases of women running flourishing business, which shows that training and supporting women can work, with positive impacts on the entire family. Community dialogues and sensitizations should include gender equality components when it comes to supporting female ex-inmates, as the issues are even more complicated than they are for men.

It is interesting to mention an unexpected side-effect of this case study. Indeed, many respondents showed a particular interest in the survey as a reminder of good practices. Some of them even asked whether they could keep a blank version to evaluate themselves in the future. It shows curiosity and commitments toward their business and is really encouraging. Overall, we can conclude that the training on entrepreneurship provides important knowledge and the beneficiaries who reported using these knowledge also reported a higher success rate. Yet, several external factors play a crucial role, especially in the case of ex-inmates. Finally, as shown in the last section of the findings, successful people reported high positive impact on their life in general.

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Appendix A - Literature Review

In order to collect information from the beneficiaries, we looked at the existing research in the field of entrepreneurship in developing countries. Researchers have been looking at the effectiveness of entrepreneurship training programs, the motivations to be self-employed, the factors of success of micro and small enterprises (MSE) as well as at the challenges met by micro entrepreneurs in poor countries. It is therefore important to mention these studies and their main findings in order to show how our case study lies within international research on these topics.

If many researchers and governments have been conducting studies about micro entrepreneurship in developing countries, there is no general consensus on the factors leading to success, even if some main ones can be highlighted. There is therefore a need for more empirical studies in order to provide a better understanding of the challenges that micro entrepreneurs face and how business skills training affect their ability to run their own business. There are few studies focusing on East African countries, especially Uganda, which makes the present case study an important contribution to research on the topic.

Before presenting relevant results of research about factors of success and challenges, it is important to introduce the topic with a brief review of literature on micro entrepreneurship in developing country. A short introduction on challenges faced by women is also included at the end of the chapter.

Entrepreneurship in Developing Countries and Training Programs

In the world of development international aid, a rising focus has been put on entrepreneurship training over the past decades. Yet not everyone has the skills to become an entrepreneur and there is undoubtedly a need for larger scale firms to develop in poor countries in order to offer secure employment (Banerjee and Duflo, 2011). However, considering the difficulties in that regard and institutional barriers, many international organizations have shifted to vocational and/or business training under different forms and practices in order to address poverty. As mentioned by the International Labour Organization (2017), “whenever there are limited formal employment opportunities, entrepreneurship development

is seen as an important option to secure people's livelihoods and to generate income and jobs." For Cho and Honorati (2013), "entrepreneurship programs will continue to constitute an important policy tool in the developing world as long as self-employment exists as a critical alternative for rationed wage employment." Therefore, even if entrepreneurship trainings along do not seem to be the answer to beat poverty, it remains an important way to help people in developing countries to cope with everyday challenges, which justify such programs to continue being implemented and their outcome to be evaluated.

Regarding the evaluation of entrepreneurship training programs in developing countries, a lot has been done to try to figure out whether or not these programs have an impact and what kind of strategy seem to work the best. Glaub and Frese (2011) reviewed 30 studies evaluating 10 entrepreneurship training programs and found evidences showing that these programs seem to positively affect entrepreneurial performance. However, the authors highlight the fact that a majority of the studies are based on insufficient methodological rigor and their results should therefore be cautiously interpreted. McKenzie and Woodruff (2014) found as well important weaknesses in the methodologies used to evaluate entrepreneurship programs when analyzing a wide scope of evaluations. They show that when "almost all studies find a positive effect of business training on business practices", only a few "detect significant impacts [...] on business profits and sales". Likewise, the impact on the level of unemployment seems to be very low, although only a small number of studies looked at this particular effect. According to Drexler *et al.* (2014), who studied entrepreneurship training programs in Dominican Republic, the impact of such trainings depends on the way they are provided. The evidences show that standard approaches have no measurable effect, whether training program based on simple rules of thumb can lead to significant improved in the way micro and small entrepreneurs manage their finance and increase in sales and profit.

Finally, it is important to mention the extensive study of Blattman *et al.* (2014) about the impact of the Youth Opportunities Program (YOP) launched by the Ugandan government to help poor and unemployed adults to become self-employed in the north of the country in 2006. They found strong evidences on positive economic impacts of the program. Indeed, after four years, the treatment group members gained 57% percent more than the control group ones in capital stocks, 38% in earning and were also working more. A quarter of the beneficiaries were also able to hire part-time employee. For women, the increase in income was even bigger, being 73% greater when compared with the control group. However, the study finds little if no evidence on the improvement of non-economic variables, such as community integration or violent protests.

Factors of Success of Microenterprises and Challenges

Various studies have been conducted across the world to understand the important factors that influence the success or the failure of MSE in developing countries, but to our knowledge not many have been done in Africa. Methodology varies but all of these studies involve questionnaires and/or interviews with small business owners. Even if each study depends on the local environment and the institutional settings of the country where there are conducted, some findings can be seen as being generic worldwide. As shown below, customer care and management skills are among the most common critical factors for a small business to succeed. Access to capital as well as external factors like economic environment and government support are also often cited as being main sources of challenges for small business owners.

Stefanovic *et al.* (2010) found that good customer care, quality products at competitive prices, reputation for honesty, ability to manage personnel and good management skills are the most important factors for success in Serbia, when regulation and capital problems are the biggest challenges met by business owners. Hussain and Yaqub (2010) show that customer care is the most important factor of success, with low capital and difficulties to access to financial market being the most important challenges in Pakistan. According to Alemu and Dame (2016), three main factors significantly influence the success of MSE in Ethiopia. Indeed, age of business, financial record system and the possibility to borrow from external source explain 41% of the success of the business they surveyed. In Ghana and Kenya, Chu *et al.* (2007) point out that hard work, customer service, good management skills, friendliness and access to capital are ranked first in terms of success factors, whereas weak economy, high competition and lack of access to capital are the three main problems encountered by self-employed business owners.

Jafarnejad *et al.* (2013) show that policymaking and financial barriers are the most important challenges faced by entrepreneurs in Iran. The authors also identify the lack of knowledge in general management skills has being a factor of failure. In Botswana, according to Zelealem *et al.* (2004), small and medium enterprises (SMEs) perceive marketing activities as being crucial for their success, as well as customer relationship and managerial skills. The socio-economic environment is also cited by respondents as being an important source of challenges and the major problem is the poor use of external advisers. For Chittithaworn *et al.* (2010), SMEs characteristics, customer and market, the way of doing business and cooperation, resources and finance, and external environment are the most significant determinants of business success of SMEs in Thailand. Finally, in Iran, Arasti (2011) shows that the main causes of business failure come from lack of management skills, difficulties to access to capital,

inadequate economic sphere and lack of governmental policies in supporting business owners. The author also finds that gender and the sector in which the business is involved may have an influence on its success.

Concerning Uganda more precisely, we can mention the main findings of the Global Entrepreneurship Monitor (GEM) summarized by Namatovu (2015). The author highlights the fact that almost a third of young Ugandans is engaged in some sort of business, yet their ventures are likely to remain precarious and short-lived. The main reasons pointed out are the lack of skills due to poor education, very limited government support and difficulties to access to finance. According to the report, there are theoretically many policies and schemes aiming at supporting Ugandan young entrepreneurs. However, only a small portion of them have had access to such help, and a third of those who benefited reported not being satisfied. This led the author to conclude that training programs are ineffective and inadequate; they need therefore to be improved in order to address the challenges appropriately. Even if skills acquisition and access to financing were identified in the national budget strategy outlined for 2013/2014, this still seems to be hardly translated into functional support mechanisms.

Additional Challenges faced by Women Entrepreneurs

The cases studied in our survey include female beneficiaries. As north Ugandan women face different challenges than men, notably due to their lower social status, it is important to briefly point out relevant results of studies focusing more on women entrepreneurs in developing countries. Based on this literature and our own knowledge, we slightly adapted our survey for women in order to capture gender-based discrimination.

In her research about African women entrepreneurs, Bajpai (2014) highlights that women suffer from their traditional motherly role and are therefore less likely to venture in risky businesses. Moreover, according to her, women face even more difficulties to access to capital than men, as financial institutions in developing countries doubt about their skills to effectively run a business. As women are seen in many African cultures as the property of their husband, they are not entitled to own assets, which highly contribute to reduce their access to capital, because they are not able to provide counterparts. This is consistent with the findings of Chinomona and Maziriri (2015) in South Africa, who also show that gender discrimination limits the active economic participation of women, as well as lower education and negative attitudes from the members of the community and family toward their business. Overall, gender inequality can be seen as an additional challenge faced by women, as it leads to lower education, less trust from the community and higher household workload among others. For Adeel *et al.* (2012), gender-based discrimination is the main challenge faced by women entrepreneurs in Pakistan.

On the other hand, gender inequality is also seen by various authors as a *push factor* for women to be self-employed as they have less opportunity than men to enter the labour market (Aidis *et al.*, 2007, Baughn *et al.*, 2006 and Jamali, 2009). However, the low level of formal employment possibilities in North Uganda strongly affects men too. Hence, we believe that there isn't a significant difference between women and men in that regard in the area where the program of Advance Afrika is led. Opportunities of women are even restricted by cultural practices. According to GEM, this results in restrictions on women's mobility and choices, leading them to mostly trade from home, which limits their growth (Kew, 2015). The report on young African entrepreneurs shows that women's businesses are therefore more likely to remain small and survivalist and that they are 30% less likely to employ people in the future.

Appendix B - Specimen of the Survey

Two slightly different surveys were used. This specimen is the version for male ex-inmates. The female version does not differ much.



A - B

CASE STUDY ON EX-INMATES ENTERPRISES

Date:

Location (District, sub county, village):

Town (urban area) Village (rural area)

Interviewer:

INTRODUCTION

The main objective of this survey is to provide information about the challenges and factors met by ex-inmates when running a business after being released and trained on that purpose. Advance Afrika aims to improve its program based on the results of the survey.

Each survey will be used anonymously.

Most of the questions are statement. You are asked to evaluate how much you agree on each of them according to the following scale: strongly disagree (1), disagree (2), Neutral (3), Agree (4), Strongly Agree (5). There is no right or wrong answer; simply try to provide the answer that seems to be the closest of what you feel or have experienced.

If you don't understand one question, please ask the interviewer to repeat it and explain it if needed.

We thank you for your participation to this study.

PART 1 PERSONAL INFORMATION

Surname:

First name:

Age:.....

Level of school completed (*tick as appropriate*):

None <input type="checkbox"/>	Tertiary/Certificate (<i>specify</i>) <input type="checkbox"/>
Lower Primary (P1-P4) <input type="checkbox"/>	Diploma (<i>specify</i>) <input type="checkbox"/>
Upper Primary (P5-P7) <input type="checkbox"/>	Degree (<i>specify</i>) <input type="checkbox"/>
Secondary O-Level <input type="checkbox"/>	Post Graduate (<i>specify</i>) <input type="checkbox"/>
Secondary A-Level <input type="checkbox"/>	Others (<i>specify</i>) <input type="checkbox"/>

Type of business:

Running business since (in months):

Training and support (*tick as appropriate*):

Trained & Supported Trained but not supported

PART 2 SURVEY**2.1 Success**

<i>The first question is related to the success or failure of your business.</i>				
1. Overall, I believe that my business is a success.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am satisfied with the profit I make with my business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I make enough money with my business to support my family.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2 Motivation to begin the activity

<i>The following set of questions aims to identify what motivated you to start your own business in the first place.</i>				
4. I started to work for myself because I wanted be my own boss.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I started to work for myself because I wanted to be rich.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I started to work for myself because I wanted to achieve something with my work.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I started to work for myself because my work was the only way I could make a living.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I started to work for myself because many people are unemployed.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I started to work for myself because I was trained for that.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3 Factors influencing the success or the failure of a micro business

2.3.1 Personal factors

<i>This section concerns personal factors that may have an influence on your business (self-confidence, risk aversion, previous experiences, etc.)</i>				
10. I'm quite cautious when I make plans and when I act on them.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I often take risky decisions.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. If a task seems interesting I'll choose to do it even if I'm not sure whether I'll manage it.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I don't like to put something at stake, I would rather be on the safe side.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Even when I know that my chances are limited I try my luck.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. In my work I only set small goals so that I can achieve them without difficulty.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I express my opinion even if most people have opposite views.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. My decisions are always made carefully and accurately.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I tend to imagine the unfavourable outcomes of my actions.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Success makes me take more risks.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. On a normal week, how many days do you work on average?				
Answer:				

21. In a normal day, how many hours do you work on average?				
Answer:				
22. I usually wake up early to start working.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I often take breaks when working.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. On the whole, I am satisfied with myself.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. At times I think I am no good at all.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I feel that I have a number of good qualities.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. I am able to do things as well as most other people.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I feel I do not have much to be proud of.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I feel that I'm a person of worth, at least on an equal plan with others.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I wish I could have more respect for myself.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. All in all, I am inclined to feel that I often fail.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. I have a positive attitude toward myself.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. I feel a strong motivation to pursue the development of my business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Sometimes I feel that I don't have enough motivation in general.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. When I have problems, I feel unmotivated and defeated.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. When I have a problem, I see that as a challenge and use all my energy to overcome it.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. I want my business to be successful.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. I am active in community affairs.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Before going to prison, I was managing my own business.				
Yes	No			
<input type="checkbox"/>	<input type="checkbox"/>			
40. If yes, before going to prison, the business I was managing was successful.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. I started a small business in prison.				
Yes	No			
<input type="checkbox"/>	<input type="checkbox"/>			
42. I was trained for my work when I was in prison.				
Yes	No			
<input type="checkbox"/>	<input type="checkbox"/>			
43. Members of my family manage their own business.				
Yes	No			
<input type="checkbox"/>	<input type="checkbox"/>			
44. If yes, at least one of the businesses of my family members is successful.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3.2 Management factors

<i>This section concerns management factors that may have an influence on your business (bookkeeping, customer care, savings management etc.)</i>				
45. I write every spending and every income in a book.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
46. I check regularly the total of my income and my spending.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
47. The money related to my business is clearly separated from the family money.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
48. I am aware of how much money I make.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
49. I write every debt I have to pay to someone.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
50. I write every credit my customers have to pay me.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
51. Do you currently have people working for you or have you in the past?				
Yes <input type="checkbox"/>	No <input type="checkbox"/>			
52. If yes, I always keep record of who works for me (number of hours, amount).				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
53. I always keep writing information about the amount I save.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
54. I plan how much savings I want to make.				
Yes <input type="checkbox"/>	No <input type="checkbox"/>			
55. If yes, I was able to save enough money to reach my goals.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>

56. I keep my savings here: (multichoice is possible)				
Saving Groups	Financial institution	Mobile money	Tin box	Other (specify)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. I use the money I save for my family and personal needs.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. I use the money I save to invest in my business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. I sometimes need to borrow money for my business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. When I need money, I borrow from: (multichoice is possible)				
Bank / financial institution	Family and friends	Savings Groups	Moneylenders	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
61. It is easy to access capital from bank / microcredit institution.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. I believe that my business will go better if I have more access to capital.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. I try my best to advertise my business to get new customers.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. I always adapt my product to the desires of my customers.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Taking care of my customers is important for me.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. If a customer is not happy, I try my best to reach his expectation.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. I am always polite and smiling with my customers.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

68. I always ask my customers how I can improve my service.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. I often accept to give credit to my customer.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. My products are always the best quality.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. I always try to have/make the best products.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. My customers are happy with the quality of my products.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. My prices are at the same level than my competitors.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. I often get information about the prices of my competitors.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3.3 External factors

<i>This section concerns external factors that may have an influence on your business (government support, competition, gender issues, etc.)</i>				
75. I feel supported by the government to start and sustain my business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76. I wish that I had more support from the government.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. I feel supported by my family.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78. There are too many people doing the same business that I do.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

79. I don't have enough customers to sell enough of my products and make profit.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80. I feel that the community trusts me.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81. My business has a good reputation in the community.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82. My business location is in a safe business environment.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83. I believe that it would be better for my business if there was more safety.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
84. I have already been robbed, faced security issues or damages regarding my business.				
Yes	No			
<input type="checkbox"/>	<input type="checkbox"/>			
85. My business is officially registered.				
Yes	No			
<input type="checkbox"/>	<input type="checkbox"/>			
86. I believe that state regulations are important.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
87. There is too much state regulation regarding my business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
88. I pay taxes.				
Yes	No			
<input type="checkbox"/>	<input type="checkbox"/>			
89. If yes, I pay too much tax to the government.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
90. Women should have the same opportunities than men to open their own business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

91. As a man it is easier to have a successful business than a woman.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
92. It is ok for a woman to earn more money than her husband.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
93. The main role of a woman is to take care of the children and household duties.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
94. It is more difficult for a woman to manage a business than it is for a man.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
95. Witchcraft can influence the success of my business.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3 Impact of managing a business on happiness (A - for success only)

<i>The next set of questions focus on the relationship between your level of happiness and the fact of managing your own business.</i>				
96a. Managing my business makes me happy.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
97a. Managing my business makes me feeling proud about myself.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
98a. Managing my business makes me feeling important.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
99a. I believe that managing my own business will help me achieving my goals in my life.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
100a. Having my one business helps me to be integrated in the community.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact of failure of the business on happiness (B - for failure only)

<i>The next set of questions focus on the relationship between your level of happiness and the fact of managing your own business.</i>				
96b. Not being able to manage my own business makes me feeling sad.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
97b. I feel proud of myself despite the failure of my business.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
98b. I will start a new business or already have started a new one.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
99b. I believe that I will do better next time.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
100b. Failing in managing my business affects negatively my social life.				
Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neutral <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>

Part 3 Open questions

<i>The following questions are open questions. That means that you can give the answer that you want and give as much useful information as you want. The questions concern mostly the challenges of managing a business.</i>
101. Why do you think that your business is a success? If you don't think it is successful, why not?

102. What are the most important things for you about managing a business?

103. What are the biggest challenges that you face for managing your business?

104. How do you imagine your business in the future?

105. What would help you to manage your business better? What things would you improve on?

Advance Afrika thanks you for your participation to this survey and wish you the best.



Contact us:

Plot 29, Acholi Road, Pece Housing Estate,
Room A112, KKT Centre, Plot 16 - 22 Duka Road,
Room L5 - 06, 5th Floor, South Point Mall,
Ggaba Road, Kabalagala, **Kampala**
P.O. BOX 36888 Kampala - Uganda

Tel: +256 414 661 113 / +256 706 302 979

Email: admin@advanceafrika.com **Website:** www.advanceafrika.com

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