



Cavendish to hold annual H.E Mkapa memorial lecture P.7

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Cavendish

Success begins at Cavendish University

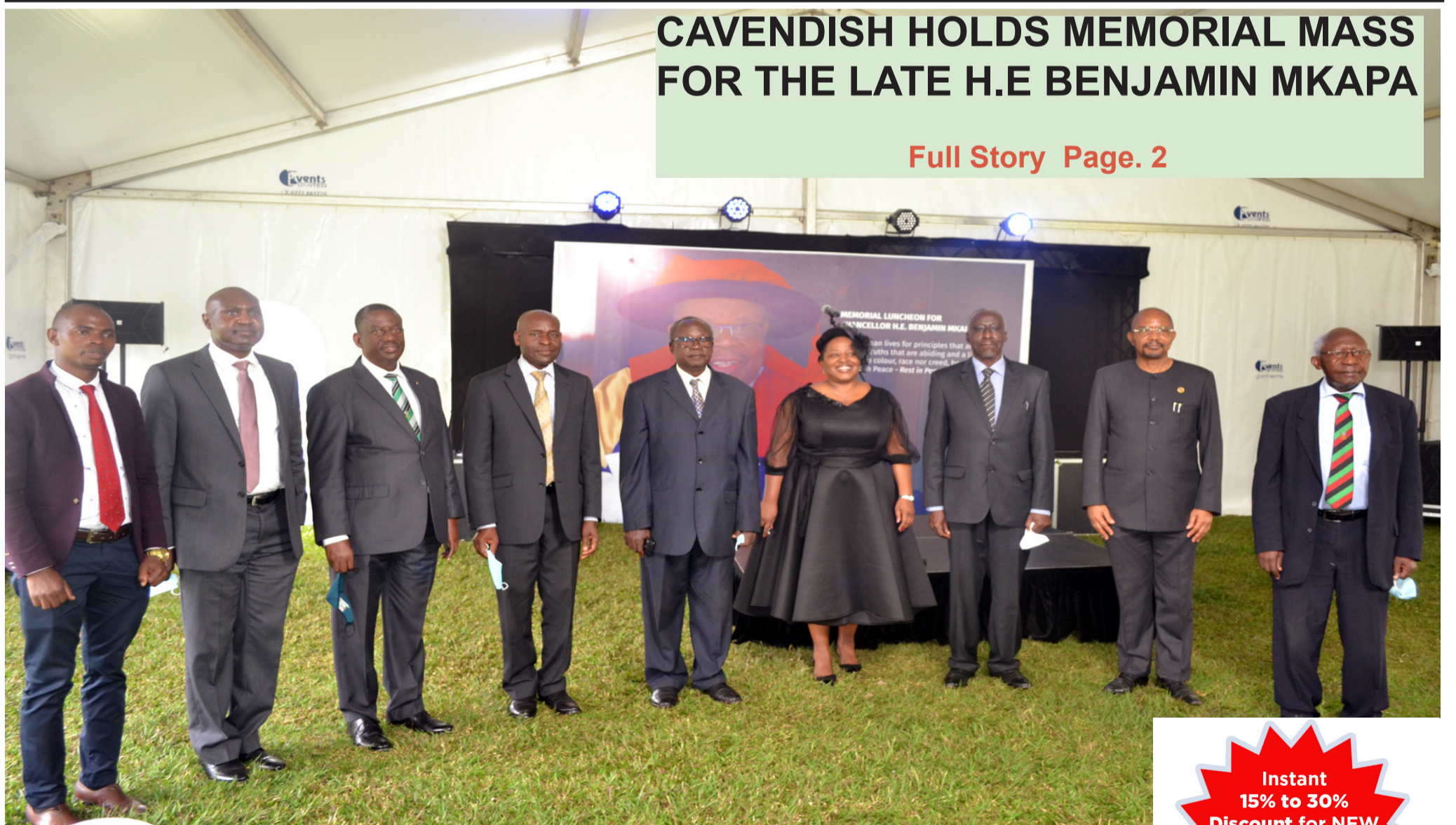
Cavendish student elected Uganda Law Society President



Serving at the helm of the lawyers' body. On September 12, Ms. Pheona Nabasa Wall was elected as the new ULS president. Ms. Nabasa is currently pursuing a master's degree of Laws at Cavendish University. **P.3**

CAVENDISH HOLDS MEMORIAL MASS FOR THE LATE H.E BENJAMIN MKAPA

Full Story Page. 2



L-R. Mr. Peter Tukundane CUU Student, Mr. David Mutabanura the Executive Director, Mr. Cyriaco Kabagambe Mak Dean of Students, Prof. John Francis Mugisha the VC, Prof. Tarsis Kabwegere the convener of the Moshi Conference, Dr. Olive Sabiiti the DVC, Mr. David Rusa, H.E Dr Aziz Ponary Mlima the Tanzanian High Commissioner, and Prof Paul Mugambi, the Executive Director of the Uganda Vice Chancellors' Forum.

The E-Myth Revisited: Book review by Elizabeth Namakula P.8



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CAVENDISH UNIVERSITY HOLDS MEMORIAL MASS FOR THE LATE H.E BENJAMIN WILLIAM MKAPA



Rev. Fr. John Bosco Katabazi leads a service at St. Peter's church Nsambya during a memorial mass of the fallen Cavendish University Chancellor, H.E Benjamin William Mkapa. PHOTO BY BENJAMIN MWIBO

BY BENJAMIN MWIBO

On September 30, Cavendish University Uganda organized a memorial mass in honor of the Late Chancellor H.E Benjamin William Mkapa.

The mass was at St. Peter's church Nsambya and it was attended by the former president's alumni and friends from the academia, political and social world. The mass was also attended by the Cavendish University teaching and non-teaching staff, students, and senior members of the university management.

The scientific mass was presided over by Rev. Fr. John Bosco Katabazi the Assistant Parish Priest. Rev. Fr. Katabazi described the late H.E Mkapa as a man who loved God. "H.E Benjamin William Mkapa was a very staunch catholic who loved God and could attend masses everyday unless otherwise." He also added that: "The late Benjamin Mkapa fulfilled the will of God. By fulfilling his responsibilities on earth, he fulfilled the will of God and he was a man gifted with many talents and he was a righteous man by human standards."

Mr. John Nagenda a senior Presidential Advisor on Media Relations who is also a friend to the late H.E Mkapa spoke on behalf of the former Tanzanian president's family.

He read to the congregants a message from the Ms Ann Mkapa the widow of the late Chancellor. Mr. Nagenda's friendship with H.E Mkapa started way back when they were students at Makerere University.

"There is no amount of words that can show our gratitude. We can only say thank you for the huge affection you have shown Ben's memory. I urge you to continue praying for Benjamin's life as he continues to rest in peace. God giveth and God taketh," the message read in part.

Mr. Nagenda said: "As we celebrate him in church here, I can comfortably tell you that he is hiding behind the walls of this church because Ben was a very good catholic and he would never miss mass at all. Even when he was in the Arab countries, he would tell his assistant to look for a nearby church to go to without fail," adding that: "When I think of a good person, I look at Ben. He might have had his flaws but he was good. He invited me and my family to Tanzania saying he was soon retiring and wanted to spend some time with me in his retirement. We went to Mountains in Kenya and Tanzania and we had an amazing time. Mkapa was a very serious man interested in politics and a genuine friend."

H.E Dr Aziz Ponary Mlima the Tanzanian High Commissioner who represented the government of Republic of Tanzania said that it was not an easy task to show justice to such a great man as H.E Mkapa but he was proud to have gotten a chance to work with him closely and got to know him and his greatness.



H.E Dr Aziz Ponary Mlima the Tanzanian High Commissioner

"Ben was a good writer with good analytical skills which made Mwalimu Nyerere appoint him as the Managing Editor of *The Nations* (the then

newspaper in Tanzania). Nyerere later appointed him to lead the Tanzanian Mission in Lagos, Nigeria after the Biafra war. He served there for three months and he was recalled for the Foreign Ministerial role," Dr. Mlima said.

Dr Mlima further said that in the Tanzania Revenue Authority, H.E Mkapa improved government expenditure by introducing a commission of good governance and human rights. H.E Mkapa also established a commission to combat HIV/Aids among others and all these economic reforms brought about economic stability and development to Tanzania.

"In December 2005, H.E Mkapa retired and opened his roles to international diplomacy since he was a seasoned diplomat and statesman. The Pan Africanist, time keeper, average reader, intelligent and knowledgeable man will forever be remembered," Dr Mlima added.

Prof Mondo Kagonyera the former Chancellor of Makerere University and also the Installer of the Late H.E Mkapa as Cavendish University Chancellor talked of H.E Mkapa as a man full of humility.

"When he came and I showed him where to sit comfortably to award him the Law degree in recognition of what he had done, he said No, I will kneel because that is our culture'. He knelt and I was moved by his humility. The next time I met him, he was as a Chancellor of Cavendish University. His acceptance to be a Chancellor of a University like Cavendish and not Oxford speaks volumes about the character of this gentleman. In other words, no job or responsibility was too small for him to take," Prof. Kagonyera recalls.

Prof. Kagonyera further said that: "When I was conferring upon him the doctorate, I told H.E Mkapa the following words: 'You are the right choice.

You have made Makerere University proud. This award is in recognition of your outstanding record of excellence in diplomacy, journalism, administration, governance; regional and global politics. It gives us all great pleasure to publicize that our very own (H.E. Benjamin Mkapa), on Friday, November 27, 2009, joined the academic and historic records of Makerere University. For now, and the years to come, we officially know him as "H.E. Dr. (H.C) Benjamin Mkapa."

Prof. John Francis Mugisha the Vice Chancellor of Cavendish University Uganda described H.E Mkapa as a person with a pure heart, generous, diplomatic, peaceful, and a great academician.

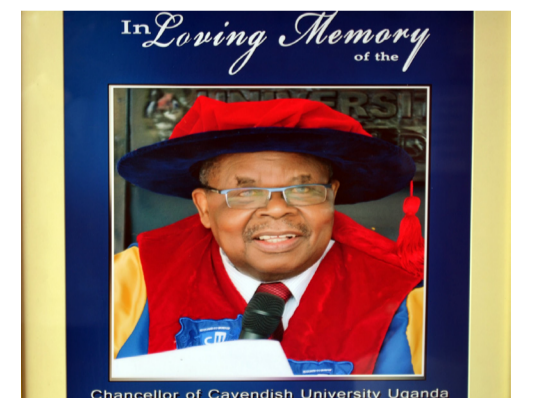
Prof. Mugisha also said that under H.E Mkapa's guidance, the University was able to employ an Online learning platform in 2014 which eased long distance learning, thus enabling CUU to fulfill her number one mission of transforming students into responsible, employable and entrepreneur people.

"With the new online learning platform, study materials are uploaded online and students are connected with their professors and fellow students. They can chat, ask questions, share experience and also get virtual lessons which can be recorded and then viewed later for those who have missed the classes," Prof. Mugisha said.

"This is the reason why CUU was able to maintain teaching and learning even after President Yoweri Museveni ordered a total lockdown following the Covid-19 outbreak in the country," Prof. Mugisha added.

Mr. Peter Tukundane who spoke on behalf of the guild president quoted H.E Mkapa's speech during the University's 9th graduation as: "Success is not automatic. You should prepare a strategy, commitment, hard work, sustainable focus without forgetting discipline."

Mr. Tukundane also said that his colleagues will forever miss H.E Mkapa's ethical values.



H.E Mkapa was installed as the University's Chancellor on December 5, 2014 in an event that was presided over by the immediate past Chancellor of Makerere University, Prof. George Mondo Kagonyera. H.E Benjamin William Mkapa died on July 24 after a short illness.

See Pictorial page in Page 6

EDITORIAL

Annual H.E Mkapa memorial lecture is a good idea

Following a proposal by Mr. David Mutabanura, the Executive Director of Cavendish University Uganda, the university has promised to hold an annual memorial lecture and set up a Scholarship scheme in honor of the late H.E Benjamin William Mkapa in order to remember his positive contributions to the University.

He said this during the memorial mass of the fallen Chancellor held on September 30 at St. Peter's church Nsambya. The mass was also attended by the Cavendish University teaching and non-teaching staff, students, and senior members of the university management.

The memorial mass was attended by some notables like: Mr. John Nagenda a senior Presidential Advisor on Media Relations who was a close family friend, Prof George Mondo Kagonyera who was the installer of Chancellor H. E. Mkapa, Prof Paul Mugambi, the Executive Director of the Uganda Vice Chancellors' Forum, Prof Tarsis Kabwegere, the convener of the Moshi Conference, Mr. Cyriaco Kabagambe, the Dean of Students, Makerere University who represented the Vice Chancellor of Makerere University and gave tribute on behalf of the Alma Mater, alongside others.

These lectures will bring outstanding academics, politicians and different people to the university and will often include special opportunities for students and other university staff to interact with the speakers.

This memorial lecture is a structure built in order to remind people of the life of H.E Mkapa and his contribution to Cavendish University Uganda.

H.E Mkapa was installed as the University's Chancellor on December 5, 2014 in an event that was presided over by the immediate past Chancellor of Makerere University, Prof. George Mondo Kagonyera.

H.E Mkapa presided over the Cavendish University 9th graduation on May 28. H.E Benjamin William Mkapa died on July 24 after a short illness and President John Magufuli declared a week of national mourning in Tanzania.

H.E Mkapa was born in on Nov. 12, 1938.



Ms. Nabasa (center) in a party after swearing in. File Photo

Exclusive interview with Nabasa, the new head of ULS

On September 12, Ms. Pheona Nabasa Wall was elected as the new Uganda Law Society (ULS) president, replacing Simon Peter Kinobe who has served in the position for the last two years.

Nabasa polled 441 votes against Bernard Oundo's 427 votes who came in the second position in the elections held across different polling stations in the country.

Ms. Nabasa who has been serving as the ULS vice president will now serve at the helm of the lawyers' body for the next one year after which another election will be held. This newspaper had an interview with Ms. Nabasa.

Cynthia Tumukunde compiled the excerpts of the interview.

How long have you offered legal services in Uganda?

I have been practicing law for about 15 years.

Which firm do you work for, if any?

I head the legal department for National Water and Sewerage Corporation which is a certified law firm.

What motivated you to stand for Uganda Law Society President?

I have been serving there and I have learnt of some gaps that we can fill but I also believe on what Uganda Law Society can do for this country.

I believe that there are certain areas that we need to touch like being more creative

about addressing the rule of law and making sure that the society is more member-centered and ensuring that we refine a professional development to improve the quality of the bar and also streamlining our efforts in increasing access to justice, legal aid, and pro-bono services. I believe that these are the four pillars on which I will run my presidency.

Where do you think you will leave Uganda Law Society after your term of office?

After my term of office, am hoping that I shall leave Uganda Law Society stronger. I also believe that I will leave it as a formidable Fourth Arm of Government that is consulted and no longer considered non-essential.

I hope to leave a society that contributes positively to the socio-economic situations in the country. I also believe that I will leave a society that is very member-centered which has added value to its members.

How will your leadership help the law schools/students in different Ugandan universities?

I have been the patron of the KIU law society. I have also worked with Uganda Law Student's Association for which am also a patron. This is helping us to have a direct connection with young people.

I would like to see things such as mentorship in the universities, strengthening the rule of law clubs in the different schools, we need to introduce a Uganda Law Society Moots for students so that we can empower them and award them with internships and other things. We also need to continually have a help-desk for issues of education.

How will you restore public trust on legal services in Uganda?

On dealing with errant lawyers, that is an issue for the Law Council but we are building our establishment on

faithful available-teachable values that are espoused in ethical practice and we believe that once we start to recognize lawyers that are really doing well, all shall change.

We also want to continue our legal aid project and increase its reach within the society, for example, the project has represented over 70,000 Ugandans in its existence and during the lockdown alone, the project helped about 5000 people.

So, I believe that if we continue growing this project, if we continue speaking up for those who can't speak for themselves, if we continue rewarding those who are practicing ethically, I believe that the public will begin to trust us again.

How do you balance work and school?

If it is school moment, it is school moment and if it's work, it's work, though it is tight to manage.

What challenges do you think lie ahead of you as the president of Uganda Law Society?

As the president of ULS, the challenges I see are uniting and strengthening the Uganda Law Society because our lawyers are scattered in the various areas of practice and one of the things we need is getting together and do a lot of things and we cannot do them unless we are united, organized, and mobilized.

That will be a challenge because we have been very divided by where we work, the kind of work we do, the different practices that we are in, etc. But I believe that it is not a very uphill task because I have a team that believes as I do.

The other challenge I see is the politics of January 2021. I think we need to get into civic education as a Law Society. We need to get involved in contributing like being election observers and also reminding everybody to toe the line of the law.

Could share with us your brief education background

I did my bachelors of law at Makerere University, Advanced level at Mt. St Mary's College Namagunga, and I went to Victoria Nile primary school in Jinja district for primary school. I later went to Law Development Center (LDC) for a Diploma in Legal Practice.

I also did a Masters of Business Administration. I am also a chartered mediator with a chartered institute of mediators and now at Cavendish University Uganda doing a Master's degree of Laws.

About ULS

The Uganda Law Society (ULS) is an association of lawyers charged with ensuring high levels of professionalism among lawyers in Uganda.

LOCAL STUDENTS' FEES STRUCTURE

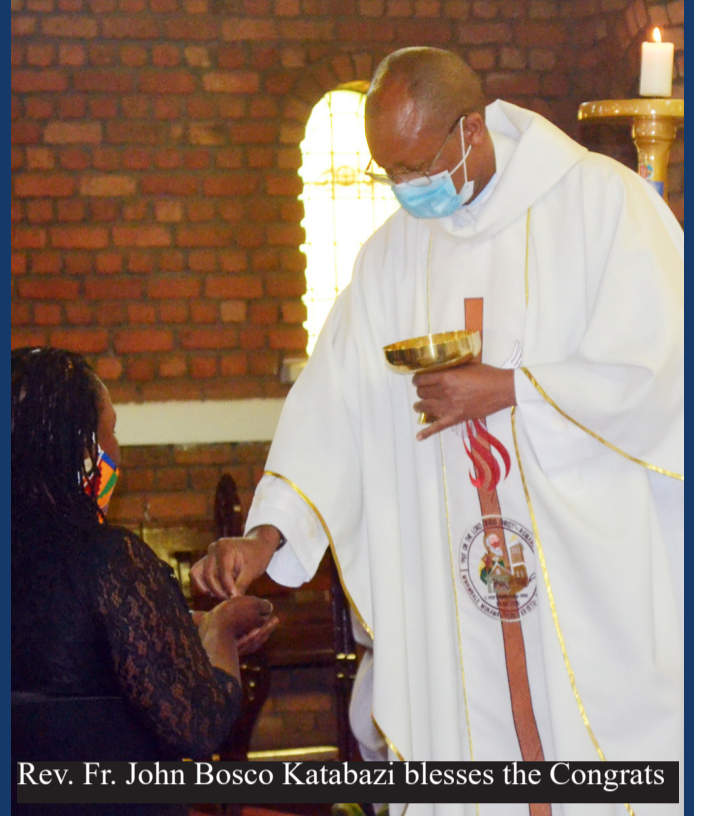
	Duration	Fees (UGX)	Fees (UGX)	Fees (UGX)
		Day	DL	Weekend
Bachelor of Business Administration - Procurement & Logistics	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Accounting & Finance	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Banking & Finance	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Generic	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Business Administration - Human Resource Management	3 Years	1,119,000	1,102,500	1,786,500
Bachelor of Science in Economics and Statistics	3 Years	1,119,000		
Bachelor of Arts in International Relations & Diplomatic Studies	3 Years	1 092,000	1,102,500	1,786,500
Bachelor of Journalism & Communication Studies (PR/ Mass.Comm)	3 Years	1 092,000	1,102,500	1,786,500
Bachelor of Laws (LLB)	4 Years	2,257,000		3,423,000
Bachelor of Environmental Health Science	3 Years			1,482,000
Bachelor of Science in Public Health	3 Years	1, 882, 000	1, 275, 000	2, 133, 000
Bachelor of Information Technology (BIT)	3 Years	1,386,500	1,275,000	2,133,000
Bachelor of Science in Software Engineering	4 Years	1,386,500		
Bachelor of Science in Computer Science	3 Years	1,386,500		
Bachelor of Public Administration and Management	3 Years	1, 092, 000	1, 102, 500	1, 786, 500
Master's Degrees				
Master of Public Health	2 Years	1,923,750		2,168,000
Master of Business Administration	2 Years	1,890,000		2,058,000
Master of Business Administration - Accounting & Finance	2 Years	1,890,000		2,058,000
Master of Business Administration-Procurement & Supply Chain Mgt	2 Years	1,890,000		2,058,000
Master of Business Administration - Human Resource Mgt	2 Years	1,890,000		2,058,000
Masters of Arts in International Relations & Diplomatic Studies	2 Years	1,890,000		1,968,500
Masters of Laws (LLM)	2 Years	2,430,000		2,798,300
Masters of Project Planning and Management	2 Years	1,890,000		1,968,500
Diplomas				
Diploma in Computer Science and Information Technology	2 Years	721,500	819,000	
Diploma in Business Administration	2 Years	721,500	819,000	
Other Charges per Degree type				
Application Form (Paid Once)	30,000	30,000	30,000	30,000
Student ID (Paid once)	20,000	20,000	20,000	20,000
Internship Fee (Paid Once in 3rd Year)		350,000		
Annual Fees				
Library Fee	180,000	180,000	90,000	60,000
Guild Fee	20,000	20,000	20,000	20,000
Research Development	100,000	100,000	55,000	55,000
Computer	200, 000	200,000	200,000	200,000
Examination	100,000	100,000	50, 000	50, 000
Utility	10, 000	10, 000	10, 000	10, 000
Development Fee	25, 000	25, 000	25, 000	25, 000
Medical Emergency	20, 000	20, 000	20, 000	20, 000
Sports Fee	20, 000	20, 000	20, 000	20, 000
National Council For Higher Education(NCHE)	20, 000	20, 000	20, 000	20, 000
Total Per Year	695,000	695,000	510, 000	480, 000
Semester Fees				
Registration per Semester	60, 0000	60, 0000	45, 0000	30, 0000

INTERNATIONAL STUDENTS' FEES STRUCTURE

	Duration	Fees (UGX)	Fees (UGX)	Fees (UGX)
		Day	DL	Weekend
Bachelor of Business Administration - Procurement & Logistics	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Accounting & Finance	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Banking & Finance	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Generic	3 Years	\$330	\$360	\$585
Bachelor of Business Administration - Human Resource Management	3 Years	\$330	\$360	\$585
Bachelor of Science in Economics and Statistics	3 Years	\$330		
Bachelor of Arts in International Relations & Diplomatic Studies	3 Years	\$325	\$360	\$585
Bachelor of Journalism & Communication Studies (PR/ Mass.Comm)	3 Years	\$325	\$360	\$585
Bachelor of Laws (LLB)	4 Years	\$560		\$1,125
Bachelor of Environmental Health Science	3 Years			\$450
Bachelor of Science in Public Health	3 Years	\$450	\$420	\$490
Bachelor of Information Technology (BIT)	3 Years	\$420	\$420	\$690
Bachelor of Science in Software Engineering	4 Years	\$420		
Bachelor of Science in Computer Science	3 Years	\$420		
Bachelor of Public Administration and Management	3 Years	\$325	\$360	\$585
Master's Degrees				
Master of Public Health	2 Years		\$625	\$680
Master of Business Administration	2 Years		\$613	\$640
Master of Business Administration - Accounting & Finance	2 Years		\$613	\$640
Master of Business Administration-Procurement & Supply Chain Mgt	2 Years		\$613	\$640
Master of Business Administration - Human Resource Mgt	2 Years		\$613	\$640
Masters of Arts in International Relations & Diplomatic Studies	2 Years		\$613	\$620
Masters of Laws (LLM)	2 Years		\$788	\$870
Masters of Project Planning and Management	2 Years		\$613	\$620
Diplomas				
Diploma in Computer Science and Information Technology	2 Years		\$200	\$270
Diploma in Business Administration	2 Years		\$200	\$270
Foundation				
	1 Year	\$200		
Other Charges per Degree type				
	Masters	Bachelors	Diploma	Foundation
Application Form (Paid Once)	\$10	\$10	\$10	\$10
Student ID (Paid once)	\$10	\$10	\$10	\$10
Internship Fee (Paid Once in 3rd Year)		\$100		
Student Pass fee per year	\$100	\$100	\$100	\$100
Annual Fees				
Library Fee	\$60	\$60	\$30	\$20
Guild Fee	\$10	\$10	\$10	\$10
Research Development	\$30	\$30	\$20	\$20
Computer	\$55	\$55	\$55	\$55
Examination	\$30	\$30	\$30	\$20
Utility	\$5	\$5	\$5	\$5
Development Fee	\$10	\$10	\$10	\$10
Medical Emergency	\$10	\$10	\$10	\$10
Sports Fee	\$10	\$10	\$10	\$10
National Council For Higher Education(NCHE)	\$10	\$10	\$10	\$10
Total Per Year				
Semester Fees	\$230	\$230	\$180	\$170
Registration per Semester	\$20	\$20	\$15	\$10



St. Peter's church Nsambya choir



Rev. Fr. John Bosco Katabazi blesses the Congrats



Mr. John Nagenda a senior Presidential Advisor on Media Relations



H.E Dr Aziz Ponary Mlima the Tanzanian High Commissioner



Prof Mondo Kagonyera the former Chancellor of Makerere University and also the Installer of the Late H.E Mkapa as Cavendish University Chancellor



Professors meet: Prof. John Francis Mugisha (left) moves with Prof. Tarsis Kabwegere after the mass



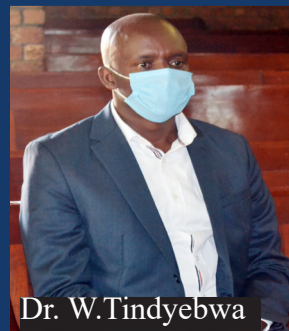
Listen. Prof. Kagonyera talks to Ms. Alona Kemigisha (Left) and Ms. Patience Akampulira (Center).



Mr. Evans Maganda



Mr. Michael Okopa



Dr. W.Tindyebwa



Ms.Hope Byachi



Let's pray: Dr. Olive Sabiiti (Left) humbles herself as Mr. Fredrick Mufta leads the prayer



New students pose for a photo after receiving fellowship award letters at Cavendish University Main Hall. FILE PHOTO

60 students get Cavendish University scholarship

BY GLADYS NALUBEGA

In a bid to offer accessible and quality education in Uganda, Cavendish Uganda has awarded 25 full scholarships to successful applicants for the 2020 August Intake. This year, a total of 60 students have benefited from Cavendish University Uganda scholarship scheme. The 25

successful applicants got full Merit, Leadership and Exemplary scholarship awards. The applicants received their scholarships on September 25 at Cavendish University main campus. This included two Rt. Hon. Rebecca Alitwala Kadaga scholarship. Hon. Kadaga announced the scholarship during the University's 9th Scientific and Blended Virtual Graduation held

on May 28 at Speke Resort Munyonyo in which she was the chief guest.

On August 21, while on NBS TV morning breeze show, Prof. John Francis Mugisha the Vice Chancellor said that Cavendish University Uganda supports students who are very brilliant but don't have tuition fees. "As an institution, we have different forms of financial assistances. We have what we call academic merit scholarship and this is 100%. We give support to students who are very capable, very brilliant but don't have tuition fees."

Prof. Mugisha also said that: "Any

student who got three principle passes and above 12 points is legible," adding that: "The student is given another exam called academic scholarship exam which is basically mathematics and English. When you pass our exam, you become our academic merit scholarship student and you study for 3 or 4 years. We have about 150 students on that kind of scholarship."

Prof. Mugisha also stressed that: "We give other scholarships to a tune of about 50%, and then we have several discounts, for instance, if you pay early, you get 10% discount; if you refer another student, that is 10% discount. We have many other several discounts, all meant to help students to be able to study."

However, for a beneficiary to have the scholarship renewed, he/she must perform well with a cumulative GPA of 3.6 and above.

The beginning of the scholarship scheme

The scheme started in February 2017 and open for every intake. However, the number of students benefiting from this program has since increased.

Cavendish's major aim of introducing the scholarship is to increase access to university education which is in line with its mission statement: "To provide accessible, high quality education that transforms students into responsible, educated, employable entrepreneurial citizens."

Cavendish to hold annual H.E Mkapa memorial lecture

BY FELIX TUNGA

In honor of the late H.E Benjamin William Mkapa's legacy, Cavendish University Uganda has promised to hold an annual memorial lecture and set up a Scholarship scheme in his name to remember his positive contributions to the University.

This proposal was made by Prof. John Francis Mugisha the Vice Chancellor. However, Mr. David Mutabanura, the Executive Director of Cavendish University Uganda confirmed that: "Because of the unique personality that the late Chancellor was, our university has promised to do two things; one is to hold an annual memorial lecture in his name and that way, as an African tradition, we remain connected. The second is that we shall offer two scholarships tenable at our university for Tanzanian nationals with all academic expenses paid."

H.E Mkapa was installed as the University's Chancellor on December 5, 2014 in an event that was presided over by the immediate past Chancellor of Makerere University, Prof. George Mondo Kagonyera.

H.E Mkapa served as the Chancellor for six years out of the 12 years the University has been in existence, and he presided over 6,000 graduates

representing 80% of the University's graduation since it started. Cavendish University 9th graduation was presided over by H.E Mkapa on May 28. H.E Benjamin William Mkapa died on July 24 after a short illness and President John Magufuli declared a week of national mourning in Tanzania.

Early in his career he worked for the ruling party's newspaper, he was a press secretary to President Julius Nyerere and was a founding director of the Tanzanian news agency. He then went on to lead various ministries.

A former journalist and government minister, H.E. Mkapa served as Tanzania's third president since achieving independence from England in 1961. He held office from 1995 to 2005.

He graduated in 1962 from Makerere University and received a master's degree in international affairs the next year from Columbia University. H.E Mkapa was born in Ndanda on Nov. 12, 1938.

H.E Benjamin Mkapa was buried on July 29 in his native village of Lupaso in Masasi district in the country's southern region of Mtwara. The burial of Mkapa was marked by the national anthem and a 21-gun salute by the Tanzania People's Defense Forces.



Mr. David Mutabanura, the Executive Director of Cavendish University Uganda. PHOTO BY BENJAMIN MWIBO



The E-Myth Revisited: why most small businesses don't work and what to do about it-By Micheal E. Gerber

Book review by Elizabeth Mary Namakula

Introduction

Your business is a reflection of who you are: "If your thinking is sloppy, your business will be sloppy. If you are disorganized, your business will be disorganized." I guess this is why failed businesses were bound to fail because owners themselves contribute to the failure.

"If your business is to change—as it must to continuously thrive—you must change first. If you are unwilling to change, your business will never be capable of giving you what you want." Business must go through phases of transition, change and adaptation, without which, longevity can hardly be guaranteed.

I wonder what could have happened to icons in the early 1990s who owned huge coffee farms. Upon the collapse of cooperatives, the farm owners seemed to collapse alongside the cooperatives. It seems to me that these farm owners were not adequately prepared to deal with the change.

Essentially, when we look at your business, all we see is the business owner and the pillars the business owner stands for!

Part I: The E-Myth and American Small Business

Chapter 1. The Entrepreneurial Myth

"The E-Myth is the myth of the entrepreneur. It runs deep in this country and rings of the heroic." Ugandans have the somewhat false belief that we are by default entrepreneurs. Statistics show that the ecosystem is virgin, but not fertile enough to sustain entities and small start-ups for longer than the first birthday.

The Fatal Assumption: "If you understand the technical work of a business, you understand a business that does that technical work." According to the author, this assumption is simply not true (and is the root cause for many business failures).

"The Entrepreneurial Seizure:" The moment when a worker decides to become his/her own boss and start their own business. The danger of assuming that just because I have a degree or diploma in an area, makes me an authority and expert in that area. This is the biggest stumbling block standing between businesses and their existence.

Chapter 2. The Entrepreneur, the Manager, and the Technician

"The problem is that everybody who

goes into business is actually three-people-in-one: The Entrepreneur, The Manager, and the Technician." My contention is that unfortunately, we do not trust one another enough to delegate roles and responsibilities. Thus, we take on too much work and overtime, fail to strike a balance. That's precisely how a dynasty begins to collapse.

These three roles end up in conflict with one another majorly because one person cannot play all those roles and excel at them all at the same time. Choose one and focus on it extensively until you fully understand it. Otherwise, delegate that role to someone else lest you mess up.

The Entrepreneur: "Turns the most trivial condition into an exceptional opportunity." This is the visionary and creative personality in us. "The entrepreneurial worldview: a world made up of both an overabundance of opportunities and dragging feet." This personality craves control. To me, this person is the blood that runs and gives life to the business.

The Manager: This is our pragmatic personality: planning, order, predictability. The manager cleans up the mess the entrepreneur creates. This personality craves *order*. This person is the shock absorber in the business. He takes on the blame for any mishap during the running of business. He is the brain behind the brand.

The Technician: This is the "doer." "The Technician loves to tinker. Things are to be taken apart and put back together again." This person craves doing, connecting, linking, de-linking and dismantling things. He allows the business chance to touch base of the open market.

While these three personalities are in each businessperson, they are not always present in *equal proportions*. One personality might dominate to the detriment of the others. The task of a business owner is to identify the personality whose shoes fit best and perform that role. Otherwise, delegate the rest of the roles accordingly.

Chapter 3. Infancy: The Technician's Phase

"What the Technician who runs the company wants is not growth or change but exactly the opposite. He wants a place to go to work, free to do what he wants, when he wants, free from the constraints of work." According to Gerber, this will doom the business before it even begins.

I quickly think of the Late Zzimwe's construction company that allegedly rose to heights, only to be washed off the face of the earth less than a decade following his passing. Before we could absorb the shock, the company was selling off equipment and other assets because of bankruptcy. So where was the gap? How could this glitch have been averted?

Perhaps Zzimwe did not train

enough people and allow them to understand the true nature of the business and what it stands for. He felt his brain was the only one that could think for the business. He did not invest enough in capacity building in the most critical areas of the business.

A business has *three phases* of growth: Infancy, Adolescence, and Maturity.

During the Infancy stage, the business owner must be a "Master Juggler" keeping many balls in the air. "The owner and the business are one and the same thing." Just like a child, this stage is to discover the potentialities and scope of the business. It is a time to study what works and what doesn't and how to strike a sense of equilibrium.

"Infancy ends when the owner realizes that the business cannot continue to run the way it has been; that, in order for it to survive, it will have to change."

This transition is where many businesses fail. With dynamism in digital markets both domestic and global, some businesses are unprepared to break the chains of rigidity, at the cost of survival of the business.

Technician-led businesses see the world from bottom up rather than top down. It is a tactical view rather than a strategic view. This view requires a technician to pay a very keen attention to the welfare of workers as they pay a pivotal role in the final product or service sold to the wider clientele.

Have you ever wondered why people offering security and safety services are sometimes part of robbery and break-in missions within banking institutions?

"To be a great Technician is simply insufficient to the task of building a great small business. Being consumed by the tactical work of the business... leads to only one thing: a complicated, frustrating, and, eventually, demeaning job."

"If your business depends on you, you don't own a business—you have a job. And it's the worst job in the world because you're working for a lunatic!"

"The purpose of going into business is to get free of a job so you can create jobs for other people."

Chapter 4. Adolescence: Getting Some Help

Business adolescence begins when you, the owner, decides to get technical help. Technical help includes: others with experience or skills that you don't have or don't want to do.

"Management by abdication" is a common condition where business owners hand off tasks to employees and then neglect those tasks (both in terms of process and oversight) until the tasks overwhelm the help. Once the employees are in too deep, the owner takes over as the Master Juggler again.