



Training manual on **Seed Producer Cooperatives (SPCs)**

MODULE | **Entrepreneurship**

Colophon

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Entrepreneurship

This training module aims to support the capacity building processes of professionals involved in the strengthening of SPCs in Ethiopia by zooming in on elements related to entrepreneurship.

Trainers can make use the information and facts from this manual as input to tailor design their own training sessions. The assignments and reflection questions in this manual can be used as inspiration to engage participants through interactive training sessions that build on their personal experience and insights.

This module brings together experience and learning from the Integrated Seed Sector Development Programme in Ethiopia (ISSD Ethiopia) that operates within the BENEFIT-Partnership programme in six regions.

This module has two sections:

- Section 1: Entrepreneurship (chapters 1 – 4)
- Section 2: Entrepreneurship in a SPC (chapters 5-8)

Each section could be tackled in an individual training session.



General learning objectives

By the end of this module, participants will have learned about and be able to discuss the following questions.

- What is entrepreneurship, and what are its main principles? How does it benefit a business?
- How does entrepreneurship apply to SPCs? What are its advantages?

SECTION 1 **Entrepreneurship**

This section provides a general overview on entrepreneurship, looking into the concept, the roles and functions of entrepreneurship and the characteristics and competencies of an entrepreneur.



Learning objectives

- To know and understand the concept of entrepreneur and entrepreneurship.
- To have an understanding of the process and functions of entrepreneurship.
- To know and understand what characteristics, knowledge, skills and behaviour effective entrepreneurs rely on.
- To assess your own strengths and weaknesses as an entrepreneur.

1 **Introduction**

1.1 **What is entrepreneurship?**

Definition: entrepreneurship is self-employment of any sort; an activity that involves identifying opportunities within the economic system; the creation of new organizations or revitalization of existing business; the willingness and ability of an individual to seek out investment opportunities in an environment and to be able to establish and run an enterprise successfully based on identifiable opportunities.

Entrepreneurship is about looking forward and identifying opportunities, creating a vision of how a business will grow, innovating, and taking risks.

1.2 **What is an entrepreneur?**

An entrepreneur is a person who perceives a market opportunity and then has the motivation, drive and ability to mobilize resources to meet it.

Entrepreneurs are business people who identify the existence of business opportunities. Based on this they create businesses, thereby creating new products, new production methods, new markets and new forms of organization to satisfy human needs and wants, usually at a profit.

1.3 Role of vision in entrepreneurship

Vision can be described as mental images or pictures of a preferred future either for an individual or for an organization. Such a future is in the realm of the imagination, which the visioner must bring into reality with the support of others. The distinguishing function of a leader is to develop a clear and compelling picture of the future and to secure commitment to that ideal. In addition to vision, the appropriate combinations of the following factors indicated in Figure 1 will bring about an effective organization.

Removing any of these processes can hinder the vision of an individual or an organization. For instance, lack of skills leads to anxiety and ineffectiveness; lack of an action plan leads to false starts, or to not starting at all.

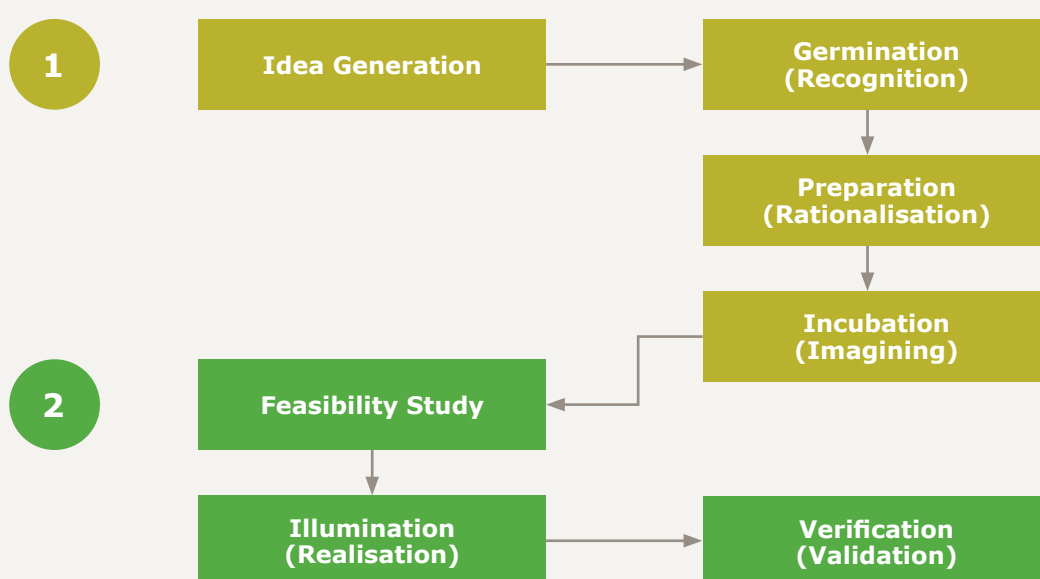
Figure 1: Processes of a developing vision



2 Process of entrepreneurship

Entrepreneurship is a process, a journey, not the destination; a means, not an end. In general the process of entrepreneurship can be structured in two interrelated stages: idea generation and feasibility analysis.

Figure 2: Stages and steps in the entrepreneurial process



Stage I: Idea generation

To generate an idea, the entrepreneurial process has to pass through three stages.

- 1 **Germination:** This is like a farmer planting a seed, but more like the way seeds are planted in nature. Most creative ideas can be linked to an individual's interest or curiosity about a specific problem or area of need (demand) that is not being met.
- 2 **Preparation:** Once the seed of interest and curiosity has taken the shape of a focused idea, creative people start a search for

answers to the problem they have identified, finding out what others have tried; searching for possible new solutions; and finding out as much as they can about the specific situation. For instance, if the problem is that some local farmers do not buy certified varieties of seed, finding out what they do grow and why.

- 3 **Incubation:** This is a stage where the entrepreneurial process enters subconscious intellectualization. The subconscious mind joins unrelated ideas so as to find a resolution.



Reflection question based on a hypothetical case

In groups of three, look at and reflect on the case below:

Twelve farmers came together to form a SPC. They wanted to establish a seed processing plant so that they could clean, treat and pack their seed and then sell to different woredas in the country. They considered everything they might need, including processing machines and standard storage. They asked the woreda cooperative promotion office expert to write a grant proposal seeking to find a NGO to help them fund their start-up capital. They failed to get a grant for three years and eventually gave up on the idea. Were they germinating, preparing or incubating?

*"Many great ideas fail before they are actualized because the owners want **BIG MONEY** to start great"*

Instead of waiting for the big money and a grant, these farmers could have started a small local seed business. As they learned more about running the business, and made some money, they would have been able to grow their business using their own profits as investment capital.

Stage II: Feasibility assessment

The second stage of the entrepreneurial process focusses on assessing the feasibility of the entrepreneurial idea. Feasibility studies¹ are done to see if ideas can be commercially viable.

This stage comprises two steps:

1 Illumination: After the generation of an idea, this is the stage when the idea is thought of as a realistic creation. In this step each detail of the idea is put on paper. You will want to think through all the elements that are needed to turn the idea into a reality. It is important to provide insightful details for each step, each investment, each individual activity whilst keeping an overview of the general objective.

2 Verification: In this step one verifies the idea as realistic and useful for application. Verification is concerned about practicalities in implementing an idea and exploring its usefulness to the entrepreneur(s) and to the people to whom the enterprise and its products will be marketed. In this step you verify if your idea is actually feasible. Do you have the networks and partners on board to make it happen? Do you have the investment, know-how and knowledge to start? Are the conditions in place to initiate? Is there sufficient demand in the market for there to be a positive return on your investment? In this step you will also want to look into the potential risks, trends, and external factors that might influence your idea.

¹ A feasibility study is an analysis used in measuring the ability and likelihood to complete a project successfully including all relevant factors. It must account for factors that affect it such as economic, technological, legal and scheduling factors. Project managers use feasibility studies to determine potential positive and negative outcomes of a project before investing a considerable amount of time and money into it.



SPCs experience from the field

There was a farmer named Abdo who lived in Tole woreda, Oromia. He visited his relative in Koka woreda, around 150km away from Tole. He found out that his relative was a successful seed entrepreneur making a lot of money from onion seed production, selling to onion producers in the local area. Abdo considered his 0.5 ha of land and decided he would also produce onion seed. Since he would be the only one running this kind of business in his woreda, he was optimistic that he would make a good profit. So he received credit from micro finance and invested in onion seed farming. It was not until poor harvests both in quality and quantity, and failure to get people to buy his seed, that he realized that he did not have sufficient skills and knowledge about onion seed production and that the product was not in local demand.



3 Functions of an entrepreneur

Innovation: An entrepreneur is an innovator who tries to develop new technology, products, markets and so on. Innovation may involve doing new things or doing existing things differently. Entrepreneurs use their creative faculties to do new things and exploit opportunities in the market. They do not believe in the status quo and are always in search of change.

Assumption of risk: Entrepreneurs, by definition, are risk takers and not risk shirkers. They are always prepared for assuming losses that may arise on account of new ideas and projects. This willingness to take risks allows entrepreneurs to take initiatives in doing new things and marching ahead in their efforts.

Research: An entrepreneur is a practical dreamer and does a lot of ground-work before taking a leap. In other words, entrepreneurs finalize ideas only after considering a vari-

ety of options, analyzing their strengths and weaknesses by applying analytical techniques, testing their applicability, supplementing them with empirical findings, and then choosing the best alternative. It is then that they apply their ideas in practice. The selection of an idea, then, involves the application of research methodology by an entrepreneur.

Development of management skills: The work of entrepreneurs involves the use of managerial skills which they develop while planning, organizing, staffing, directing, controlling and coordinating the activities of businesses. Their managerial skills get further strengthened when they engage themselves in establishing an equilibrium between their organization and its environment. However, when the size of business grows considerably, an entrepreneur can employ professional managers for the effective management of business operations.

Overcoming resistance to change: New innovations are generally opposed by people because it makes them change their existing behaviour patterns. Entrepreneurs always first tries new ideas at their own level. It is only after the successful implementation of these ideas that entrepreneurs makes these ideas available to others. In this manner, entrepreneurs pave the way for the acceptance of their ideas by others. This is a reflection of their willpower, enthusiasm and energy which helps them in overcoming the society's resistance to change.



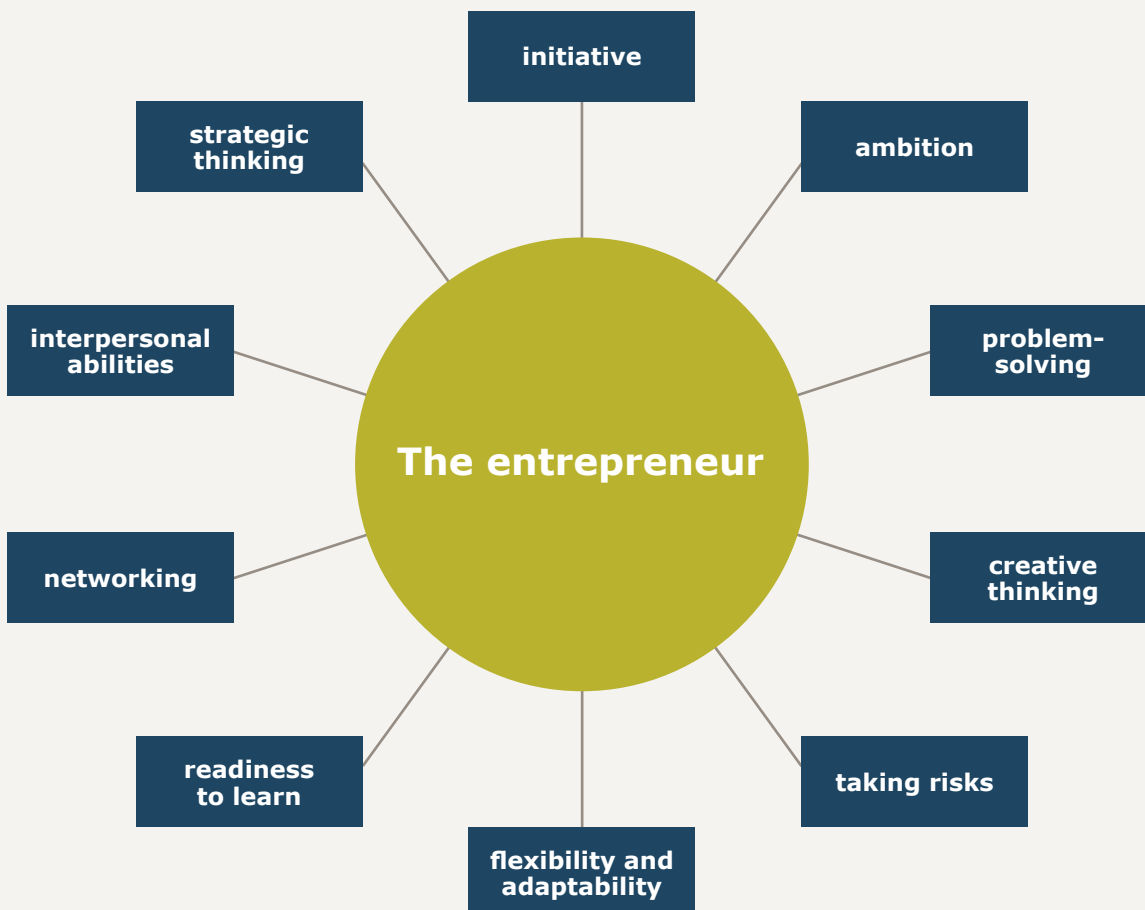
4 Characteristics of entrepreneurs

There are ten key entrepreneurial competencies for a farmer-entrepreneur: initiative, ambition, focused problem-solving, creative thinking, taking risks, flexibility and adaptability, interpersonal abilities, networking and readiness to learn. With these competencies, farmers will be more able to compete in the changing environment and better able to make profits by taking advantage of new market opportunities. These abilities can be developed and refined through practice and experience. They can also be strengthened through training.

This chapter goes into detail to describe the knowledge, skills and behavioural traits underlying each of the 10 entrepreneurial competencies. Individuals can use these insights to develop an action plan to strengthen their applied skills and abilities as entrepreneur.

Challenge yourself by doing a self-test and looking at those entrepreneurial traits that you can still improve on.

Figure 3: The ten key competencies of an entrepreneur



1 Initiative: Initiative is a willingness to work. Entrepreneurial farmers are eager to get moving. They do not wait for others to start. Entrepreneurial farmers lead the way and are the first to act when a new opportunity comes along. They know what needs to be done and can create and express their vision for success. Entrepreneurs take initiatives and have initiative.

Initiative	Willingness to work
Knowledge	<ul style="list-style-type: none"> Understanding what is required to succeed
Skill	<ul style="list-style-type: none"> Creating and clearly expressing a vision for success Setting realistic but challenging goals
Behaviour	<ul style="list-style-type: none"> Willing to take the first step Works well independently (without supervision) Keeps working until the job is done

2 Ambition: Ambition is a strong desire and will to achieve goals. Entrepreneurial farmers are very focused on achieving their goals. They are highly motivated and are not discouraged by setbacks.

Ambition	Strong desire and will to achieve goals
Knowledge	<ul style="list-style-type: none"> Understanding the challenges to be faced
Skill	<ul style="list-style-type: none"> Having strategies to cope with setbacks
Behaviour	<ul style="list-style-type: none"> Highly motivated to achieve goals Does not easily give up; not put off by setbacks Patient, copes with stress

3 Problem-solving: Farmers have to be good decision-makers and problem-solvers to be effective managers. But as entrepreneurs they must be focused and conscientious. Entrepreneurs have a strong desire

to solve problems and to seize opportunities. They actively look for solutions.

Problem solving	Strong desire to solve problems and seize opportunities
Knowledge	<ul style="list-style-type: none"> Understanding the decision-making process Understanding the problems the farm business faces Understanding the opportunities that arise
Skill	<ul style="list-style-type: none"> Identifying problems and opportunities Locating, gathering and organizing data relevant to the problems Generating, evaluating and choosing alternatives Implementing and monitoring the chosen alternative
Behaviour	<ul style="list-style-type: none"> Actively looks for effective ways of solving problems

4 Creative thinking: Farmer-entrepreneurs see the big picture. They understand the farm business as a system. They understand the problems and opportunities that exist. They recognise and realise business opportunities. They are always thinking of new and different ways of doing things and come up with creative and innovative ideas and solutions. These are then tried and tested.

Creative thinking	Actively comes up with creative and innovative
ideas and solutions	<ul style="list-style-type: none"> Understanding the farm business as a system Understanding the problems facing the farm business Understanding the opportunities that arise
Skill	<ul style="list-style-type: none"> Generating new ideas Finding relevant information Matching information and ideas to opportunities and problems
Behaviour	<ul style="list-style-type: none"> Diagnoses the farm business and its parts Identifies opportunities Assesses the options Selects the most appropriate Develops actions for implementation

5 Taking risks: Farmer-entrepreneurs are actively willing to take risks. They understand risks and how to evaluate them. They can weigh up the potential costs and the benefits. They are not afraid of failure and regard it as part of learning; a way to improve the farm business.

Taking risk	Actively willing to take risks to achieve the goals of the farm business
Knowledge	<ul style="list-style-type: none"> Understanding the risk for each decision Knowing how to evaluate risks
Skill	<ul style="list-style-type: none"> Analysing and weigh the risks in terms of costs and benefits Developing risk management strategies
Behaviour	<ul style="list-style-type: none"> Calculates the risks involved Pursues risk mitigating measures Learns from failures or mistakes Adapts to risks and adopts new strategies

6 Flexibility and adaptability: Farming is in a constant state of change. Farmer-entrepreneurs readily adapt to these changes. They are aware of the changes and are quick in finding ways to meet them and take immediate action. They are not put off by setbacks.

Flexibility and adaptability	Readily adapts to new and changing situations
Knowledge	<ul style="list-style-type: none"> Aware of the changes affecting the farm business
Skill	<ul style="list-style-type: none"> Generating creative ideas Analysing situations and develop coping strategies Locating new sources of resources and information
Behaviour	<ul style="list-style-type: none"> Highly motivated to achieve goals Does not easily give up; not put off by setbacks Patient, copes with stress

7 Strategic thinking: Farmer-entrepreneurs have a vision of their business and strategies for achieving its goals in a sustainable

way. They are aware of the importance of meeting longer-term objectives, not just addressing immediate problems.

Strategic thinking	Develops strategies for achieving goals in a sustainable way
Knowledge	<ul style="list-style-type: none"> Aware of the changes and risks affecting the farm business
Skill	<ul style="list-style-type: none"> Analysing situations and developing long-term strategies Finding ways of realising goals
Behaviour	<ul style="list-style-type: none"> Creates a vision of the farm business Sets goals Develops strategies to achieve them

8 Interpersonal abilities: Farmer entrepreneurs understand that their success often rests in the hands of other people. So they recognise the need to work with others. They are good communicators; they openly share information, and they actively listen to those around them. Above all, they are honest and trustworthy when working with others and in all their business dealings.

Inter-personal abilities	Is able to work and collaborate with others; especially those who are different
Knowledge	<ul style="list-style-type: none"> Understanding people and how they work Understanding relationships and when they are strong or weak
Skill	<ul style="list-style-type: none"> Open two-way communication Sharing and encouraging others to share
Behaviour	<ul style="list-style-type: none"> Works well with people of all kinds Honest and trustworthy

9 Networking: Farmer-entrepreneurs are good at establishing effective partnerships and other relationships. They know who the key stakeholders are in their farming business. They are good at maintaining contact with them and can negotiate and make deals.

Net-working	Establishes effective partnerships and relationships
Knowledge	<ul style="list-style-type: none"> Knowing who the key stakeholders and partners are
Skill	<ul style="list-style-type: none"> Negotiating and make deals Maintaining contact with partners, markets, suppliers, etc
Behaviour	<ul style="list-style-type: none"> Trustworthy and honest in all dealings

10 Readiness to learn: Farmer-entrepreneurs actively look for new knowledge and skills. They are always ready to learn. They know how to learn. They take command of their learning. They keep themselves informed of learning (and training) opportunities and they learn from mistakes.

Readiness to learn	Actively looks for new knowledge and skills; learns from mistakes
Knowledge	<ul style="list-style-type: none"> Knowing how to learn Keeping informed about learning opportunities
Skill	<ul style="list-style-type: none"> Setting learning goals Analysing and identifying when new knowledge or skills are needed
Behaviour	<ul style="list-style-type: none"> Takes command of learning Curious

The above 10 characteristics and competencies enable entrepreneurial farmers to seek out business opportunities, conceptualize and initiate new business ideas, gather the physi-

cal, financial, and human resources needed to start a business, set goals, and guide a farm and all its resources to accomplish those goals. Not all entrepreneurs have all of these traits to the same degree. But they will have all of them to some degree. Without their core values of trustworthiness and honesty, their problem-solving natures, their flexibility, their drive, the sense of competition and their confidence, they would not really be entrepreneurs. In order for good farm managers to become truly entrepreneurial, they will need to actively invest to develop these characteristics.

With the included template you can perform a self-evaluation looking at your personal competencies as an entrepreneur. The self-assessment looks into eleven entrepreneurial characteristics and ask you to “score” yourself on a scale of one to five. A rating of five is the highest rating and it indicates that you demonstrate high levels of that specific characteristic.

After completing the self-evaluation, reflect on the results and on the elements where you did not give yourself such a high score. Use the insights to develop a personal action plan that will support you to be pro-active and strengthen your entrepreneurial competencies.



Reflection questions

In groups of 3, reflect on the following questions.

- What are they key entrepreneurial competencies that you want to strengthen?
- Why do you feel those are important competencies to have as an entrepreneur?
- What is the importance of entrepreneurship for SPCs?
- Do you know of examples of “bad entrepreneurship”?



Individual exercise – A self-assessment for entrepreneurs

Characteristics of an effective entrepreneur: a self-test

This exercise is intended to help farmers to identify their strengths and weaknesses as entrepreneurs. The extension worker can help farmers to build on their strengths and to strengthen their weaknesses. One strategy to follow is to get those farmers with strength in a particular characteristic to coach and assist farmers who are weaker in the same characteristic. They could meet to discuss the characteristic and ways to strengthen it.

Entrepreneur characteristics	Rating				
	1	2	3	4	5
1 Enjoying being your own boss					
2 Self-confidence					
3 Sense of urgency					
4 High energy					
5 Willingness to take risks					
6 Ability to inspire and energise others					
7 Strong will					
8 Ability to learn from failure					
9 May devote a disproportionate time to your business					
10 Competitive					
11 Honest and trustworthy					



Develop an action plan to improve your entrepreneurial skill

As an individual, reflect on the results your self-assessment:

- What are the characteristics for which you scored low?
- What actions are required to work on these elements and strengthen your skills and competences as entrepreneur?
- Develop an action plan to strengthen your skills.

SECTION 2 **Entrepreneurship in a SPC**

This section provides insights into the importance of effective entrepreneurship for SPCs.

Based on the experience of ISSD Ethiopia, it is clear that there are good and diverse business opportunities for SPCs to become strategic players in the Ethiopian seed system. Empowering local SPCs to become involved in the production and supply of quality seeds will enable rural farming households to have access to a variety of timely, available, quality seeds, attuned to local demands, and at affordable prices.

Entrepreneurship is one of the key ingredients that can make or break a SPC. A SPC needs to consider itself a commercially viable business and must therefore rely on entre-



preneurial insights and competencies to strengthen and sustain itself over time. SPCs require effective entrepreneurship to become autonomous business entities.

This section will look into how entrepreneurship can be promoted and managed in favour of specific SPC objectives and goals.



Learning objectives

- Knowing and understanding the importance of entrepreneurship for SPCs.
- Being aware of and understanding how certain structural conditions can inhibit entrepreneurship in SPCs.
- Knowing and understanding how entrepreneurial competencies such as diagnosing, planning, organizing, leading, controlling and evaluating are valuable for the management of SPCs.

5 Seed entrepreneurship

Can seed producing farmers become entrepreneurs? Yes, this is definitely possible. Seed producing farmers have shown a remarkable ability to adapt, innovate and invest. They look for better ways to organize their farms. They try new crops and varieties, and alternative technologies to increase productivity, diversify production, and reduce risk and to increase profits. They have become more market-oriented and have learned to take calculated risks to open or create new markets for their products.

Smallholder farmers usually farm for one of four reasons:

- 1 exclusively for home consumption, with rarely any marketable surpluses being produced
- 2 mostly for home consumption, but with the intention of selling surpluses on the market
- 3 partly for the market and partly for home consumption
- 4 exclusively for the market.



Figure 4: Ladder of intentions and reasons for farming



Seed producing farmers are not producing food, but producing seed. As such their production is primarily oriented for the market. Seed producing farmers might keep a portion of the produced seed for their own purposes and use, but the main focus of their production is to produce seeds that can be sold.

Market oriented farming is a skill that requires strong entrepreneurial competencies. For an SPC to be entrepreneurial both its members and its management needs to be entrepreneurial.

How can SPC entrepreneurship be promoted?

Seed producer cooperatives (SPCs) are groups of farmers organized to produce and market seed of locally demanded crops and varieties.

It is possible to enhance an entrepreneurial spirit among a group of farmers who are willing to be involved in seed business and who have suitable land for seed production and clustering.

It starts with finding a group of farmers who show interest in taking calculated risks and working together on seed production and marketing activities.

Forming group business enterprises often has to be initiated from outside the group, for example by extension workers and develop-

ment partners. Until a group becomes united, its members are likely to put their individual interests first. Group enterprises are often vulnerable because of the education, literacy and managerial experience of its members. Such groups need to be supported more deeply over a longer period than individual farmer entrepreneurs. Extension workers are also needed to create linkages with suppliers and markets while developing the management and entrepreneurial skills of its committee and members.

The extension worker and other supporting partners needs to know when to stop supporting the cooperative in order to ensure autonomy. This should happen when the SPC takes full responsibility for the management of its business, but this should only be after it is technically equipped, well organized, market oriented, and strategically linked.

This is a challenge to extension workers and other supporting organizations. Before stopping support, the extension workers and development partners need to evaluate the key performance areas (is the SPC technically equipped, well organized, market oriented, and strategically linked?). If support is stopped too soon, the SPCs may collapse; but if it carries on too long, it creates greater dependency and the move towards self-reliance is slowed or even stopped. SPC entrepreneurship development is successful only when it results in a viable and autonomous business entity.

6 Barriers to seed entrepreneurship

Entrepreneurship is not something that you simply have or do not have. Even though you can hire and invest in entrepreneurship, there are many external factors that directly and indirectly influence entrepreneurship. For the case of SPCs, there are a number of barriers that inhibit seed entrepreneur-

ship. Details will be provided for seven of the most common barriers to seed entrepreneurship. Regardless of the barriers encountered, creative entrepreneurs are very competent in finding solutions to overcome the structural constraints with which they are faced.

Figure 5: Barriers to entrepreneurship





- a **Poor infrastructure:** poor roads leading to markets, market facilities, standard storage, and pre and post-harvest machineries.
- b **Policy constraints:** Governments need to have a positive view of entrepreneurship in farming. Land policy, credit policy, trading regulations, and CoC requirements are some of the more common policies that can help or limit the development of successful farm businesses.
- c **Poor access to credit:** A major stumbling block for many seed producers wanting to expand production, or diversify into new high value enterprises, is lack of access to finance. Producers who are starting new enterprises or want to expand their business often face difficulty in raising investment capital or working capital.
- d **Weak extension services:** Farmers advancing through different stages of development will need information, advice and support. Services are needed to advise and support farmers in identifying, preparing, designing and implementing efficient farm businesses. Advice and support to farmers must cover areas beyond traditional farming practices. The support needs of farmers are much wider, covering all aspects of running a profitable, market-oriented seed business.
- e **Marketing constraints:** When running a seed business, production must always be linked to a market. Access to markets is often constrained by a number of factors such as poor communications, infrastructure and marketing facilities, lack of reliable and timely market information, limited purchasing power and negative attitudes of buyers.
- f **Business skill gaps:** limitations on the educational and technical capacity of the committees or members of SPCs are a major constraint on quality seed production, marketing, leadership skill and financial management.
- g **Shortage of EGS supply:** limited access to EGS is one of the limiting factors for seed producing organizations.

7 Management of entrepreneurship

A successful seed entrepreneur uses farm resources effectively and efficiently. Two seed farms, with the same physical resources, markets, labour availability and capital base, can generate very different levels of profits and income. The difference can usually be attributed to management. Therefore, entrepreneurial and technical competencies need to be complemented by managerial competencies.

Managerial functions are diagnosing, planning, organizing, leading, controlling and evaluating. The seed entrepreneur performs these functions in each of the key areas of the seed business (managing inputs, production and marketing). The successful seed entrepreneur is competent in each function of management.

Diagnosis: Entrepreneurial farmers have the analytical skills to understand the farm business and its enterprises very well. They are able to identify the constraints and opportunities that affect profitability. This entails analyzing the cause of problems and identifying ways to overcome them.

Diagnosis	Analyse the farm business to identify problems and opportunities that affect profitability
Knowledge	<ul style="list-style-type: none"> Understanding the input, production and marketing requirements of each enterprise
Skill	<ul style="list-style-type: none"> Analysing the farm business to identify problems and opportunities Identifying solutions and actions
Behaviour	<ul style="list-style-type: none"> Identifying the root causes of a problem Learning from others Identifying solutions

Planning: Effective planning is fundamental to running a profitable seed enterprise. Effective plans are prepared based on resources available and the farmer's objectives. The planning process involves choosing a particular course of action from among alternatives.

Planning	Identifying and selecting actions to take to achieve a goal
Knowledge	<ul style="list-style-type: none"> Knowing the goals and objectives Knowing the range of alternatives to achieve them
Skill	<ul style="list-style-type: none"> Identifying evaluating, able to choose alternatives Outlining the steps and resources needed to implement alternatives
Behaviour	<ul style="list-style-type: none"> Forward-thinking Methodical

Organizing: Preparing to implement the plan and getting everything in order. It includes obtaining the inputs and materials necessary to put the plan into effect. Successful seed entrepreneurs are good implementers. They are determined and methodical in following their plans.

Organizing	Preparing to implement the plan
Knowledge	<ul style="list-style-type: none"> Know what and when resources and materials are needed and where to get them
Skill	<ul style="list-style-type: none"> Following sequential steps Finding and securing resources
Behaviour	<ul style="list-style-type: none"> Determined Methodical

Leading: The successful entrepreneur is a good leader. This involves motivating, enabling and drawing out people’s talents to achieve the goals of the business. Motivation is done through good communication, building of trust and confidence, creating a climate that encourages good performance, and developing the capabilities, skills and competencies of staff.

Leading	Guiding and supporting staff in achieving the goals
Knowledge	<ul style="list-style-type: none"> Understanding how to motivate people
Skill	<ul style="list-style-type: none"> Communication Assessing performance
Behaviour	<ul style="list-style-type: none"> Trustworthy Encouraging Building trust

Controlling: Successful entrepreneurs understand the importance of controlling the business and making sure that performance goes according to plans and expectations. It is sometimes also called monitoring. Controlling implies checking the progress of the farm business in part or as a whole over time. It is not just observing progress, but providing regular checks as plans are being implemented, even if it is being implemented successfully. It calls for daily monitoring of

what happens and comparing actual performance and results against expectations. This makes it possible to identify and make adjustments to various aspects of the seed business to improve performance.

Control-ling	Regular monitoring of activities and comparing performance and results against planned expectations
Knowledge	<ul style="list-style-type: none"> Understanding the value of control and its influence on profits
Skill	<ul style="list-style-type: none"> Monitoring and comparing Keeping accurate records
Behaviour	<ul style="list-style-type: none"> Attention to detail Methodical

Evaluating: Evaluating is assessing the outcomes of the business and the impact of decisions. It involves making comparisons of the business performance over time and with other similar businesses. The results are used to identify strengths and weaknesses and plan for the future. Successful entrepreneurs are careful and objective evaluators.

Evaluating	Assessing the outcomes of the farm business and the impact of decisions
Knowledge	<ul style="list-style-type: none"> Understanding the impact of each area of the farm business on profits
Skill	<ul style="list-style-type: none"> Identifying which actions give which outcomes
Behaviour	<ul style="list-style-type: none"> Objective and methodical



Reflection questions

In groups of three, reflect on the following questions.

- How can entrepreneurship (or a lack of entrepreneurship) affect SPCs?
- What can SPCs do to strengthen their entrepreneurship?
- Is it sufficient for an SPC to have an entrepreneurial manager or should SPC members also have an entrepreneurial spirit?

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URLs and links to internet sites contained in this module are provided for the convenience of the reader and are correct at the time of publication. ISSD Ethiopia takes no responsibility for the continued accuracy of that information or for the content of any external website.

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