

Assessing Poultry Firm Survival in Kampala: A Case of Biyinzika Enterprises Limited

¹Henry Stanley Mbowe & ²Prof. Dr. Kaaya Siraje

¹Kampala University, Uganda

²University of Technology and Arts of Byumba (UTAB), Rwanda

*Corresponding Author: mbowa200@yahoo.com

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Abstract: *Several thousands of small, medium, and big businesses in developing countries have closed and concern for business survival has heightened to the point of anxiety/doubt and fear among investors and entrepreneurs. Therefore, the study assessed poultry firms' survival and possible strategies for improvement, specifically, current survival, challenges facing Biyinzika Enterprises Limited (BEL) and possible strategies for improving its survivability. The study used a case study design with both qualitative and quantitative approaches of data collection. A sample of 44 respondents was determined purposively using Krejcie Morgan table from a population of 50 people from BEL. Data was analyzed through the SPSS to generate descriptive statistics from which interpretations were made. The results showed that the current performance of BEL was fair due to unreliable rainfall and drought, unstable and unreliable power supply, high costs of input and theft issues. The study recommended that BEL should establish and strengthen her internal controls over cash and other financial resources, introduce reward systems, use solar energy system and plant drought resistant crops varieties.*

Key words: Diversification, drought, poultry, survival

1. Introduction

Since the onset of recession, several thousands of small, medium, and big businesses in developing countries have already closed and concern for business survival has heightened to the point of anxiety, doubt and fear among investors and entrepreneurs (World Bank, 2008). Recession has proved to be a business killer, more particularly for organizations that failed to possess the needed internal strengths to contend with the problem. World Bank (2008) adds that as a prudent entrepreneurial move, substantially minimize, and if not completely avoid, manpower cutbacks. Instead, hold on to the talents in the organization, and empower them by training and enriching job content. Lukoma and Nguyen (2010) assert that business survival needs to reflect on changing job descriptions and task people with new and challenging roles in conjunction with their key competencies and what they love to do. Engage people in functions that motivate build hope, contentment, and shared values. Thus, encourage borderless thinking and trying new ideas, great things are conceived during difficult times (Ahonen, 2008).

It can be noted that businesses with adequate contingency fund possess greater flexibility and agility to move about and suppress the adverse impact of recession (Lukoma and Nguyen, 2010). Contingency fund can be effectively used to bridge cash flow gaps that can spell business disaster for any company without any emergency money to fall back on. Many companies stay through in today's recession because of sustainable contingency fund that buys business survival (UIA, 2009). The report adds that business survival in developing economies is faced by many problems such as managerial problems, inaccessibility to loans, High cost of ingredients for poultry feeds, making it difficult to increase its production; diseases and parasites; power supply irregularities, which cause massive loss of chicks and unreliable water supply, have led to poor survival. These are major obstacles to growth and development to the enterprises and such problems are threats to the survival of most businesses.

Therefore, BEL Strategic Management Plan (2009) asserts that BEL is one of the businesses started way back in 1990 with the aim of promoting the poultry business in Uganda through production and supply of day old chicks, high quality animal feeds and processed chicken; other

products include Layers parent stock, Broilers parent stock and their customers are mainly poultry farmers, super markets and restaurants among others. BEL Annual report (2010) clarifies that, the company has been able to invest in modern water technologies, hatcheries and instant power supplies so as to meet the needs of her clients. The company has expanded with two hatcheries on the farm with a total capacity of 1,620,000 and weekly setting of 540,000 eggs in 2010. However, the current price changes in the poultry inputs have failed its survival. The demand of her products has gone down due to increased prices of poultry inputs such as the feeds, parent stock, and drugs, among others, thus affecting its performance. It was reported that the supply of chicks declined from 230,800 day old chick per day in 2008 to 15,670 day old chicks per day in 2010 which is attributed to low demand of the chicks because of being expensive. According to an interview with the management, they contended that, selling eggs for the chicks are no more, resulting in a loss of up to Shillings 2.4 billion between June 1, and the end of the first week of August 2011. Instead of hatching chicks for sale, they sell the eggs at a lower price. The rising dollar rate continues to affect the business because we have to import vaccines and yet the loans that we get are serviced in dollars. This is in addition to operational costs. With the constant power black outs we have to use generators and diesel is not cheap. It is against that background that, a study on examining poultry firms' survival in Kampala specifically to BEL was undertaken.

2. Literature Review

The survival and growth of businesses in developing economies is still a questionable issue. In developing economies majority of businesses die within the first five years while only 5% to 10% survive and make it to maturity (Private Sector Foundation Uganda, 2006 Cited in Eyaa & Ntayi, 2010). Businesses face a number of challenges which are likely to explain the performance of their supply chains and their survival (Hatega, 2007). Hatega (2007) found out that less than 5% of the businesses survive beyond their first year of existence because of the numerous challenges that limit their competitiveness. The same case applies to Uganda where majority of them die within the first five years while only 5 to 10% survive and make it to maturity (PFSU, 2006). Ahonen (2008) states that, small businesses have limited resources and budget for marketing their business activities since branding is expensive small businesses cannot. However, we argue that even with relatively constrained budgets, businesses can still build and manage their brands effectively, given good management strategies and practices for better survival. Contrary to the above, Kigozi, (2006) states that Ugandan businesses lack the information networks and experience needed to compete favorably in a world of economic giants. UBOS (2005) shows that, most enterprises in Uganda depend on

word of mouth. This is because they have limited access to relevant information on business resources.

Business survival in developing economies is faced by many problems such as managerial problems, inaccessibility to loans, High cost of ingredients for poultry feeds making it difficult to increase its production; diseases and parasites; power supply irregularities, which cause massive loss of chicks leading to poor survival (UIA, 2009). Businesses face unique challenges, which affect their growth and profitability and hence, diminish their ability to contribute effectively to sustainable development. The following challenges are briefly discussed: Lack of Managerial Training and Experience, Inadequate Education and Skills, Lack of Credit, National Policy and Regulatory Environment, Technological Change, Poor Infrastructure and Scanty Markets information (Hall, 2005). Inadequate managerial training and experience, many businesses owners or managers lack managerial training and experience. The typical owner or managers of SMEs develop their own approach to management, through a process of trial and error. As a result, their management style is likely to be more intuitive than analytical, more concerned with day-to-day operations than long-term issues, and more opportunistic than strategic in its concept (Hill, 2007). Although this attitude is the key strength at the start-up stage of the enterprise because it provides the creativity needed, it may present problems when complex decisions have to be made. A consequence of poor managerial ability is that businesses owners are ill prepared to face changes in the business environment and to plan appropriate changes in technology. Majority of those who run businesses are ordinary lot whose educational background is lacking. Hence they may not be well equipped to carry out managerial routines for their enterprises (King and McGrath, 2002).

Kuratko and Hodgetts (2005) argue that four factors help account for business success, first, the existence of a business opportunity. One of the main factors in the success of any small business is the existence of a real business opportunity. It is not enough that the business opportunity exist, but of more importance is the manner in which the opportunity is exploited or seized. The second factor is the management ability. The ability of the proprietor to allocate scarce resources effectively and efficiently is a question of management's abilities. Researchers such as Rwigema and Venter (2004) have all reported the lack of management ability as the most common reason for small business failure. Another factor is adequate capital and credit. Kuratko and Hodgetts (2005) argue that the greater the amount of capital the owners invest in a business, the greater the chances of survival and vice versa. They argue that banks are generally risk averse when small business owners require loans. Ndwandwe (2008) argues that banks continue to display a crippling preoccupation with avoiding risk when

dealing with loan applications from small businesses. Small businesses rely on their suppliers to provide them with credit for periods of up to 60 days. This arrangement ensures the survival of small businesses (Kuratko and Hodgetts, 2005). Under-capitalization is a problem synonymous to small businesses, in other words, lack of capital invested in a business on the part of the owner or owners. Those businesses which are under-capitalized and expanding too fast find themselves running into serious financial difficulties. Kuratko and Hodgetts (2005) firms must endeavor to use modern business methods, efficient equipment and procedures where available. Making use of modern business methods will ensure that small businesses remain competitive and efficient relative to its competitors.

3. Methodology

The study adopted a case study design which used both qualitative and quantitative approaches to data collection. This enabled the researchers to identify the challenges affecting BEL. The study targeted 50 employees from BEL across various departments, and a sample of 44 respondents were purposively determined using Krejcie and Morgan’s table (1970). The respondents included directors, head of departments and their assistants and

middle level managers. The main tool for data collection was a questionnaire which was designed by the researchers for ease of coordination and clarification. It was also composed of a one to one interview technique. The researcher used both open-ended and close-ended questionnaires which were administered to obtain the information from the respondents. To have valid tools, the researchers asked colleagues in the field to vouch for the items measuring what he intended to measure. However, the researchers found a group of people to test that had the exact opposite behaviors the researchers were interested in measuring the validity. Validity of the instrument was obtained through the development of the scales with the help of the experts in the field using the Content Validity Index (CVI). This confirmed the dimensions of the concepts under study which were operationally defined, to ensure appropriateness of results. On the other hand, the reliability of the questionnaires was improved through pretesting of pilot samples both from BEL. This enabled the re-phrasing of some questions. Furthermore, reliability of the scales was done with the application of the Cronbach Coefficient Alpha for the computations so as to check for the internal consistency of the scales. To be reliable, Cronbach’s Alpha Coefficient must be above 0.7. However when it is above 0.5, it is acceptable as indicated in Table 1 below:

Table 1: Reliability and Validity

| Construct | Cronbach’s Alpha Coefficient | CVI |
|-------------------|-------------------------------------|------------|
| Survival f BEL | 0.746 | 0.719 |
| Challenges of BEL | 0.7 | 0.857 |

The study variables were measured using already developed scales and items in literature with modifications to suit the study. Scales from previous studies were adopted to be used in the study as follows: Erikson (2002) items scales were adapted to establish the current survival of Biyinzika Enterprises Limited, the challenges affecting the survival of Biyinzika Enterprises Limited and strategies to improve survival of Biyinzika. Data on current survival and challenges was collected through interviews thus, it was edited, coded and cleaned, and later entered into the SPSS for analysis.

4. Results and Discussion

4.1 Response rate

Out of the 44 (forty four) questionnaires distributed among the employees of BEL, only 30 (thirty) were collected when filled fully. The respondents declined to answers the questionnaires nor did they accept the interviews. Therefore, this indicates that only 68% of the selected participants were involved in the study.

4.2 Current survival of Biyinzika Enterprises Limited (BEL)

This section analyses the current performance of BEL. This involved rating the farm basing very poor, poor, very good, good and excellent; and examining the factors responsible for the current survival of BEL and the findings are presented in table 2 below.

4.2.1 Rating the survival of BEL

Results in table 2 show how the respondents rated the current performance of Biyinzika Enterprises Limited.

Table 2: Rating the survival of BEL

| Valid | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| | Very poor | 2 | 6.7 | 6.7 | 6.7 |
| | Poor | 4 | 13.3 | 13.3 | 20.0 |
| | Good | 14 | 46.7 | 46.7 | 66.7 |
| | Very good | 5 | 16.7 | 16.7 | 83.3 |
| | Excellent | 4 | 13.3 | 13.3 | 96.7 |
| | Not sure | 1 | 3.3 | 3.3 | 100.0 |
| | Total | 30 | 100.0 | 100.0 | |

From the table above (Table 2), majority of respondents (46.7%) noted that the performance of the Biyinzika Enterprises limited (BEL) was good, followed by very good, accounting for 16.7%. Few respondents noted that the performance of Biyinzika Enterprises limited (BEL) was poor and excellent represented by 13.3% respectively. However, only 3.3% didn't know the current survival of Biyinzika Enterprises limited. The respondents asserted that the good performance of BEL was as result of better marketing strategies such mass marketing, charging affordable prices, advertisement and production and supply of quality products; improved team work, qualified staff and good customer care among others as presented in table 3 below:

4.2.2 Factors for current survival of Biyinzika Enterprises Limited (BEL)

The respondents reported a number of factors that were responsible for the current performance of BEL among which include quality feeds and ingredients, qualified staff, team work, customer care, marketing strategies, quality breeds of day old chicks among others as presented in table 3 below:

Table 3: Factors for the current performance of BEL

| Factors | N | Percent | Percent of Cases |
|-----------------------------------|-----------|---------------|------------------|
| Quality feeds and ingredients | 9 | 11.8% | 31.0% |
| Qualified staff | 10 | 13.2% | 34.5% |
| Team work | 14 | 18.4% | 48.3% |
| Good customer care | 10 | 13.2% | 34.5% |
| Marketing strategies | 17 | 22.4% | 58.6% |
| Quality breeds of chicks supplied | 10 | 13.2% | 34.5% |
| Improved security | 1 | 1.3% | 3.4% |
| Efficient funding of the project | 1 | 1.3% | 3.4% |
| Appropriate brooding practices | 1 | 1.3% | 3.4% |
| I do not know | 1 | 1.3% | 3.4% |
| Quality chicken product | 2 | 2.6% | 6.9% |
| Total | 76 | 100.0% | 262.1% |

Findings from table 3 above show that majority of the respondents (22.4%) reported marketing strategies as the most influential factor of the current performance of Biyinzika Enterprises Limited (BEL). This was followed by team work (18.4%), qualified staff, good customer care, and quality breed of day old chicks supplied all represented by 13.2%. The results show that improved

security, efficient funding, and appropriate brooding methods played a significant role (1.3%) respectively though at a smaller extent. Therefore, the farm needs to strengthen its marketing strategies if it has to compete favorably, especially in the poultry sector.

4.2.3 Challenges affecting Biyinzika Enterprises Limited (BEL)

The study established a number of problems that were affecting Biyinzika Enterprises Limited (BEL) and these include unreliable rainfall and drought, unstable and

unreliable power supply, high costs of input, theft issues, unstable commodity prices, parasites, diseases, low salaries, employee turnover among others as presented in Fig. 1 below:

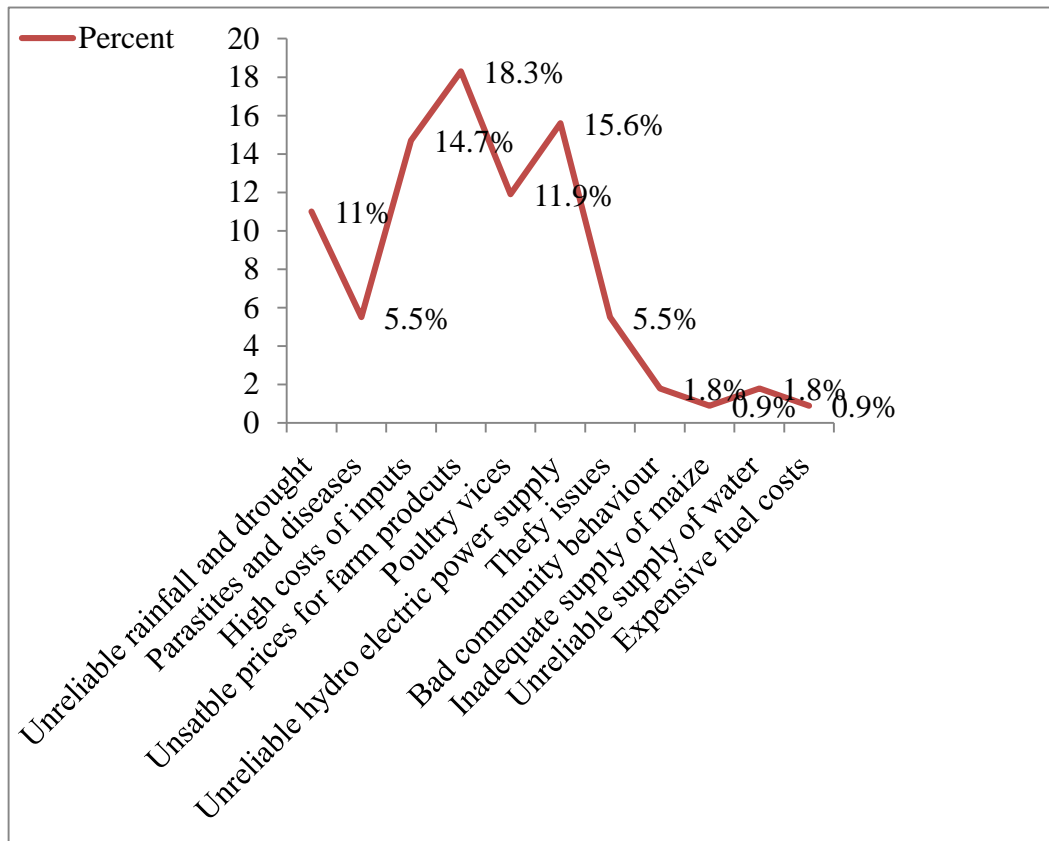


Figure 1: Problems affecting the performance of BEL

According to Fig. 1 above, majority of the respondents (18.3%) noted unstable prices for farm products as the most pressing issue affecting performance. This was followed by unstable hydro electricity supply (15.6%), high costs of inputs (14.7%), unreliable rainfall and drought (11%) while poultry vices accounted for 11.9%. Price fluctuation of farm products accounted for 9.2% followed by parasites and diseases, and theft issues both with 5.5% respectively. However, a few respondents noted that bad community behavior and mistreatment of workers were among the problems affecting Biyinzika Enterprises Limited's performance.

4.2.4 Strategies to improve the performance of Biyinzika Enterprises Limited (BEL)

The respondents reported different strategies that were put in to minimize the problems that were affecting the performance of the farm (BEL). The strategies included; water harvesting and storage, installation of instant generators, parasites and mammal control, improved hygienic conditions, planting drought resistant plants for the birds, provision of tight security, vaccination and disease control, poultry vices control, among others as illustrated in Figure 2 below:

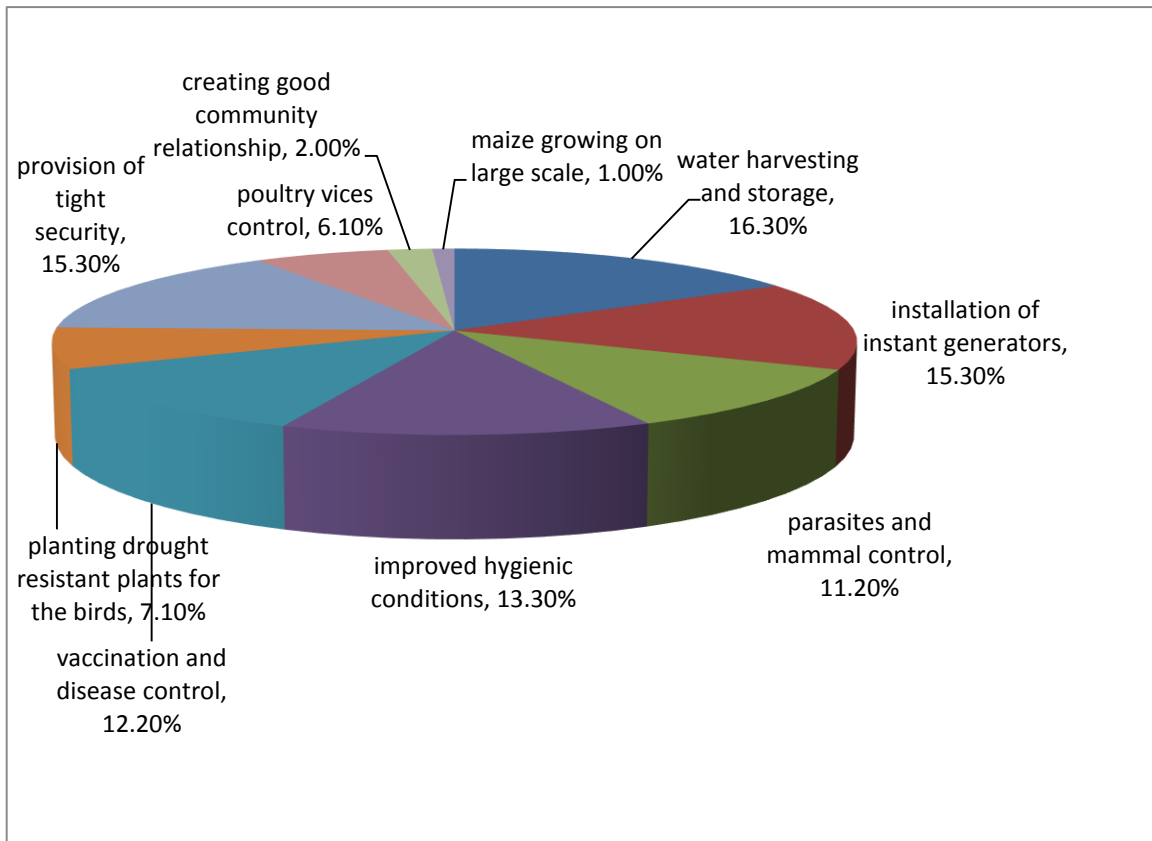


Figure 2: Strategies to improve performance of BEL

According to figure 2 above, 16.3% of the respondents reported that water harvesting and storage was one of the strategies implemented by Biyinzika Enterprises limited (BEL) to overcome the problem of unreliable rainfall and drought. In addition, instant power generator was also reported as a strategy taken and accounted for 15.3%, followed by provision of tight security (13.3%), vaccination and disease control (12.2%), parasite and mammal control (11.2%). Other strategies reported were planting drought resistant plants (weeds) for the birds (7.1%) and poultry vice control (6.1%). In addition, the respondents recommended that staff remuneration should be enhanced, solar power should also be invested in by the farm, and the farm should ensure monitoring/ supervision of all activities that are carried on by the farm.

4.3 Discussion

4.3.1 The current survival of the Biyinzika Enterprises Limited (BEL)

The findings revealed that Biyinzika Enterprises Limited (BEL) employed competent and qualified staff (10.3%) with the ability for decision making. This implies that the capacity to make decisions ensures better performance of BEL. The results also revealed that there was good coordination amongst staff for teamwork (18%). The findings also concur with (Hatry, 2001) who notes that

qualified employees are a key factor in improving business performance and survival due to the ability to make managerial solutions to the problems. Responses also indicated that BEL had appropriate marketing strategies (22.4%) that is, 4Ps and these were price, product, promotion and place (distribution). One of the respondents affirmed that the mechanisms involved charging affordable prices from the clients, supply of quality products and services, promotion of the products activities through radios, televisions, newspapers and word of mouth and distribution of goods to the community/ make it accessible to its clients. These findings are in line with the findings of Shehu and Akitonye (2008) who asserts that the use of the marketing principles is intended to the sales and efficiency, hence better performance and survival of the firms. They add that commodity trading was intended to bring about efficiency in marketing and introduce competition. They further note that when marketing is poorly done and the chain is too long then the producers are not likely to get the value of their sweat.

4.3.2 Problems affecting the performance Biyinzika Enterprises Limited (BEL)

Results indicated a number of problems were reported to have affected Biyinzika Enterprises Limited's (BEL) performance among which include unreliable rainfall and drought, high costs of inputs, unstable and unreliable hydro-electric power supply, low salaries and wage,

unstable prices for farm products, among others. The findings also reveal that the above mentioned problems are the most inflicting challenges to BEL's performance and long survival. However, the results also show that other issues like parasites and diseases, poultry vices, and theft issues should be addressed. This agrees with World Bank (2008) which states that developing countries' poultry businesses and projects are affected by problems such as poor power supply, climate change, competition, and diseases which have resulted into inefficiencies thus causing failures.

The study findings indicate unstable and unreliable hydro-electric power supply as a problem affecting BEL. The responses show that power is always off most of the time, which affects the incubation process and storage of dressed chickens due their perishability at BEL. It was also noted that when power goes off very many hatching eggs are affected in the process. Results also indicate that there are high rates of machine failure because of power irregularities thus initiating poor performance. Insufficient water supply affects productivity of the poultry birds; Electricity and water are very important in the incubation and other production processes, without them hatching is greatly affected (UBOS, 2005). One of the respondents stated that *"in June 2012 alone, the farm lost over 1,089 day old chicks due to machine failure as a result of hydro-electric blackouts."*

The findings found out that high costs of inputs such as maize bran, maize, feeds; drugs and vaccines were problems affecting the company. The respondents reported that there is scarcity of maize bran and ingredients that are required in feed mixing for poultry birds that is why they are costly. They add that if maize is accessed, it is of poor quality and thus ends up affecting the productivity of the flock. The findings concur with Kagodo Feeds Limited annual report (2011) which says the industry's biggest challenge has been the scarcity of maize and maize bran. "Towards the end of last year, a 100 kilogramme bag of maize cost Shs70, 000/=. It now costs between Shs140, 000/= to Sh150, 000/=, the report adds, attributing the rise to the exportation of maize to neighboring countries and that the problem is compounded by the relatively stable prices of chicken products. In addition, the poultry drugs are very expensive and not readily available in most of the locations and the same applies to the vaccines. The best alternative could be to purchase in bulk and store but it is also impossible due to instabilities in power supply and the high costs of the drugs and vaccines; this eventually leads to death of the chicken.

Respondents also reported that poultry vices such as cannibalism, egg eating and feather pecking were problems affecting BEL's performance. When the respondents were asked about the cause of poultry vices, they noted that these occur as a result of small sized

structures with limited carrying capacity, poor quality of feeds, absence of green plants, lack of swings, old litter and failure to de-beak the birds. It was noted that when such problems occur, the production capacity of the birds is reduced hence inefficiency thus leading to poor performance and survival of the enterprise. One of the respondents reported that "the farm lost 257 and 103 birds due to cannibalism in July and August, 2012 respectively."

According to the results, unreliable rainfall and drought affected the company seriously. This phenomenon affected the green plants that were planted for the birds and it also led water scarcity in 2011. This implies that company spent a lot of money that year for both the poultry and watering the poultry green plants. It was noted that sometimes the drought can prolong for a period of 3 months consecutively. They add that during such periods price per jerry can reach 500/= in case it is accessed and in addition it is not clean which means the company could incur extra costs to treat it so as to be safe for the birds.

Findings indicated that parasites and diseases had a serious impact to the farm's performance and the diseases reported included Newcastle disease, Gumboro, Fowl typhoid, Fowl pox, Cocidiosis, and Marex and they caused a lot of havoc to the company. For example, a respondent reported that Newcastle disease is common on many poultry farms and it occurs in September – October and February - March respectively so the flock should be vaccinated as required. He adds that Fowl typhoid and Fowl pox are not common but they can occur on a farm due to poor hygienic conditions- dirty environment. The respondents reported that Marex is a common disease in chicks and is vaccinated when the chicks are four or seven days. The notable parasites were fleas, lice, rodents, rats, and red ants. The respondents add that these can attack the chicks and chicken. However, rodents and rats are a problem to maize bran and eggs if not well kept. The findings are in line with FAO (2012) which highlights that the drivers of the emergence and re-emergence of these diseases are just as varied as their impacts, with pathogens surfacing in domestic animals and birds, wildlife, and the environment and along the agro-food production and distribution chain. Therefore, prevention and control activities must be just as wide reaching.

4.3.3 Strategies to improve the performance of Biyinzika Enterprises Limited (BEL)

According to St. Jude College of Agroecology (2012), poultry projects should engage in water harvesting and storage in order to overcome the unreliable rains and long dry spell problems to their businesses in order to achieve the intended goals. The respondents concur with this and findings show that the farm had taken initiatives of water harvesting and storage which was intended to reduce the problem of water scarcity due to unreliable rains and drought. It was observed that the company had different

methods of water harvesting among which include underground tanks, metallic tanks, plastic and runoff water harvesting tanks. It was noted that water harvesting solved the problem of water scarcity. A lot of money was saved in addition to making water readily available all the time. The money saved was used to purchase and install reservoir tanks in which water was pumped to ease its supply to the entire farm due to improved gravity. The respondents add that the pumping could be done whenever power was available and in case it is not available then a powered generator could be used. Therefore water is now readily available all the time and it is never a problem. This has further commended by (UBOS, 2005) that harvested water can easily be pumped into reservoirs for easy supply on the farm/ projects where piped water is not available or unreliable.

The results also show that the farm installed instant/ automated generators regularly supply whenever power could go off. This helped to minimize the mortality rates of chicks especially during the hatching process. It was also noted that power was much needed during the brooding process for providing warmth and light. The respondents reported that installation of generator eased the storage of dressed chicken whenever they could be stored for a long time. In addition, this has enhanced the processing capacity due to regular power supply and ensures efficiency in improved performance of the farm.

The findings reveal that the farm had done a lot in improving the security at the center through ensuring tight security, for example, increasing the numbers of security personnel, constructing strong wall fence and purchase of sniffer dogs. It was reported by one of the respondents that this tight security has helped to overcome theft issues as well as minimizing bad community behaviors towards farm's performance. For example, responses from the security department show that "before I came here they told me that there was a lot of theft issue, but as we talk now these are no more." They add that there is regular monitoring within and around the farm.

Results from the field also show that the farm has tried as much as it can to improve the hygienic conditions so as to safeguard the flock from disease outbreak and parasite attack. Results show that different methods were employed which include regular turning of litter, provision of clean water, regular cleaning of the general environment for better sanitation. They also show that there were regular washing of the drinkers and provision of a disinfectant place where the workers wash their feet before they enter into the poultry houses. In addition, it was also found out that there were high mortality rates due to poor hygienic condition at the farm but due to the recruitment of qualified staff the rate has been reduced. The results concur with St. Jude College of Agro-ecology (2012) which argues that proper hygiene should be the order of the day by poultry farms. It further recommends that the litter should be turned daily, general hygiene

should be done regularly and provision of good water and quality feeds to the birds is a must. One of the respondents reported that "poor hygiene resulted into death of about 497 birds in 2010."

The field findings indicate that many efforts had been put into disease prevention and control at the farm. This was attributed to the regular vaccination and treatment of the poultry birds. During the visit at the farm, it was observed that the farm had a vaccination calendar highlighting the disease and when to vaccinate including administration of the flock. The farm had a doctor's visit program for medical checks and inspections. The disease reported to be of much concern were Newcastle disease, Marex, Gumboro, Typhoid and Pox.

The results show that the farm had taken on an initiative of planting drought resistant green plants for the poultry birds. This was a strategy on constant supply of green plants to the birds so as to improve the quality of the eggs and minimize the treatment costs of the birds since the green plants play an important role in improving birds' immunity/ resistance to diseases. The common plants reported were Bitter quin, Tithonia, *Lab lab*, *Calliandra spp*, *Aloevera*, Russian comfrey and Jack bean. It was observed that these were planted in a fodder bank, could resist drought conditions and were commonly used during the dry period thus helping the farm to ensure steady supply of green plants needed as also emphasized by St. Jude College of Agro-ecology (2012). One of the respondents added that "even bananas are also fed to the birds especially in dry period. The findings show that during the rainy season green plants are in plenty and they include *Amaranthus spp*, Black jack, *Bidens pillosa*, Macdonald gold, and "Kafumbe." Therefore, provision of green plants to the birds is not a problem at the farm during a rainy season.

5. Conclusion and Recommendations

In conclusion, there was good performance of Biyinzika Enterprises Limited (BEL) due qualified staff, teamwork, good customer care, quality breeds of chicks, marketing strategies and quality feeds and ingredients. Despite all what BEL has done to improve its performance and survival of all its departments, challenges such as unreliable rainfall and drought, unstable farm product prices, poultry vices, high costs of inputs. However, strategies like water harvesting and storage, installation of instant generators, parasites and mammal control, improved hygienic conditions, planting drought resistant plants for the birds, provision of tight security, vaccination and disease control, and poultry vices control.

The study concluded that, Biyinzika Enterprises Limited (BEL) should control poultry vices, treat and vaccinate its poultry and carry on project diversification. All poultry farmers should harvest and store water as well as planting

drought resistant plants for better poultry farming in Uganda and the world at large.

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