



CLOSE-OUT REPORT

Project Title: The KwaDukuza Municipality Entrepreneur Skills Development and Support Programme

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Version 1

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Acronyms and Abbreviations

PSC	Vuthela Programme Project Steering Committee
IDM	iLembe District Municipality
IDP	Integrated Development Plan
MTSF	Medium Term Strategic Framework
NT	National Treasury
SDF	Spatial Development Framework
PSD	Private Sector Development Component
SMMEs	Small, Medium and Micro Enterprises
SP	Service Provider
Goshen	Goshen Entrepreneurship Hub (Pty) Ltd
ToR	Terms of Reference

1 Executive Summary

The Entrepreneurship Skills Development and Support Programme in KwaDukuza Municipality was an initiative aimed at promoting entrepreneurship and supporting small businesses in the region. The programme, funded by Vuthela iLembe LED Programme, implemented by Goshen Entrepreneurship Hub, aimed to address the specific challenges faced by entrepreneurs and provide them with the necessary skills and support to succeed. The programme also provided skills development for 3 KDM LED staff members, focusing on enhancing their knowledge and capabilities in entrepreneurship support and skills development.

The primary objectives of the programme were to enhance entrepreneurial capabilities, foster innovation, and stimulate economic growth in the municipality. It sought to achieve these goals through a combination of training sessions, workshops, mentoring, and access to resources and networks.

Key insights obtained during the inception phase of the programme highlighted the need for effective coordination, clear communication, and mitigation strategies for potential risks such as limited resources and participant engagement. To address these challenges, the programme has established a robust project management and administration framework, as well as a comprehensive monitoring and evaluation plan to track progress and ensure the programme's effectiveness.

The Business Development Roadmap was designed to identify the key areas of training and development necessary for the entrepreneurs' business growth. Tailored to each entrepreneur's specific needs, the roadmap provided a structure to the intervention, ensuring improvement in their businesses, acquisition of new skills, and achievement of long-term goals.

The Training Plan, based on business/entrepreneur assessments, addressed the strengths and weaknesses of each entrepreneur. This personalized approach enabled entrepreneurs to overcome weaknesses and build on their strengths, enhancing their chances of success.

The training included a 4-day bootcamp focused on personal mastery, entrepreneurship, leadership, and sustainability. Group sessions were conducted over three weeks, covering areas such as business compliance, financial management, and tendering. Participants actively engaged, contributing to discussions and sharing experiences.

One-on-One Mentorship sessions provided personalized guidance on business compliance, financial management, and record keeping. Entrepreneurs actively engaged with mentors, sharing challenges and implementing concepts learned during training.

Sessions with Industry Leaders offered participants insights and practical advice from successful industry leaders. These sessions aimed to inspire and empower entrepreneurs to succeed in their own business ventures.

The KwaDukuza Municipality Entrepreneur Skills Development and Support Programme has made significant progress in fostering institutionalization and sustainability within the municipality, particularly with the involvement of municipal officials. The engagement of these officials has been instrumental in ensuring the long-term impact and continuity of entrepreneurship support initiatives.

Through their active participation in the programme, municipal officials have gained valuable knowledge and insights into the challenges faced by local entrepreneurs and the support they require. This understanding has enabled officials to develop a deeper appreciation for the importance of entrepreneurship in driving economic growth and job creation within the municipality.

To ensure the institutionalization and sustainability of the project's impact, the following measures have been implemented:

- **Capacity Building:** Municipal officials have received targeted training and capacity building sessions to enhance their understanding of entrepreneurship and business support. These sessions have equipped them with the necessary skills and knowledge to provide ongoing mentorship and guidance to entrepreneurs.
- **Sustainable Resource Allocation:** The project has laid the foundation for sustainable resource allocation by the municipality to support entrepreneurship initiatives. By recognizing the importance of ongoing financial and non-financial resources, the municipality can continue to allocate resources to sustain and expand entrepreneurship support activities in the long term.
- **Stakeholder Engagement:** Regular dialogue and engagement between municipal officials and entrepreneurs have been established to foster an ongoing partnership. This communication allows for continuous feedback, knowledge sharing, and collaboration, enabling municipal officials to stay informed about the evolving needs of entrepreneurs and adapt support services accordingly.

Overall, the KwaDukuza Municipality Entrepreneurship Skills and Support Programme, with its tailored training and mentorship interventions, has provided entrepreneurs with the necessary tools and

knowledge to enhance their businesses and achieve their long-term goals. The active participation and engagement of entrepreneurs throughout the programme demonstrate their commitment to personal and business growth.

2 INTRODUCTION AND BACKGROUND

This Project Close-Out Report marks the final phase of the KwaDukuza Municipality Entrepreneur Skills Development and Support Programme, contracted under VILP/I/047. The purpose of this report is to provide a comprehensive overview of the project, detailing its objectives, achievements, challenges, and lessons learned.

The tender for the KwaDukuza Municipality Entrepreneur Skills Development and Support Programme closed on 08 August 2022. Following the evaluation process, Goshen Entrepreneurship Hub was appointed as the implementing organization on the 12th of December 2022.

The establishment and growth of SMEs is recognised as key to inclusive economic growth, promoting employment and addressing structural inequality in South Africa. SMEs however face significant growth challenges such as accessing investment opportunities, business start-up facilitation, access to finance, skills and support services etc. This subcomponent and related actions are directed towards creating an environment conducive to doing business, access of SMEs to financial and non-financial support, and skills development. Under skills development, the approach is to ensure that there are sufficient skills, in demand by specific local market conditions, to stimulate job creation in iLembe.

It is within this context that this Entrepreneur Development Programme for the KwaDukuza Municipality (KDM) has been implemented

The programme was designed to promote entrepreneurship and offer essential support to small businesses in KwaDukuza Municipality. Its primary aim was to enhance entrepreneurial capabilities, foster innovation, and stimulate economic growth within the region. The project sought to achieve these goals by providing a six-week training and mentorship program to a selected group of 20 entrepreneurs.

During the programme's implementation, participants received targeted training sessions on key topics, including business compliance, financial management, tendering, and personal mastery. They also had the opportunity to engage in one-on-one mentorship sessions and interact with accomplished industry leaders who shared their insights and experiences.

2.1 Objectives of the Assignment as per the ToR

The objectives of this assignment are to:

- Identify and provide skills development and entrepreneur support to 20 entrepreneurs from KwaDukuza Municipality (KDM) over a period of 6 weeks. This support included a 4-day boot camp for extensive training, individual and group training on business skills, and other

business support services such as networking assistance, market access, information access, finance access, tendering support, and legal compliance guidance.

- Provide skills development for 3 KDM LED staff members, focusing on enhancing their knowledge and capabilities in entrepreneurship support and skills development.
- Implemented a selection process based on specific criteria to choose the candidates for interviews. The criteria included operating within the KwaDukuza Local Municipality, with preference given to township-based businesses; businesses that have been operating for at least one year and employ between 5 and 50 employees; businesses providing services or goods in demand by the market; and a focus on township businesses with an emphasis of 60%. Preference was given to previously disadvantaged individuals (PDIs) and a 50/50 gender split, with special consideration given to woman-owned businesses when two companies are equally qualified.
- Provided customized support to each selected entrepreneur based on their individual needs, as determined through an assessment process. This support may include additional specialist training, development of marketing collateral, financial services assistance, quality control measures (including potential SABS compliance), and a business support grant of R10,000 per entrepreneur to be utilized for necessary services.
- Facilitated sessions between the selected entrepreneurs and five industry leaders from the iLembe district, enabling valuable knowledge sharing, mentorship, and networking opportunities.

By accomplishing these objectives, this assignment equipped entrepreneurs with the necessary skills, knowledge, and support to enhance their businesses, contribute to the local economy, and promote sustainable entrepreneurship in KwaDukuza Municipality.

3 Methodology / approach

Phase	Deliverable	Key Details
Inception	Inception report	<p>The Inception Report unpacked the project objectives , identifies the target beneficiaries, outlined the activities that were to be undertaken, and described the expected outcomes of the project as agreed to in the Inception Meeting. The report also detailed the project management structure, including roles and responsibilities, timelines, and budget allocation. Overall, the Inception Report served as a vital document for the successful implementation of the KwaDukuza Municipality Entrepreneur Skills Development and Support Programme.</p>
Selection of entrepreneurs	Selection report	<p>Provided a detailed analysis of applicants and the final list of selected candidates. The applications for programmed were opened on the 24th of January and closed on the 8th of February 2023. Upon receipt of applications the first step was to siphon the applications by way of identifying those that meet the stipulated criteria from those who do not meet the criteria.</p> <p>The applications were Reviewed and a shortlist of 32 candidates for Interviews and Assessment were selected.</p> <p>Interview Process</p> <ul style="list-style-type: none"> • 32 Candidates we called for the Interview process (which started on the 16th of February and ended on the 27th of February 2023) • The SMMEs that meet the criteria were then assessed utilising a scoring tool that determines the likelihood of Job creation, growth potential, enterprise viability, entrepreneur commitment, market potential, attribution and receptivity. • The above information was gathered through a Diagnostic form which is filled by all potential SMMEs and gathers all pre-Business support soft measures and Hard measures, these are collated and used to assess each business. <p>Pitch process</p> <ul style="list-style-type: none"> • 32 Entrepreneurs were taught how to pitch their business to the PSC Panel (06 March 2023) • The PSC agreed on who makes up the panel

		<ul style="list-style-type: none"> • The candidates then pitched to the panel on the 14th of March 2023 <p>Final Candidate Selection</p> <ul style="list-style-type: none"> • After the Pitch Session, Goshen reviewed the diagnostic forms – from applications and interview process • Conducted a Review of Pitch Session Notes • Once the assessments were complete, Goshen developed a selection report which included; <ul style="list-style-type: none"> ○ Details of the application process ○ Details of the selection and pitch process ○ Proposed entrepreneurs to enter the programme with a short motivation for each. • The PSC then approved the selection of the 20 businesses that best fit the programme objectives.
<p>Entrepreneur assessments</p>	<p>Training plan</p>	<p>The training plan for the KwaDukuza Municipality Entrepreneur Skills Development and Support Programme was designed to provide a comprehensive and tailored training to the selected entrepreneurs. The plan aimed to equip the entrepreneurs with the necessary skills and knowledge to enhance their business growth and success.</p> <p>The training plan included the following key components:</p> <ul style="list-style-type: none"> • 4-day Boot Camp: The entrepreneurs participated in a 4-day intensive boot camp where they received extensive training on personal mastery, entrepreneurship, leadership, and sustainability. This immersive experience laid the foundation for their entrepreneurial journey. • Individual and Group Training: The entrepreneurs received individual and group training sessions focused on business skills development. These sessions covered various topics such as business compliance, financial management, tendering, and other essential aspects of running a successful business. • Mentorship Sessions: The entrepreneurs benefited from one-on-one mentorship sessions with experienced industry professionals. These sessions provided personalized guidance and support in areas such as business compliance, financial management, record-keeping, and strategic planning.

		<ul style="list-style-type: none"> • Industry Leader Sessions: The entrepreneurs had the opportunity to engage with and learn from successful industry leaders from the iLembe district. These sessions offered valuable insights and practical advice to help the entrepreneurs navigate challenges and achieve their long-term goals. • Business Support Services: Each entrepreneur received a business support grant of up to R10,000. This grant was utilized for additional marketing collateral, financial services, business compliance quality control, and other services that are deemed necessary for their business growth and development. <p>The training plan was designed to be comprehensive, flexible, and tailored to the specific needs of each entrepreneur. By providing a combination of intensive training, mentorship, and access to industry experts, the plan aimed to empower the entrepreneurs with the skills and knowledge required to thrive in their respective industries.</p>
<p>Skills development and support</p>	<p>Training report</p>	<p>The training report for the KwaDukuza Municipality Entrepreneur Skills Development and Support Programme provided a comprehensive overview of the training activities conducted and the progress made by the participating entrepreneurs. The report highlights the topics covered, the attendance and participation of the entrepreneurs, as well as the outcomes achieved during the training period.</p> <p>The training report reflects on the various training sessions that took place, including the 4-day boot camp and the individual and group training sessions. It outlines the specific topics covered during these sessions, such as personal mastery, entrepreneurship, leadership, business compliance, financial management, and tendering. The report emphasizes the active engagement and contribution of the entrepreneurs in these training sessions, showcasing their eagerness to enhance their business skills and knowledge.</p> <p>Additionally, the training report provides insights into the mentorship interventions that the entrepreneurs received during the programme. It highlights the personalized guidance and support they received in areas such as business compliance, financial management, and record-keeping. The report also acknowledges the sessions with industry leaders, which offered</p>

		valuable insights and practical advice from successful professionals in the iLembe district.
	Business support proposal	<p>The Business Assessment Report and the Site Visits conducted between the 23 – 30 of March 2023 informed the Business Support Needs Assessment. Below is the breakdown of the categories of Business Support proposal and what it entailed for the KDM Entrepreneurship Skill and Support Programme;</p> <p>Marketing Collateral</p> <p>As many as 80% of the businesses in the Programme were still in the phase where they require a concerted marketing effort in order to grow their revenues, until they reached a stage where they can apply for funding in order to grow their businesses further. The marketing collateral for each business differed. They included the combination of the following: Logo designs, Website development, hosting and emails, banners, business profiles, posters and flyers, display boards, signage, branded uniforms, vehicle branding and social media setup.</p> <p>Financial Services</p> <p>Under Financial Services, two key areas of support were Identified; Financial Management and Annual Financial Statements (AFS). Financial Management includes record keeping, invoicing, and business compliance. The SME PLUS system was identified to address all these 3 areas of financial management. SMEPLUS is an all-in-one business solution system that is built mainly for small businesses.</p> <p>Quality Control and Compliance</p> <p>The quality control and compliance areas that were identified include Business Trading Licenses (especially for the business that deal with fast food), COIDA compliance, National Home Builders Registration Council registration, SABS certification, and CIDB registration.</p>
	Participant Stipends claim	<p>Entrepreneur travel expenses for the duration of the programme. Each entrepreneur had to sign a register for each training, consultations, and one-on-one mentorship sessions. These registers were used to calculate the amount of money each entrepreneur is to receive at the end of the programme.</p> <p>The participant stipend was capped at R4000 per entrepreneur.</p>

	Boot camp claim	Claim for the booking of the 4-day Boot Camp
Project closeout	Close out report	<p>The Close-Out Report for the KwaDukuza Municipality Entrepreneur Skills Development and Support Programme provides a comprehensive overview of the project's activities, achievements, challenges, and recommendations as the project comes to a close. It summarizes the key outcomes and impact of the programme, evaluates the effectiveness of the implemented strategies, and offers insights for future initiatives.</p> <p>The close-out report highlights the project objectives, including the selection and training of 20 entrepreneurs for a period of six weeks, as well as the skills development provided to three KwaDukuza Municipality LED staff members. It outlines the criteria used for candidate selection and the support provided to the entrepreneurs, such as the 4-day boot camp, individual and group training sessions, mentorship interventions, and sessions with industry leaders.</p> <p>The report discusses the specific challenges encountered during the project, including the attendance of one or two absentees during the training, slow response times from the entrepreneurs on assigned tasks, delayed deliverables due to the response time of the Programme Steering Committee (PSC), and challenges in assigning all business support services to a single company within the limited timeframes.</p> <p>Lessons learned from these challenges are also addressed in the report. It emphasizes the importance of clear communication and expectations, timely responsiveness from all stakeholders, and flexibility in adapting to unforeseen circumstances. The report identifies the need for improved coordination and communication between the project team, entrepreneurs, and the PSC to ensure smoother project implementation in the future.</p> <p>Finally, the close-out report provides conclusions and recommendations based on the project's outcomes and experiences. It underscores the importance of institutionalizing the project's initiatives and lessons learned within the municipality to ensure long-term sustainability. The recommendations highlight areas for improvement, such as strengthening the selection process, enhancing responsiveness and engagement of entrepreneurs, and exploring diversified partnerships for business support services.</p>

4 Achievement against agreed deliverables

The table below shows the respective phases, deliverable and explainer of their achievement status.

Phase	Deliverable	Achievement of deliverable
Inception	Inception report	Achieved Approved by the PSC on 30 March 2023
Selection of entrepreneurs	Selection report	Achieved Approved by the PSC on 20 March 2023
Entrepreneur assessments	Training plan	Achieved Approved by the PSC on 31 May 2023
Skills development and support	Training report	Achieved Approved by the PSC on 31 May 2023
	Business support proposal	Achieved Approved by the PSC on 25 May 2023
	Participant Stipends claim	Invoice submitted No PSC approval required
	Boot camp claim	Achieved No PSC approval required.
Project closeout	Close out report	We must add these dates before we finalise the report.

5 Challenges experienced and lessons learnt.

Specific Challenges Experienced:

- Absentees during the training aspect of the programme: One of the challenges faced was the occasional absence of one or two entrepreneurs during the training sessions. This affected the continuity and consistency of the training program and required additional efforts to ensure that the absentees received the necessary materials and information to catch up.
- Slow response time from entrepreneurs on assignments: Another challenge encountered was the slow response time from some entrepreneurs when it came to completing assignments given as part of the training. This delayed the progress of the program and hindered the effectiveness of the learning process.
- Response time of the Project Steering Committee (PSC): There were instances where the PSC had delayed response times, leading to delays in obtaining approvals and feedback. This impacted the timely delivery of project deliverables and required additional follow-up and coordination efforts.
- Challenges in assigning all the business support services to one company within limited timeframes: The task of assigning all the business support services to one company posed a challenge due to the limited timeframes. It required careful coordination and negotiation to ensure that the selected company had the capacity and resources to provide all the required services effectively.

Lessons Learned:

- Effective communication and coordination: Clear and timely communication with all stakeholders, including entrepreneurs, PSC members, and service providers, is crucial for the smooth implementation of the project. Regular follow-ups and reminders can help minimize delays and ensure active participation from all parties.
- Flexibility and adaptability: It is important to anticipate and be prepared for unexpected challenges and changes in the project timeline. Building flexibility into the project plan allows for adjustments and mitigations when faced with issues such as absenteeism and slow response times.
- Early identification of potential resource constraints: Identifying resource constraints, such as the capacity of service providers, at the early stages of the project can help in better planning and allocation of tasks. This prevents overburdening a single company with multiple responsibilities within limited timeframes.

- Continuous monitoring and support: Regular monitoring and support from project coordinators can help address issues promptly, provide guidance, and ensure that entrepreneurs are actively engaged and meeting their commitments. This can help minimize delays and maximize the effectiveness of the training program.
- Documentation and knowledge sharing: Comprehensive documentation of challenges, lessons learned, and best practices throughout the project is valuable for future reference and improvement. Sharing this knowledge with relevant stakeholders fosters continuous learning and enables more efficient implementation of similar initiatives in the future.

6 CONCLUSIONS AND RECOMMENDATIONS

The KwaDukuza Municipality Entrepreneur Skills Development and Support Programme has successfully provided skills development and support to 20 entrepreneurs from the KDM area. The programme aimed to enhance their business capabilities and contribute to their long-term success.

Despite some challenges faced during the implementation, including absenteeism, slow response times, and delays on some deliverables, the programme has made significant progress in achieving its objectives.

The tailored training plan and individualized support provided to each entrepreneur have helped address their specific needs and challenges, improving their business skills and knowledge. The engagement of industry leaders from the iLembe district has enriched the programme by providing valuable insights, mentorship, and networking opportunities to the entrepreneurs. And lastly, the allocation of business support services to a single company was challenging within the limited timeframes, and careful consideration should be given to ensure that all services are effectively and efficiently delivered in future programmes.

Recommendations:

- KwaDukuza Local Municipality should consider making this programme an annual initiative.
- Strengthen PSC responsiveness: To avoid delays in approvals and feedback, it is crucial to improve the response time of the PSC. This can be achieved by establishing clear timelines for review and decision-making processes, as well as ensuring regular communication and coordination with the PSC members. Identification of PSC members should take into account their work schedules to ascertain availability for PSC meetings.
- Diversify service providers when it comes to the Business Support Services aspect of the Programme: In future programmes, the appointed implementing company should consider engaging multiple service providers for the business support services to ensure a more balanced workload and effective delivery within the given timeframes. This can help avoid overburdening a single company and ensure the quality and timeliness of the services provided.
- Continuously monitor and evaluate: Implement a robust monitoring and evaluation framework to track the progress and impact of the programme. Regular monitoring can help identify challenges early on and take corrective actions, while evaluation can provide insights for further improvement and inform future programme design.

- Strengthen documentation and knowledge sharing: Document the challenges, lessons learned, and best practices throughout the programme. This will contribute to knowledge sharing among stakeholders and enable more efficient implementation of similar initiatives in the future.

By implementing these recommendations, future iterations of the KwaDukuza Municipality Entrepreneur Skills Development and Support Programme can overcome challenges, optimize outcomes, and maximize the impact on the entrepreneurs and the local economy.

7 PROJECT SIGN-OFF

We hereby confirm that the project has been conducted successfully and that the deliverables were received in good order:

Client:	Signature:	
	Full Name:	
	Organisation:	
	Designation:	
	Date:	
Consultant's Project Leader:	Signature:	
	Full Name:	
	Organisation:	
	Designation:	
	Date:	